

**Washington State Department of Transportation**  
Toll Division Educational Marketing and  
Advertising Services

Statement of Qualifications  
PACKET A

February 1, 2024

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**TEAM**  **SOAPBOX**

## Criteria 1: Qualifications/Expertise of Firms on Team

### Proposed Team Members

Our core project team for this work brings experience in all the services identified in your RFQ scope of work, along with years of experience working on transportation issues. While our core project team listed here is confirmed, during the implementation stage in 2024 and beyond, we expect to bring in [our whole team](#) to brainstorm possible strategic communication tactics and media strategy when needed.



**Anne Heavey (she/her), Director**

*Role: Project manager*

With experience working with public, nonprofit, and government sectors, Anne has a deep understanding of how to develop a collective voice, build strong partnerships, and develop strategic messaging on complex issues. Her skills lie in project management, strategic planning and marketing, and social media strategy.

Over her nine-year tenure with Team Soapbox, Anne has developed and led the implementation of several public relations and communications plans — many of which are clients within the transportation care industry. Her experience includes leading communications projects for the Seattle Department of Transportation, Whatcom Transportation Authority, Kitsap Transit, and Washington State Department of Transportation.



**Keegan Prosser (she/her), Account Manager**

*Role: Deputy project manager*

Born and raised in the Pacific Northwest, Keegan Prosser is a strategic storyteller with 10-plus years of experience creating engaging content and effective brand messaging. Keegan excels at breaking down complex ideas and transforming them into captivating content that can be digested and enjoyed by public audiences.

She regularly creates social media content for Facebook, Instagram, and Twitter and posts on behalf of organizations to serve strategic goals spanning fundraising and brand building. Keegan provides expertise in content creation, copywriting, earned media and social media management for our clients including Career Connect Washington, Kaiser Permanente of Washington, 6,000 Trees, Seattle Convention Center, Kitsap Transit (where she recently developed the animal-themed outreach campaign SEA You in the Vanpool), and Habitat for Humanity.



**Anand Balasubrahmanyam (he/him), Senior Account Manager**

*Role: Research and focus groups/surveying*

Anand brings over 10 years of experience to help mission-driven organizations speak clearly about critical issues. He has a particular interest in designing campaigns that serve communities that are traditionally excluded from mass media outreach. He has experience developing strategic communications and educational campaigns, which includes campaigns for Partners in Health to bring COVID-19 vaccines to communities of color in Chicago, Washington State Census Alliance to encourage communities of color to participate in the Census, and a campaign for King County Department of Public Health to education gun owners about the importance of using gun safety locks.



**Christina Hickman (she/her), Account Manager**

*Role: Project manager and stakeholder engagement*

Christina brings more than 12 years of communications experience, specializing in advocacy, community building, and nonprofit engagement.

Christina has a deep understanding of how to tell others' stories and build strong communities and coalitions through communications outreach, active listening, creative collaboration, and honest and open dialogue. Her experience includes legislative advocacy (with Washington Trails Association), community engagement and outreach, event planning, interviewing, content writing and editing, and developing email campaigns.



**Chris Domingo (she/her), Account Manager**

*Role: Video Production*

Chris Domingo has a multifaceted background in video production communications, digital marketing, and project management. She's worked with nonprofit organizations, startups, small and large tech companies, and everything in between. Chris has experience developing, strategizing, and implementing communication and marketing plans.

She's created marketing collateral for presentations, trainings, and in-person and virtual events. She has developed social graphics to support awareness campaigns and strategized and implemented engagement.

At Team Soapbox, Chris produced and lead production on over 30 videos including interview/talking head, title-based, translated, and animated videos. In the last year, Chris has worked with Washington State Ferries, Career Connect Washington, Seattle Department of Transportation, and Seattle City Light to develop multi-pronged public awareness campaigns that involve developing digital, print, and video assets.



**Jordan Lui (she/her), Assistant Account Manager**

*Role: Ad buy support, graphic design and video support*

Jordan, a Seattle native, has provided in-depth communications and marketing implementation support for Team Soapbox clients over the past two years, deploying her skills in event planning, digital marketing, graphic design, and video production.

Jordan is proficient in Adobe Suite, Final Cut, and Premier and supports client collateral materials and video production. Recent projects include supporting the production of graphic design and videos for the Office of the Superintendent of Public Instruction, Career Connect Washington, Habitat for Humanity of East Jefferson County, and Washington State Ferries.



**Meagan DeGrand (they/them), Lead Designer**

*Role: Graphic design, materials development*

Trained in Grand Rapids, Michigan, in illustration, graphic design, branding and animation, Meagan's well-rounded artistic skills lend creative firepower to a variety of design conceiving and creative production needs.

Meagan uses an enthusiasm for communication, a good ear for stories, and a passion for design to help interpret client needs and express their message through branding and collateral. Meagan has led recent creative development and materials creation for campaigns with the Seattle Department of Transportation (the animal-themed Slow the Flock Down), Kitsap Transit (the animal-themed SEA You in the Vanpool), Washington Association for Community Health, and Kaiser Permanente Washington, among others.



**Asia Rau (she/her), Social Media Strategist**

*Role: Social media strategy and management*

With over 23 years of experience with event management, volunteer programs, and marketing, Asia brings a range of expertise in crafting and executing thoughtfully intentional digital campaign strategies based on and encompassing a client's core values. She holds a strong belief in striking a balance between establishing a brand's online presence to further awareness and building analog relationships to further trust and see action-based results from the community.

Asia has worked with businesses and non-profits of all sizes, ranging from national household brands to local community-based programs. Her NPO experience is vast, ranging from working at the UWAA as an Event Coordinator, Downtown Seattle Association as its Event Manager, and Lifelong AIDS Alliance as its Director of Events, Marketing & Volunteer Programs; and contractually working alongside Trust for Public Land, Defaulter, and King County Sexual Assault Resource Center, she understands how a non-profit's efforts can better the lives of those served through its immediate efforts and long-term programs.

At Team Soapbox, Asia has been focused on statewide social media campaigns for Washington State Ferries, Trust for Public Land, and the Washington Association of

Community Health and, in Seattle, for the Slow the Flock Down campaign for Seattle Department of Transportation.



**Andre Mascarenhas (he/him), Video Editing**

*Role: Video Editing and Animation*

Andre has collaborated on video projects with Team Soapbox since 2015. Recent projects include video production for the Washington State Department of Transportation, Seattle Department of Transportation, Kaiser Permanente, Whatcom Transportation Authority, Kitsap Transit, Washington State Office of the Superintendent of Public Instruction, Seattle Jobs Initiative/U.S. Department of Agriculture, and more. Andre has a BFA in Film, Cinema, Video Studies from Centro Universitario Senac.



**Christine Stepherson (she/her), Founder**

*Role: Strategic Counsel*

Christine has more than 30 years of experience in communications, media relations, marketing, community involvement, legislative and advocacy outreach, and public information campaigns. She co-founded Team Soapbox in 2001 to focus her work on raising awareness for issues that span public safety and transportation, economic development, low-income housing, improving and supporting education, funding for community health clinics, and other issues that create a better community for us all.

Her expertise is in working with media and community leaders, developing messaging to help people understand issues, and finding creative ways to engage audiences through many different strategies such as earned or paid media, social networking, events, grassroots outreach, legislative communications, video production, or street guerilla tactics. She enjoys finding out what people are listening to and how to bring important issues to their attention.

**Firm Experience**

Established in 2001 by Christine Stepherson, Team Soapbox is recognized as a leader in innovative approaches and communication campaigns that garner attention for the issues that our clients support. We were founded to strengthen our communities by supporting issues that matter and we excel at moving issues into public awareness and inspiring action. Team Soapbox is staffed by seasoned communications experts who are skilled in public relations, strategic communications, media relations, branding and messaging, and creative collateral development.

