

PROPOSAL

For Community Engagement for Parks and Trails



Prepared by

**SOUTHWEST
STRATEGIES**

SOUTHWEST STRATEGIES

June 24, 2016
City of Fresno
Purchasing Division
Attn: Gary Watahira, Purchasing Manager
2600 Fresno Street, Room 2156
Fresno, CA 93721

Subject: Response to Request for Proposals for Community Engagement for Parks and Trails

Dear Mr. Watahira,

I would like to take the opportunity to introduce our firm and provide a deeper look into who we are and what sets us apart as a company.

Southwest Strategies (SWS) was born out of the celebrated partnership between public affairs veterans Alan Ziegaus and Chris Wahl. The two created a company that would reimagine, reinvent and realign the role of public outreach, and in 2000 work began.

Driving our strategies are some of the best brains in the business who have devoted much of their efforts to building SWS into what it is today. Now, 16 years later, our more than 40 employees are distributed throughout the state with offices in Fresno, Sacramento and San Diego. Our roster includes a diverse mix of communicators, and we recognize that our people are vital to the success of our company.

Even as we've grown over the years, we have retained our entrepreneurial ambition – always in quest of the undiscovered – keeping us one step ahead of the competition. We go beyond common and status quo and are in constant pursuit of the bold, and with that, we are continually evolving our practice and producing head-turning work for our clients.

We are communicators, relationship builders, connectors, hand-raisers, storytellers, writers, strategists and event planners. Offering a vast range of solutions, SWS has cornered the market in public relations, public affairs and marketing, strategic planning, communications, traditional and social media outreach, and graphic design services for leading businesses, public agencies and organizations throughout the State of California.

As a firm, we have a longstanding legacy of honesty and fairness and hold ourselves to the highest standards of accountability to our clients and each other. It is our clients who make us better and push us farther, and we have a steadfast commitment to treat each of them as a partner – ensuring that their goals are not only reached but surpassed.

We are strategic, delivering impactful communication and outreach programs to our clients, and each challenge is looked at from every facet. SWS seeks first to immerse ourselves into the client's organization – learning as much as possible – and then apply creative solutions to identify and develop the best possible tools that will help move them forward.

We look to champion a purpose people care about. Engaging the community through our diverse range of public outreach capabilities, coupled with our ability to refine technical jargon and understand how key audiences will perceive it, allows us to dive deeper into uncovering and discovering successful ways to anticipate project challenges and implement effective communications campaigns. Our business is to help clients build and expand relationships and successfully engage with members of the community. We understand that this is a new era of public engagement, and identifying and communicating effectively to key audiences is vital to the success of a project. SWS' approach to multicultural public outreach is based on developing strategies and messages that are culturally-relevant to stakeholders. With a diverse client mix, we have been successful working with multicultural communities throughout the state through effective outreach in languages such as Spanish, Hmong, Punjabi, Vietnamese, Mandarin and Tagalog.



SAN DIEGO: 401 B Street, Suite 150 • San Diego, CA 92101 | 858.541.7800
CENTRAL VALLEY: 2444 Main Street, Suite 135 • Fresno, CA 93721 | 559.521.2210
SACRAMENTO: 1215 K Street, Suite 1700 • Sacramento, CA 95864 | 916.503.1363

SOUTHWEST STRATEGIES

We are privileged to work with many entities in the civic, transportation, retail, energy and land use sectors across the state. The organizations we work for value a proactive approach to their public outreach efforts, and that is exactly the type of partnership we look for. It is our intention to build a partnership with the City of Fresno, and SWS is uniquely qualified to provide public outreach services for the city for the following reasons:

We understand the importance of fostering community

Fostering community is something we do inside and outside of the office, for ourselves and our clients. As a company, we understand that contributing to a community's quality of life is an important part of economic growth – new families and businesses are drawn to a place that exhibits a strong sense of community.

Having worked with multiple councils of government in the Central Valley and throughout the state, our team members understand the complex nature of project funding and capital improvement plans, and we know how critical comprehensive public outreach is to increasing community involvement. With our work on projects like Central Valley Power Connect, the Northern Fresno Reliability Project and SANDAG's Go by Bike project, we have demonstrated experience building project awareness and increasing involvement from members of the community.

We are passionate about community

Launching our Central Valley office in 2013, we are a company that has a vested interest in the City of Fresno and its success. SWS and members of our Fresno team are very active in community organizations throughout the city. Not only do these commitments help the community, but they also help build the strong citywide connections our firm can offer to our clients.

We conduct comprehensive multicultural community outreach

Through our work with clients in the area, we are accustomed to coordinating concentrated multicultural community outreach in the City of Fresno and its surrounding communities. These efforts have included focused Spanish, Hmong and Punjabi-language outreach campaigns in urban and rural communities throughout the region. Our team includes fluent Spanish speakers and access to translators for additional language needs.

We have local knowledge and experience throughout the community

Our team members have built their careers in the City of Fresno and surrounding communities, and our office is located in the heart of downtown Fresno. Our Central Valley team currently provides public outreach services for other client projects throughout Madera, Fresno and Kings counties. We understand the challenges of our growing city and the associated growing pains because we are from here, we work here and we have made Fresno our home. Moreover, we recognize a one-size-fits-all approach is not sufficient to adequately conduct outreach throughout California's fifth largest city. As such, our outreach plan will specifically address the specific needs of the community citywide.

We are pleased to submit the following requested information about our company. This letter also serves as a notification that SWS has received and accepts all requirements of the project as described in this RFP. Should you have any questions or need any additional information, please do not hesitate to contact me at jluternauer@swspr.com or (559) 521-2210.