Team Soapbox is regularly hired to develop and execute strategic educational public information campaigns throughout Washington State. Our creative out-of-the-box thinking, and approaches enable messages to reach targeted audiences and stick. Our team of communication experts regularly breaks down complex issues and polices to create consumer-friendly messages.

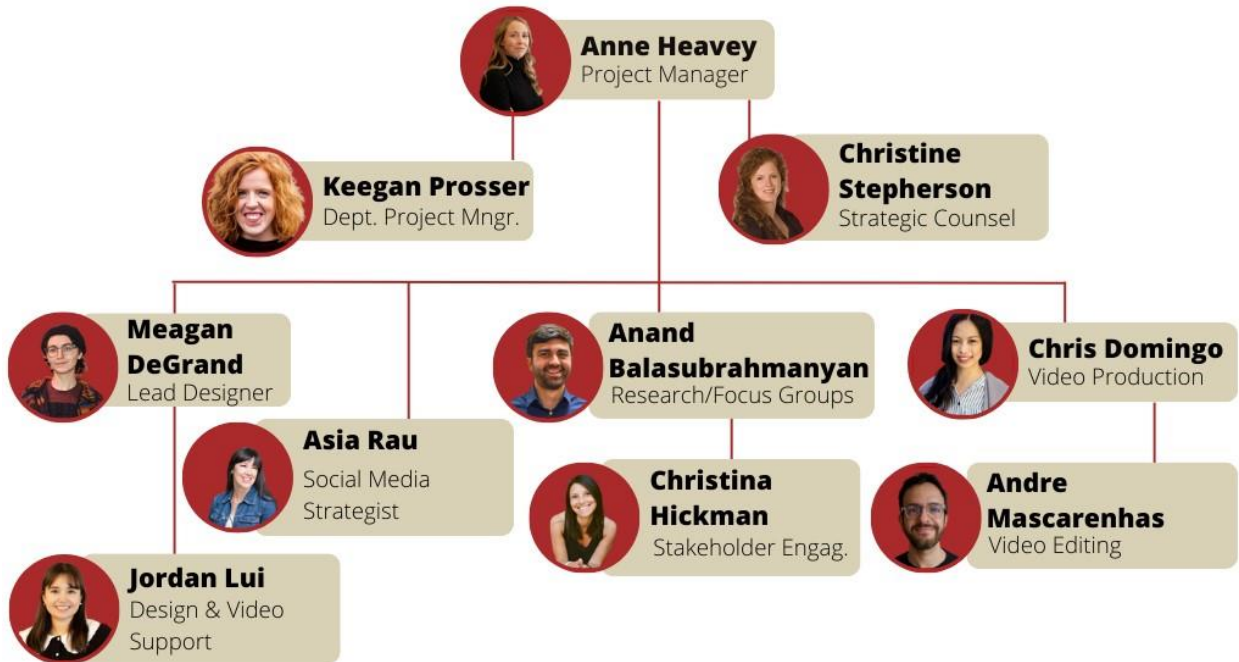
Recent regional and statewide public educational marketing campaigns include:

- Seattle Department of Transportation: "[Slow the Flock Down](#)" (2022-2023)
- Washington State Ferries: "[Come Sail With Us](#)" (2022-2023)
- Seattle Department of Transportation: "[Middle School Pedestrian Safety](#)" (2018)
- Seattle Department of Transportation: "[SeaPark — On-Street Parking Changes](#)" (2017-2019)
- King County Department of Public Health: "[Lock-It Up](#)" (2017)
- Kaiser Permanente of Washington: "Thrive with Kaiser Permanente" (2018-2020)
- Office of the Superintendent of Public Instruction: "[Teach WA](#)" (2016)
- Seattle Office of Emergency Management: "[Alert Seattle](#)" (2015)

**Proposed Team Members, Years of Experience**

Name/Title	Role	Years of Experience
Anne Heavey, Director	Project Manager	21
Keegan Prosser, Account Manager	Deputy Project Manager	10
Chris Domingo	Video Production	13
Anand Balasubramanian, Senior Account Manager	Research and Focus Groups/Surveying	15
Christina Hickman	Stakeholder Engagement	13
Jordan Lui	Ad Buy Support, Graphic Design, and Video Support	6
Meagan DeGrand	Lead Designer	10
Asia Rau	Social Media Strategist	15
Andre Mascarenhas	Video Editing and Animation	15
Christine Stepherson	Strategic Counsel	30

## Organizational Chart of Proposed Team



## Criteria 2: Qualifications of Proposed Project Manager

### Project Manager: Related Project Experience



Anne Heavey, the proposed Project Manager for this project, has over 15 years' experience in strategic communications — 10 years specifically developing and executing educational and awareness communications campaigns. In addition to serving as the Project. Her responsibilities also include overseeing message development, developing the strategic communications plan, oversight on creative concepting, supporting video production, and guiding graphic design.

Listed below are three examples that Anne Heavey led at Team Soapbox.

#### **Example 1**

Date: 2022-2023

Client: Seattle Department of Transportation

Project Name: "Slow the Flock Down"

Project Manager's Responsibilities & Tasks:

- Research
- Audience Identification
- Audience Surveying and Focus Groups
- Message Development
- Campaign Development — Concepting Theme
- Campaign Branding, Oversee Collateral Development
- Manage Production of Videos
- Develop a Campaign Plan and Marketing Strategy
- Manage Ad Buy
- Track and Measure Marketing Strategy
- Provide Client with Monthly Report and Final Campaign Report

#### **Example 2**

Date: September–November 2023

Client: Seattle Public Utilities

Project Name: "Water Conservation"

Project Manager's Responsibilities & Tasks:

- Audience Identification
- Oversee Campaign Branding, Creation of Collateral Materials
- Oversee the Transcreation of Campaign Materials (Spanish, Chinese)
- Manage Production of TV commercial (English & Spanish)
- Develop a Campaign Plan and Marketing Strategy
- Manage Ad Buy
- Track and Measure Marketing Strategy



### **Example 3**

Date: 2020-2021

Client: Whatcom Transportation Authority

Project Name: "Lynden Hop" Community Van Share Services

Project Manager's Responsibilities & Tasks:

- Research
- Audience Identification
- Oversee Community Survey (to name the Van Share program)
- Message Development
- Lead Campaign Branding — Logo Development, Brand Identity, Collateral Materials and Vehicle Wrap Design
- Manage Production of Videos
- Develop a Campaign Plan and Marketing Strategy
- Manage Ad Buy
- Track and Measure Marketing Strategy
- Provide Client with Monthly Report and Final Campaign Report

### **Project Manager: Project Management Experience**

Anne Heavey, the proposed Project manager, specializes in developing public educational and informational campaigns. Her attention to detail and creativity results in dynamic campaigns and marketing plans that reach target audiences and communities. Outlined below are three examples of Anne's ability to manage educational outreach campaigns.

#### **Example 1**

Date: 2022-2023

Client: Seattle Department of Transportation

Project Name: "Slow the Flock Down"

Adhere to project schedule: This project with SDOT was a two-year contract and, over the course of this 48-months of work, Anne developed and coordinated a multi-phase project schedule that reflected research, development, strategy, execution, and reporting. Anne led the project through the schedule, adjusting the timeline as needed based on the client's availability and needs.

Adhere to scope of work/avoid scope creep: Anne is skilled at clearly defining the project scope and deliverables. For the "Slow the Flock Down" project, part of the strategic marketing plan included media relations and social media outreach. However, this work was outside of Team Soapbox's scope of work. Anne was able to work in partnership with SDOT's communications team to own these elements of the marketing plan, without causing scope creep. Anne's experience and project management skills enable her to identify potential scope creep with the client — providing potential ideas and approaches that redirect the request and needs that may be outside of the agreed-upon scope of work in a positive and collaborative manner.

Communicate regarding budget issues: We view it as the responsibility of the project lead to communicate all budget issues for projects, providing not only information but solutions to potential issues as well.

For the "Slow the Flock Down" campaign, Anne managed a \$200,000 marketing budget, along with the campaign development budget. Anne developed project management tools that allowed visibility for the client to the status of both budgets. This involved shared project management tools and monthly budget tracking and updates.

Manage concurrent projects/campaigns: The "Slow the Flock Down" campaign had two different but concurrent campaigns occurring at the same time — a campaign that encouraged drivers to drive 25mph on arterial roads in Seattle, and a campaign that reminded drivers to stop for pedestrians at all intersections. These similar, but different, campaigns had overlapping campaign marketing strategies which Anne managed. The level of detail and logistics required to manage concurrent campaigns intensified the coordination but ultimately elevated the campaign's presence — a marketing strategy designed by Anne to maximize the advertising budget available for the campaign.

Additionally, Anne successfully managed the production of four videos while also overseeing the development and management of the campaign advertising outreach. The four animated videos created for the campaign were utilized as part of the advertising campaign. Two 30-second animated videos for use on social media (Facebook, Instagram, and TikTok) and two 6-second videos for use on YouTube. All the videos delivered the message that drivers need to "Slow the Flock Down" on arterial streets, and when they see pedestrians, they need to "Stop for Flock's Sake".

- [Flock Watch: Making Seattle Streets Safer - YouTube](#)
- [Flock Watch \(Short\) - YouTube](#)
- [Slow the Flock Down \(Short\) - YouTube](#)
- [Slow the Flock Down - YouTube](#)

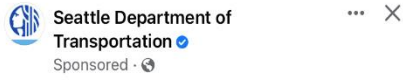
Adjust to flexible/evolving project timelines: Anne is nimble, flexible, calm under pressure, and solution oriented. Evolving project timelines are a natural part of most outreach campaigns, and Anne has experience in adapting project timelines. The SDOT "Slow the Flock Down" campaign was one such outreach campaign that required Anne to adjust the timeline and marketing strategy to extend the projects ad buy budget due the allocation of additional funds for the work. Anne was able to redirect these new funds into the budget, adjusting ad buy dates with vendors to double-down on tactics that were proving to have the most reach and impact with our target audience.

Manage changes that arise throughout the life of the project: During the SDOT "Slow the Flock Down" campaign, two unforeseen changes occurred: the addition of a team member to the SDOT team and the departure of a core team member due to a sabbatical. These changes to the client's team resulted in a revision to the approval process, which also resulted in revising the project timeline. Again, Anne's experience showed as she smoothly adjusted while continuing to move the project forward.

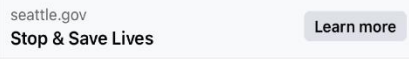
Billboard



Social Media Ad



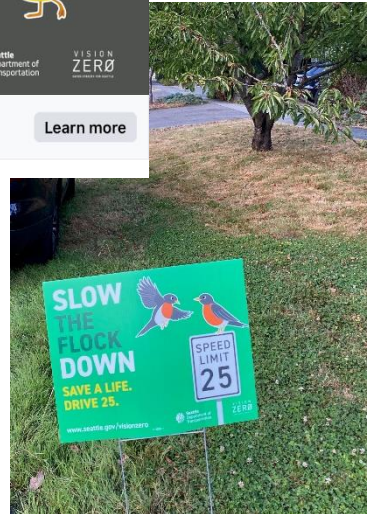
Flock watch: reminding drivers to stop for pedestrians.



Yard Sign



Bus Wrap



Yard Sign

## **Example 2**

Date: 2023

Client: Kitsap Transit

Project Name: SEA You in a Vanpool

Adhere to the project schedule: Team Soapbox was hired to create an outreach campaign designed to educate, and encourage the use of, Kitsap's Vanpool service. The funding for this project required that the work be completed within 10 weeks from when Team Soapbox was hired. This quick timeline required the project manager, Anne Heavey, to develop a detailed project schedule that included critical milestones and approval dates that, if missed, would derail the project from meeting the project completion date.

Using SmartSheet as a project management tool, Anne created a work-back schedule for each different component of the project – audience identification, campaign theme, messaging, graphic design, and video production. This enabled the full team to access the work plan and forthcoming deadlines. This proved to be successful in helping the client manage their workload while also meeting the feedback and approval dates critical for the on-time completion of the project.

Adhere to scope of work/avoid scope creep: Anne formulated a project work plan in accordance with the project's Scope of Work. Consistent reference to this tool throughout the project duration ensured that all involved parties stayed aligned and focused on the agreed-upon deliverables.

Communicate regarding budget issues: Due to the quick nature of this project, Anne provided the client with a budget-check midway through the work, rather than monthly. The client was informed of the activities and status of the budget for the project during each weekly check-in call as well.

Manage concurrent projects/campaigns: The intensity of this project did not interfere with other work that Team Soapbox was doing. Our team successfully balanced the workload and project needs around other deliverables, ensuring all projects successfully advanced on their respective timelines.

Adjust to flexible/evolving project timelines: The workplan that Anne developed included strict feedback and approval dates for the client, as well as built in wiggle room for the unexpected challenge or delay. The timeline remained steady throughout the project, with the exception of the production timeline for the two short videos ([video 1](#) and [video 2](#)), which required an adjustment to the timeline to provide additional days for post-production work.

Throughout the length of the project, Team Soapbox remained nimble and flexible. Anne's effective project management resulted in all deliverables being met and provided to the client by the end of the contracted work.

Manage changes that arise throughout the life of the project: Aside from the post-production delays for the two videos, no major changes arose.



### Example 3

Date: 2017-2018

Client: Seattle Department of Transportation

Project Name: Play Like a Parking Pro

Adhere to the project schedule: This engagement with SDOT spanned a two-year contract. Throughout the duration, Anne crafted and managed a comprehensive project timeline encompassing research, development, strategy formulation, execution, and reporting phases. Anne adeptly guided the project along this schedule, making necessary adjustments in response to client availability and requirements.

Adhere to scope of work/avoid scope creep: Anne developed a project work plan that aligned with the Scope of Work of the project. Referencing this tool throughout the project ensured that all parties remained focused on the deliverables agreed upon.

Communicate regarding budget issues: Each month, Anne provided SDOT with a project report that reflected tasks completed, next steps, and a snapshot of the budget. The monthly project report included information on the status of the budget allocated for Team Soapbox's work, as well as the status of the media buy.

Manage concurrent projects/campaigns: The goals of the Play Like a Parking Pro campaign were to inform the public of the new on-street paid rates and hours, along with new parking tools that were being introduced — an option for drivers to Pay By Phone on a mobile app and the option to Pay By Plate.

While the two new parking tools were similar in nature, it ultimately resulted in two concurrent campaigns given that they were being installed in waves in neighborhoods throughout Seattle over the two years of the project. Additionally, we had to create an overarching theme for the campaign that incorporated many messages because parking

costs different amounts in different neighborhoods, in different zones, and at different times of day. This encouraged gamification — the rules change, know the rules and win.

Anne smoothly orchestrated a strategic outreach campaign that was zip-code based, identifying the messages and corresponding collateral intended for neighborhoods that required information on extended hours for parking, new metered streets and zones, and details surrounding the Pay By Plate parking meters and the Pay By Phone parking app.

Adjust to flexible/evolving project timelines: The project timeline that Anne created for this project ebbed and flowed over the course of the two years, mainly due to delays surrounding the installation of the new parking meters that SDOT would be utilizing for Pay By Plate. Our team was able to pivot and rework the project timeline to prioritize messaging for Pay By Phone and, when ready, scale and launch the Pay By Plate campaign.

Manage changes that arise throughout the life of the project: Anne's ability to strategically pivot was put to the test on this project. As referred to above, the unforeseen challenge that arose during this project was the delay to the installation of the Pay By Phone parking meters. Anne was able to adjust the timing of the ad buy focused on this message to reflect this change.



**Project Manager: Licenses and Accreditations**

Anne Heavey has a Masters in Public Administration from Seattle University.

### Criteria 3: Key Team Member Qualifications

Our core project team for this work brings experience in all the services identified in your RFP scope. While our core project team listed here is confirmed, we expect to bring in [our whole team](#) for brainstorming on creative development and media strategy when needed.



**Keegan Prosser**, Account Manager (She/Her)  
Project role: *Deputy project manager*

Born and raised in the Pacific Northwest, Keegan Prosser is a strategic storyteller with 10-plus years of experience creating engaging content and effective brand messaging. Keegan excels at breaking down complex ideas and transforming them into captivating content that can be digested and enjoyed by public audiences.

Keegan regularly writes copy for social media, annual reports, and other materials for clients that include Kitsap Transit, Seattle Convention Center, Woodland Park Zoo, and Career Connect Washington. Prior to joining Team Soapbox, she worked as a copywriter and journalist with the Bellevue Reporter and various Seattle-based publications.

- Kitsap Transit, 2023
  - *Responsibilities:* Concepted the theme for a carpool awareness campaign for Kitsap Transit intended to encourage 18-40-year-olds working on the peninsula to sign up for and utilize its vanpool service and developed key messaging and copywriting for all collateral materials.
- Career Connect Washington, 2023
  - *Responsibilities:* Manage editorial calendar, create quarterly newsletter and quarterly materials for outreach distribution, provide strategic communication support, support CCW staff in Tribal Engagement efforts.
- Woodland Park Zoo, 2023
  - *Responsibilities:* Writing the communications plan and asset research report for the Empathy for Wildlife program at the Woodland Park Zoo.



**Anand Balasubrahmanyam (he/him)**, Senior Account Manager  
Role: *Research and focus groups/surveying*

Anand brings over 10 years of experience to help mission-driven organizations speak clearly about critical issues. Anand is a trained facilitator and community organizer. Through these skills he thrives in designing focus groups and surveys that are inclusive and provide the opportunity to gather insightful input and feedback.

At Team Soapbox, Anand has developed public safety campaigns, including a multi-year project on gun safety for the King County Department of Public Health.

- King County Department of Public Health, 2018-2022
  - *Responsibilities:* Rebranding King County "Lock It Up" campaign, focus groups, messaging, strategic marketing, ad buy and reporting.
- Key Recovery & Life Skills Center, 2018-Present
  - *Responsibilities:* Surveying, focus groups, facilitating discussions with internal staff focused on renaming and branding and messaging.
- Community Health Network of Washington, 2018-Present
  - *Responsibilities:* Media relations, focus groups, messaging, collateral development, and community outreach.



**Chris Domingo**, Account Manager (She/Her)

Project role: *Lead on videography, support on messaging*

Chris' experience working on issues related to transportation includes the development and implementation of a regional workforce recruitment campaign for Washington State Ferries. Additionally, Chris recently completed a strategic branding and communications project for Seattle City Light's Apprenticeship Program and Career Connect Washington.

In developing communication strategies for both Washington State Ferries and Seattle City Light, Chris developed engagement strategies with the workforce — current employees — to inform messaging and guide the creative direction, ensuring a thoughtful and impactful approach. For both campaigns, Chris managed the entire campaign from ideation and content creation (photo and video production) to executing strategic ad placements.

- Washington State Ferries, 2022-23
  - *Responsibilities:* Chris developed the communications strategy and served as the project manager for the Washington State Ferries' recruitment campaign. She oversaw the communications plan which included materials development, media ad buy, outreach, event management, and photo and video production.
- Seattle City Light, 2023
  - *Responsibilities:* Chris led the rebranding work for the Seattle City Light's Apprenticeship Program. This included crafting new messaging, the development of a new logo, updated photography, and a suite of new collateral materials (banners, flyers, brochures, and general recruitment materials).
- Career Connect Washington, 2023-Ongoing
  - *Responsibilities:* Chris managed a statewide video production project for Career Connect Washington that resulted in 20 videos with translation in Spanish, Vietnamese, Russian, and Spanish. She oversaw the entire production of the videos including script development, interviewing, pre- and post-production planning.





**Jordan Lui**, Project Coordinator (she/her)

**Project role:** *Messaging, strategy development, graphic design.*

Jordan, a Seattle native, has spent most of her life on Capitol Hill. Over the past two years she has provided in-depth communications and marketing implementation support for Team Soapbox clients, deploying her skills in social media content creation, video pre- and post-production, event planning, graphic design, and digital marketing.

Along with several government clients, she has worked with multiple nonprofit clients supporting social media and messaging. Current clients include Habitat for Humanity of East Jefferson County, Seattle Convention Center, Volunteer Park Trust, and Totem Star.

- Habitat for Humanity of East Jefferson County, 2021-2022
  - *Responsibilities:* Produced content for internal- and external-facing newsletters for organization, graphic design, and developed and oversaw social media strategy.
- Seattle City Light, 2023
  - *Responsibilities:* Developed digital and print recruitment materials for Seattle City Light's apprenticeship program and designed layouts for multiple electrification handouts.
- Social Venture Partners, 2023
  - *Responsibilities:* Aided in the design of collateral materials and social media assets.



**Meagan DeGrand**, Lead Designer (they/them)

**Project role:** Creative conceiving, graphic design, collateral development

Trained in Grand Rapids, Michigan in illustration, graphic design, branding and animation, Meagan's rounded artistic skills lends creative firepower to a variety of design conceiving and creative production needs.

Meagan uses an enthusiasm for communication, a good ear for stories, and a passion for design to help interpret client needs and express their message through branding and collateral. Meagan has led recent creative development and materials creation for marketing campaigns with the Washington State Ferries, Trust for Public Lands, Seattle City Light, Seattle Department of Transportation, Washington Association for Community Health, and Kaiser Permanente Washington, among others.

- Whatcom Transportation Authority, Lynden Hop, 2021-22
  - *Responsibilities:* logo design, posters in English and Spanish, web and print advertising creative, OOH advertising such as business window clings, van wrap, and yard signage.
- Seattle Department of Transportation, "Slow the Flock Down" 2022-23

- *Responsibilities*: branding, graphic design, illustration, materials development (including signs, transit ads, social media graphics, and more).
- Seattle Public Utilities, Saving Water Partnership, 2021
  - *Responsibilities*: logo design, identity guidelines and messaging brand book, print and digital collateral including folding brochures and flyers.



**Asia Rau**, Social Media Strategist (she/her)  
**Project role**: Social media strategy and management

Asia is a strategic social media manager and thrives at identifying audiences and engaging with them through paid and unpaid posts.

At Team Soapbox, Asia has been focused on statewide social media campaigns for Washington State Ferries, Trust for Public Land, and the Washington Association of Community Health and locally for our Slow the Flock Down campaign for the Seattle Department of Transportation.

- Washington State Ferries, 2023-23
  - *Responsibilities*: Managed statewide social media campaign on Facebook, Instagram, Twitter, and TikTok.
- Washington Association of Community Health, 2023
  - *Responsibilities*: Managed statewide social media campaign on Facebook, Instagram, and Twitter.
- Seattle Department of Transportation, 2022-23
  - *Responsibilities*: Managed Seattle-focused social media campaign on Facebook, Instagram, YouTube, and TikTok.



**Andre Mascarenhas (he/him), Video Editing**  
**Project role**: *Video Editing and Animation*

Andre supports video projects with Team Soapbox – both animated/illustrated videos, and live shoots. His creativity is evident in his work, concepting and storyboarding unique videos that capture the attention of the viewer immediately.

- Whatcom Transportation Authority, Lynden Hop, 2021-22
  - *Responsibilities*: concepting, storyboarding, illustrations, animations, post-production.
- Seattle Department of Transportation, "Slow the Flock Down" 2022-23

- *Responsibilities:* concepting, storyboarding, voiceover, audio mixing, illustrations, animations, post-production
- Office of the Superintendent of Public Instruction, 2023  
*Responsibilities:* concepting, storyboarding, scripting, illustrations, animations, post-production.



**Christine Stepherson**, Founder and Principal (she/her)

**Project role:** Project supervision and strategy, media strategy, final authority for the work

Christine founded Team Soapbox in 2001 to focus her work on raising awareness for issues that span health care, public safety, transportation, economic development, low-income housing, improving and supporting education, and other civic issues that create a better community for us all.

Her expertise is in working with media and community leaders, developing messaging to help people understand issues and finding creative ways to engage audiences through many different strategies such as earned or paid media, events, video, design, grassroots outreach, and more.

Christine has developed countless public awareness campaigns around transportation focused on pedestrian safety, driver safety, safety around trains, parking changes, parking garages, worker safety, creating videos for statewide staff to learn new programs about county roads, and much more.

- Community Health Network of Washington, 2008-Present
  - *Responsibilities:* Strategic communications including public relations, media outreach, and materials for legislative advocacy and public outreach. The focus of this ongoing statewide work has always been on protecting and strengthening the safety net for the least served individuals in our state; we work in collaboration with the directors of 350 community health centers across the state.
- King County Public Health, Lock It Up, 2018-2022
  - *Responsibilities:* Created a public campaign that would motivate gun owners to change behaviors and use safe storage devices. The social marketing campaign included audience research and focus groups, messaging, communications planning, communications training with coalition members, logo and graphic design, social media ad campaign, paid media campaign development and placement, and earned media pitching.
- Sound Transit, Link Light Rail Safety, 2016
  - *Responsibilities:* Developed communications implementation plan lead on creating safety campaign aimed at youth and underserved communities with

videos, community outreach materials, creation of a safety board game and events. Seattle Department of Transportation five separate initiatives focused on pedestrian safety, driver safety and parking access. All projects included working with large stakeholder groups, developing multi-year strategic communications plans, and community outreach.

#### **Criteria 4: Firm's Project Management System**

Team Soapbox regularly provides communications services to public agencies at the city, county, and state levels. WSDOT staff can verify the quality of our activities through data provided in our regular progress check-ins, monthly activity reports, and alignment/assessment with our communicated project plan.

If any issues arise in a project, our project lead and deputy strategize together and proactively present possible solutions to our client for discussion and resolution. We pride ourselves on being nimble, flexible, and quick to respond as we partner with our clients in the work. Timeliness and the ability to pivot with you if changes occur are essential to the high-quality work we deliver.

Our established project management practices ensure the deliverables we provide meet high-quality standards. These practices include:

Assigning a dedicated project manager and team. In every project, we assign a lead project manager that serves as our client's primary point of contact. That lead is supported by a deputy (assigned to collaborate and cover in case of absences) and our principal for oversight, as well as support from team members dedicated to delivering on the work.

Developing a project plan with a timeline. At the start of every project, we develop a shared project activity timeline in collaboration with our clients that includes milestones and deliverables. We also track and record all strategic decisions made throughout the project.

Check-in meetings and reporting. We establish regular communication by phone and email throughout the life of the project to communicate where we are in our work, including reporting against the project timeline, deliverables, and milestones. For this project we propose establishing regular check-ins to discuss upcoming work, to review the quality of deliverables, and to identify any potential barriers or issues. These meetings are scheduled through Microsoft Outlook, and our team is available to meet in-person, on Zoom or Microsoft Teams, or on a different virtual platform of the client's preference.

Additionally, we will provide monthly progress reports. When the marketing plan is implemented, these reports will also include the following industry-standard measurements that will provide insights into the success of the outreach campaign. These measurements may include:

- Click-through rates and impressions for digital media
- Overall traffic and impressions from paid media
- Social media traffic and engagement
- Conversion rate of views/clicks to inquiries, aligned with dates of our campaign activity
- Collateral distribution numbers
- Adherence to budgets and timelines

Staying within the project budget. This practice aligns with having a clear timeline, deliverables, and due dates agreed at the start of the project. Internally, our team members track our time daily through Function Fox to allow for accurate project budgeting throughout the project. Reports can be generated upon request to review the time spent, along with detailed notes describing the work completed.

Multiple opportunities for feedback and revisions. We will come to you with first drafts and want to know what you think as we refine plans and materials.

Local and geographically knowledgeable. Our team members are "homegrown" and located in Seattle, Shoreline, Renton, and Tacoma, Washington. We regularly travel on some of the highways referenced in this proposal, such as SR-522, I-405, and SR-167. A benefit to being local is that we are also available to easily travel to have in-person meetings with the WSDOT team, vendors, or stakeholders. While technology has its benefits, we love the opportunity to meet face-to-face.

## **Criteria 5: Project Delivery Approach**

### **A. How does your firm develop a work plan for this project?**

Team Soapbox is committed to applying the most impactful communication tools to issues that matter and developing goal-driven strategies for our clients. We have identified a potential approach so you can see how we would tackle the development and rollout of a statewide toll educational marketing and advertising campaign. This is a high-level overview, and we welcome the opportunity to establish a more detailed project plan with you in the future.

#### Phase One: Planning and Research

We will kick off the project by meeting with key staff members and stakeholders to align project goals and expectations, identify target audiences, and establish a detailed project timeline outlining specific tactics, deadlines, and milestones for both the planning and implementation phases.

During this stage, we will also review existing materials related to toll facilities and evaluate the success of previous Washington State Department of Transportation (WSDOT) campaigns and/or similar campaigns conducted nationally to collect valuable insights.

Additionally, we will have the WSDOT team complete a short survey to help us better understand the campaign's vision, tone, personality, and identity, and guide the development of a tailored campaign strategy. The results of this survey will generate a Creative Brief that we will review with WSDOT and which will help guide the development of the campaign concept and outreach strategies.

#### Phase Two: Campaign Concept

At this stage, we will work with the WSDOT team to develop a unified campaign theme, messaging, and visual identity that aligns with project goals and expectations to raise awareness and educate the public about the rollout of new toll facilities.

Our team will meet internally to review the Creative Brief and begin brainstorming potential campaign themes or concepts that are eye-catching, memorable, and educational. This will include drafting campaign taglines, visual concepts, and key messages in collaboration with your team to refine the campaign concept and ensure messages are clear and will resonate with the established target audiences.

We will present these ideas to WSDOT and provide time for discussion, reflection, and reactions. Sometimes we nail it on the first time, but other times the client's feedback allows us to generate additional ideas and concepts.

### Phase Three: Messaging

Once a campaign concept is determined, we begin message development. This involves identifying the primary and secondary messages our audiences need to know and often tying the language to the theme at hand.

We will review messaging with the client for feedback on the content as well as accuracy regarding the nuanced details that come with tolling changes.

If needed, we may develop a secondary set of messages focused on specific roads — for example, messaging for I-405 may need to be slightly different to SR-522 with regards to timing, price of toll, etc.

### Phase Four: Collateral Development

Team Soapbox will collaborate with WSDOT to identify specific collateral and materials needed for the campaign's successful implementation.

Our approach to collateral development begins with writing all the copy for the materials and having it approved by the client. Once the messaging is approved, we begin designing the items.

During the design process, our in-house designer will review the completed creative brief to inform the color, style, and visual identity of the campaign. Our designer will then develop initial drafts of these materials, and work alongside the client team to implement edits and changes.

### Phase Five: Marketing Plan

Parallel to the campaign creative process, we will begin to develop an outreach campaign plan and strategy for how to get campaign messages in front of our audiences. In alignment with your project goals, we expect paid media (advertising) to be a key tactic in this campaign and will do some strategizing at this stage that's informed by work-to-date and insights from your project team and community feedback.

### Phase Six: Marketing Plan Implementation

We will lean on the marketing plan as a guide throughout the implementation of the campaign, we will regularly measure tactics and progress and adjust the campaign plan as necessary based on audience responses, media coverage, and other evolving insights.

### Phase Seven: Reporting

Throughout the extent of the campaign, our team will monitor the impact and response to the campaign. Monthly reporting will be delivered to the campaign providing a recap of the

work completed, upcoming milestones, and marketing statistics such as open rates, click-through rates, and impressions.

At the conclusion of the project, we will deliver a final campaign report summarizing the entirety of the project.

**A. Who is involved with the decision-making process for the development of the work plan?**

Team Soapbox has more than two decades of communication and marketing experience, with a special emphasis and interest in public-facing transportation campaigns, including campaigns for Seattle Department of Transportation (SDOT), Whatcom Transit Authority, Kitsap Transit, and WSDOT/Washington State Ferries.

Our decision-making process for developing work plans for all types of campaigns is founded on a collaborative and partnership-oriented approach. While the lead project manager serves as the final decision-maker within our team, we believe in the power of collaboration with both our extended Team Soapbox roster and our client teams.

We credit our track record of success with working closely with our clients and leveraging each other's specialized expertise to inform and shape impactful campaigns. Our aim is to create a seamless fusion of our expertise, your industry insights, and the shared goal of achieving the best solutions.

## **A. Describe each of the elements of the proposed work plan for this project.**

### Project Management and Administration

Our project management and administration expertise lie in adeptly navigating evolving timelines with a strategic blend of planning and cutting-edge project management tools. We bring a distinctive approach centered on transparency, fostering collaboration, and utilizing tools such as Microsoft Teams, SharePoint, and Google Drive. This ensures visibility and allows us to collaborate with client teams effectively and efficiently.

### Budget Control

In approaching each project, we prioritize transparency and accountability by developing a comprehensive project budget. This budget serves as a roadmap, delineating the monthly allocation of staff hours dedicated to the project throughout the project, which helps ensure adherence to the established project plan. We have experience managing intricate project budgets, particularly those spanning multiple years and encompassing paid advertising campaigns.

As a team, we maintain a disciplined daily schedule by utilizing timesheets. This practice enables us to track our time effectively, facilitating the generation of reports at any juncture to monitor progress against a client's budget. Externally, we've leveraged programs such as SmartSheet or Google Docs, providing clients with real-time insight into the tracking of marketing budgets. This commitment to detail and transparency underscores our dedication to delivering successful outcomes for our clients.

### Research

Our research process begins by delving into existing materials and engaging in collaborative sessions with your team to learn more about your audiences and stakeholders.

We would start with existing materials and spend time meeting with you to develop the messages for this campaign. Our research will include reviewing previous educational outreach campaigns by WSDOT to identify successful tactics and strategies and assess similar campaigns done in other cities that may provide guidance.

Additionally, during our planning phase, we will ask you to complete a creative brief. The creative brief is a tool we use to learn more about the vision and ideas you have for the campaign. It will also include questions for you that help us understand the tone, personality, and identity you seek for this campaign.

Post-campaign implementation, Team Soapbox employs comprehensive surveys and focus groups to evaluate the effectiveness of campaign concepts. Because this is a multi-year campaign to raise awareness and educate the public about WSDOT's rollout of new toll facilities and projects across the state, we plan to survey the community mid-campaign and have regular check-ins with the WSDOT team to track the progress of project goals and change course where necessary.

### Strategic Planning

Team Soapbox specializes in creating and executing large public outreach campaigns with messaging that is clean, clear, and concise, tailored to diverse constituencies. With expertise in transit-related campaigns, our team regularly engages community



stakeholders, equity-focused organizations, policymakers, and transportation experts to ensure campaigns are well-informed and aligned with community needs.

Our marketing and communications are also developed with thoughtful consideration of the possibility of public criticism, reviewing creative and messaging to consider possible barriers, sensitivities, and issues, and mitigating known critiques.

We plan to develop a campaign that will seamlessly integrate with WSDOT's market research, public engagement, public relations, and retail marketing programs and help build upon the existing Good To Go! brand.

### Creative Development

We will work with you to identify the specific collateral and materials needed for the implementation of the strategic marketing plan for each phase of the campaign. Once the collateral needs are identified, we will incorporate them into our campaign plan and begin working on initial drafts of these materials. Our approach to collateral development begins with writing all the copy for the materials and having it approved by the client. Once the messaging is approved, we begin designing the items.

During the design process, our in-house designer will review the client's creative brief and use that information to guide the direction of color, style, and visual identity to ensure the campaign will resonate with the identified target audiences. Our designer will develop initial drafts of these materials, and then we work alongside the client to implement edits and changes. Three rounds of revisions to materials are often necessary to finalize collateral materials like flyers, brochures, or digital/print ads.

Our experience also extends to concepting, scripting, storyboarding, and designing original video content and voiceover ads for radio that are always led by audience engagement and campaign goals.

### Earned Media

With a wealth of experience, Team Soapbox excels in the development and execution of highly successful earned media plans, strategically designed to raise awareness and foster understanding of our clients' projects. A testament to our expertise is our consistent ability to craft and pitch compelling stories that garner attention from reporters.

Our track record includes the placement of stories on prominent platforms, encompassing all major broadcast stations in Washington state and a multitude of print and digital outlets. Notable publications where our stories have been featured countless times include The Seattle Times, The Tacoma News Tribune, The Everett Herald, Puget Sound Business Journal, The Columbia, The Olympian, and numerous local community papers. We could confidently say that every week of every year in our 23-year history, we have placed a story in a publication somewhere in Washington.

In addition to traditional media outreach, our team is adept at crafting impactful Op-Eds on behalf of our clients. Furthermore, we go the extra mile by securing editorial board meetings with various outlets, ensuring a multifaceted approach to effectively communicate our clients' messages. Team Soapbox's commitment to strategic media engagement positions us as a reliable partner in achieving our clients' communication goals.

Most recent earned media hits include the following:

- [Writing and placing an Opinion piece for Open Doors for Multicultural Families on the importance of taking legislative action to support social services and affordable housing for people with intellectual and developmental disabilities.](#)
- [Pitching and placing a story in The Seattle Times that celebrates the opening of Totem Star's new arts space for youth.](#)
- [Securing broadcast coverage to raise awareness of the Seattle Department of Transportation's Slow the Flock Down campaign to encourage drivers to slow down to 25mph on arterial roads and stop for pedestrians.](#)
- [Writing and placing an Opinion piece in The Spokesman-Review on the importance of school health clinics on behalf of the Community Health Network of Washington.](#)

### Media Buying and Planning

Team Soapbox brings substantial expertise in negotiating and placing paid media, offering valuable support to WSDOT's tolling facilities campaign. Our team regularly develops strategic advertising campaigns, works with sales representatives, and manages the ad buy throughout the length of the contract, tracking metrics such as impressions and open rates to ensure success.

Within the past year, Team Soapbox managed two transportation-focused awareness campaigns:

- [Seattle Department for Transportation:](#) Team Soapbox oversaw a 2-year \$200,000 media buy for the SDOT Slow the Flock Down campaign. The campaign plan for this project included earned and paid media that included billboards, bus boards, radio, digital advertising, social media static and video ads (Facebook, TikTok, Instagram), and YouTube video ads.
- [Washington State Ferries:](#) Team Soapbox developed and implemented a \$95,000 media buy for WSDOT "Sail With Us" recruitment campaign. We secured and managed ads contracts for bus boards, radio ads, ethnic media, radio (KXPA, Pandora, Spotify), and social media (Facebook, Instagram).

We have managed media buys from \$5,000-\$1 million and always create plans that maximize the timing and reach of the dollars available. We are already starting to think about the media buying tactics we would use to raise awareness and educate the public about the rollout of new toll facilities. We are eager to collaborate with you to create a media buying campaign that is tailored to your specific objectives and audiences and is achievable, measurable, and impactful. Below we shared our initial thinking and are sharing with you a potential media buy. This plan would become more flushed out following the research phase to ensure we reach the correct key audiences.

Tactic	Description
Broadcast Video Ads	<ul style="list-style-type: none"> <li>• Digital and on-air with top Puget Sound broadcast stations, such as KING, KIRO, KOMO, and Q13</li> </ul>
Radio	<ul style="list-style-type: none"> <li>• Since we are targeting drivers, we would recommend radio ads on popular stations (both</li> </ul>

	<p>news and music). Such stations could include KUOW, KUBE, KNDD, KIRO, KKWF, and others.</p> <ul style="list-style-type: none"> <li>• Spotify or Pandora</li> </ul>
Print Media	<ul style="list-style-type: none"> <li>• Digital and print ads in local community outlets, such as Kent Reporter, South Seattle Emerald, Renton Reporter, etc.</li> </ul>
Ethnic Media	<ul style="list-style-type: none"> <li>• Seattle Chinese News, La Raza, Asian Weekly, KNKX Multicultural radio, Runta News</li> </ul>
Social Media	<ul style="list-style-type: none"> <li>• Static and video ads, targeting the campaign audience</li> <li>• Boosted posts on social media (Facebook, Instagram, Twitter)</li> </ul>
Sponsored Search Results	<ul style="list-style-type: none"> <li>• Google: Keywords</li> <li>• Google: Responsive</li> </ul>
Transit	<ul style="list-style-type: none"> <li>• Sounder Transit (interior ads)</li> <li>• King County Metro (bus side and rear boards)</li> <li>• Community Transit</li> <li>• Pierce Transit</li> <li>• Link Light Rail</li> <li>• Sound Transit</li> </ul>
Outdoor Print	<ul style="list-style-type: none"> <li>• Billboards geographically targeted near the highways impacted by the changes to tolling</li> </ul>
Video	<ul style="list-style-type: none"> <li>• Produce a 15-30 second video raising awareness and educating the public about the new toll facilities. The video could live on WSDOT's YouTube page and could be used on social media, shared with strategic partners, and a resource on flyers or other collateral (via a QR code).</li> <li>• YouTube</li> </ul>
Direct Mail	<ul style="list-style-type: none"> <li>• Postcard mailing</li> </ul>
Gas Pump	<ul style="list-style-type: none"> <li>• Ads at the pump</li> </ul>
Mobile Apps	<ul style="list-style-type: none"> <li>• Ads on traffic apps such as Waze or Google Maps</li> </ul>

Our paid media plan will serve as a guide for campaign implementation. Additionally, during the implementation phase, we will regularly measure our tactics and progress against the success metrics we set with you and adjust the campaign plan where necessary as we learn how the audience responds to our outreach.

**A. Describe how your work plan addresses contingencies that may arise during the project.**

When it comes to addressing contingencies, Team Soapbox embraces a collaborative ethos. Whether it's navigating unforeseen challenges or seizing unexpected opportunities, our team works hand in hand with our clients to proactively and effectively handle any curveballs that may arise during the project. This commitment to adaptability and teamwork ensures a nimble and flexible work plan that stands strong in the face of uncertainties, reinforcing our reputation for excellence.

We seek to be as efficient as possible with our project management, meeting deadlines in a timely manner and effectively communicating with our client. This involves internal controls such as project timelines and deliverable schedules, regular (weekly or bi-weekly) meetings during the project, and identifying all potential risks associated a project with our client at the start of work as to mitigate any problems before occurring.

Assessing risks and opportunities will be a key part of Team Soapbox's initial research. As possible, we identify all potential risks at the start of work to mitigate problems before they occur, monitor potential challenges, and adjust course as necessary throughout the project.

For this work, we have outlined potential barriers and identified strategies to combat these challenges.

<b>Potential Barriers</b>	<b>Strategic Solutions</b>
Changes to timeline	<p>We find that by providing 1-2 extra days in the timeline time for review and approval processes not only enables the client time to escalate materials for approvals but, should a deliverable be approved early, provides additional time for unforeseen changes.</p> <p>Additionally, our team prides ourselves on being flexible and nimble. We understand that timelines can change and, as such, are able to rework project plans as needed.</p>
Inappropriate messaging or negative reaction to approved messaging or creative	<p>Testing messages among both priority audiences and general audiences in communities we are reaching.</p> <p>Testing messaging in social media A/B testing or smaller digital campaigns before widespread rollout or print collateral.</p> <p>Development of talking points that address negative messages or reactions.</p>
Confusion about tolling changes	<p>Clear concise messaging will help address potential confusion. In addition to the development of talking points, a potential deliverable may be the creation of external facing FAQs that could be shared with the public via a flyer, the website, or social media.</p>
Revision to scope of work or deliverables	<p>At the beginning of the project, we will review the scope of work and deliverables for this project, enabling our team to be reference the scope over the length of the project.</p>

Inadequate funding to launch a mass market communications strategy and paid media campaign	Creative campaigns and social media strategy to maximize budget.  Possible earned media campaign.
Lack of appropriate channels and platforms for reaching priority populations in some areas of the state	Channel and media audit to identify barriers and opportunities across Washington.  Focused community organization outreach in strategic areas. Extended social media campaigns in some regions.
Lack of connection between receiving messages and behavior change	Media plans that include several phases to reach audiences more than once in decision-making process.  Sense of urgency in messaging.

**B. Describe your approaches to resolve issue(s) within the project team; client(s) and stakeholders.**

Maintaining regular communication and scheduled check-ins with our clients is at the heart of our approach for resolving issues with project teams, clients, and/or stakeholders. By staying in constant communication, our team can swiftly mitigate any challenges that may arise and prevent them from escalating into significant roadblocks.

We also believe that transparent communication is a cornerstone of our resolution process, fostering trust and ensuring everyone is on the same page regarding the project's status and challenges. There should be no surprises regarding deadlines and expectations on both sides.

When issues are identified, we are committed to bringing them to our client's attention promptly. Additionally, we have found that being proactive is vital in demonstrating not only an understanding of the issues at hand but also a commitment to finding viable paths forward and come prepared with recommended solutions.

**C. Identify any key issues and critical milestones for the project.**

There are a handful of key issues we expect to encounter when developing a statewide toll educational marketing and advertising campaign for WSDOT. Among them, the technical nature of toll facility rollouts, a potential lack of public support for additional tolls, and a general misunderstanding about the advantages of using Good To Go! Accounts.

Our experience developing similar campaigns in the transportation space enables Team Soapbox to proactively mitigate these types of issues by developing clear and simple educational materials and campaigns to explain the tolling process comprehensively; clearly communicating the reasons behind toll implementation, emphasizing benefits such as improved infrastructure and reduced congestion; proactively addressing public concerns, highlighting benefits, and encouraging community feedback; and promoting the advantages of using programs such as Good To Go!, which include discounts, convenience, and faster toll processing.

We will further mitigate these issues by sticking to the workplan and strategy developed in partnership with WSDOT, which will include gathering data, developing, and approving effective messaging, checking in with target audiences at agreed-upon times (monthly or quarterly, depending on conversations) during the three-year project timeline, and change the course of the campaign based on feedback and results.

There will be several important critical milestones for this project; some potential milestones are listed below. If selected for this work, we would work with the client to modify these milestones and develop a project timeline.

Project Phase	Milestone
Planning & Research	<ul style="list-style-type: none"> <li>• Research findings report delivered to WSDOT</li> <li>• Completion of Creative Brief, reviewed and shared with WSDOT</li> </ul>
Campaign Concepting	<ul style="list-style-type: none"> <li>• Present a variety of campaign concepts to client</li> <li>• Client selects campaign concept</li> </ul>
Messaging	<ul style="list-style-type: none"> <li>• Develop key messages, specific to highway toll changes/increases</li> <li>• Develop external FAQ</li> <li>• Develop internal talking points</li> </ul>
Collateral Development	<ul style="list-style-type: none"> <li>• Design collateral materials, provide initial drafts to client</li> <li>• Client approval of collateral materials</li> </ul>
Marketing Plan	<ul style="list-style-type: none"> <li>• Produce proposed marketing plan to client, identifying phases of outreach through the length of the project</li> <li>• Identify metrics for measuring success of marketing campaign</li> <li>• Secure marketing contracts with vendors</li> </ul>
Marketing Plan Implementation	<ul style="list-style-type: none"> <li>• Provide media outlets with collateral that is sized properly and contains messages specific to geographic area</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>• Monitor and gather data on advertising</li> <li>• Develop monthly client project reports</li> <li>• Provide client with reports to capture full project</li> </ul>

#### **D. Describe your approaches to managing multiple concurrent campaigns and/or campaigns with evolving timelines.**

Team Soapbox has deep experience working with public agencies at the city, county, and state levels to develop campaigns that engage public audiences. Some of our experience includes managing complex campaigns with evolving timelines and complex budgets, such as:

- Encouraging drivers to drive 25mph and "Slow the Flock Down" on arterial roads for the **Seattle Department of Transportation**.
- Leading a statewide campaign to encourage individuals to support small, local music venues that were the first to close and last to reopen during the COVID-19 pandemic with **Keep Music Live**.
- Managing a statewide campaign to recruit K-12 teachers to apply for teaching jobs in rural Washington state with the **Office of Superintendent of Public Instruction**.
- Raising awareness and behavior changes related to on-street parking in collaboration with the **Seattle Department of Transportation**.
- Motivating gun owners to pursue voluntary safe firearm storage with **Seattle & King County Department of Public Health**.
- Encouraging homeowners to pursue energy-efficient home improvements such as L.E.D. lighting and electric heat pumps with **Seattle City Light**.
- Encouraging Seattle residents to sign up for emergency notification alerts with the AlertSeattle campaign, in collaboration with the **Seattle Office of Emergency Management**.

Utilizing a combination of strategic planning and project management tools. Our approach revolves around transparency, collaboration, and utilizing tools such as Microsoft Teams, SharePoint, and Google Drive to enhance team visibility and streamline project tracking.

A project that specifically comes to mind when thinking about a situation in which Team Soapbox was asked to manage multiple concurrent campaigns and messages was the Play Like a Parking Pro campaign with the Seattle Department of Transportation (SDOT). Over the three years we worked on the campaign, we had several different messages about on-street parking changes to deliver to the public.

Leveraging the idea that Seattleites like to be well informed, Team Soapbox created a theme around knowing the rules of a game, utilizing Monopoly-like graphics. The messaging for the campaign varied by neighborhood, due to varying on-street pricing increases as well as various parking hours.

These multiple messages were tackled by developing various creative graphics to explain the extended hours or price increases. Our team then created a hyper-local outreach strategy that included community neighborhood blogs and outlets, social media marketing,

booths at community events, bright colored flags at parking meters to alert drivers, and direct mail postcards that included neighborhood maps identifying the streets in their area where parking rates were changing.

Over the three years of our project, we created variations of the creative graphics that were used throughout the duration of the project modifying them to deliver different messages and for various marketing tactics.

### **E. Describe your approach to identifying and reaching historically underserved and overlooked communities.**

Much of our work focuses on working with organizations that serve underserved populations —whether it is those needing housing, health care, transit, or mental health support. We understand the sensitivity and dignity needed to gather people's input and stories, and how to craft culturally appropriate and accessible messaging. Our business is focused on giving a voice to those that may not be heard. Here are a few representative clients and communities:

- Non-English speaking populations for **City of Seattle Department of Transportation; Seattle Public Utilities, Seattle Office of Emergency Management, Seattle City Light, Healthy Washington Coalition, Insight Schools, and Sound Transit.**
- Women seeking workforce training for **Apprenticeship & Non-Traditional Employment for Women (ANEW)** and **SkillUp Washington.**
- Teachers in diverse communities for the **Office of the Superintendent of Public Instruction,** and **Alliance for Education.**
- Patients and families for the **American Lung Association of the Mountain Pacific, National MS Society,** and **International Community Health Services.**
- Asian and Pacific Islander health care and dental patients for **International Community Health Services.**
- Low-income mothers and childcare workers for **MomsRising.**
- African-American donors, mentors, and business people for **The Breakfast Group.**
- Children and adults with disabilities for **Open Doors for Multicultural Families, Northwest Center Foundation,** and **Seattle Lighthouse for the Blind.**
- LGBTQ+ communities with **Pride Foundation, AIDS Housing of Washington,** and **Lifelong.**
- Seniors with **SCIDPDA** and **The Pike Place Market Foundation.**



- People and families affected by mental illness with **Key Recovery and Life Skills Center, Washington Coalition for Insurance Parity** and **National Alliance for the Mentally Ill**; and **Valley Cities Behavioral Health Care**.
- Individuals fighting for income equality with **SEIU 925, SEIU 775, The Prosperity Agenda**, and **Reclaiming Prosperity**.
- Individuals and families living in poverty and accessing SNAP benefits with the **Seattle Jobs Initiative**.
- Culturally and linguistically-diverse patients across Washington state with **Neighborcare Health** and **Community Health Network of Washington**.
- People living with developmental disabilities and East African immigrants and refugees with the **Garden Hotline/Tilth Alliance**.

These clients have hired us to build strategies to support their goals and develop tactics to meet each goal. Our strategies are not a one-size-fits-all approach. We consider unique channels and opportunities when reaching underserved populations and don't assume they are getting their information through mainstream channels.

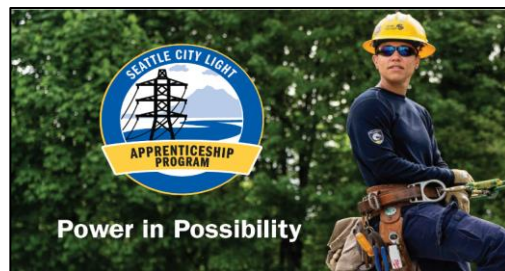
Tactics have included: focus groups held in community centers; soliciting youth focus group participants via text; ethnic media outreach; community events to support senior housing; getting attention for research and studies; building websites to reach diverse teaching communities; dance parties with toddlers; videos that allow people and communities to tell their own stories, and more.



Transcreated materials for Seattle Public Utilities project "Shape Our Water"



COVID vaccine outreach campaign, developed a toolkit of materials which were transcreated in 7 languages for COVID Outreach



Recruitment materials targeting women for Seattle City Light Apprenticeship Program

Outreach campaign targeting diverse communities for Alert Seattle, materials transcreated in 14 languages



Marketing ads for ICHS, targeting diverse communities

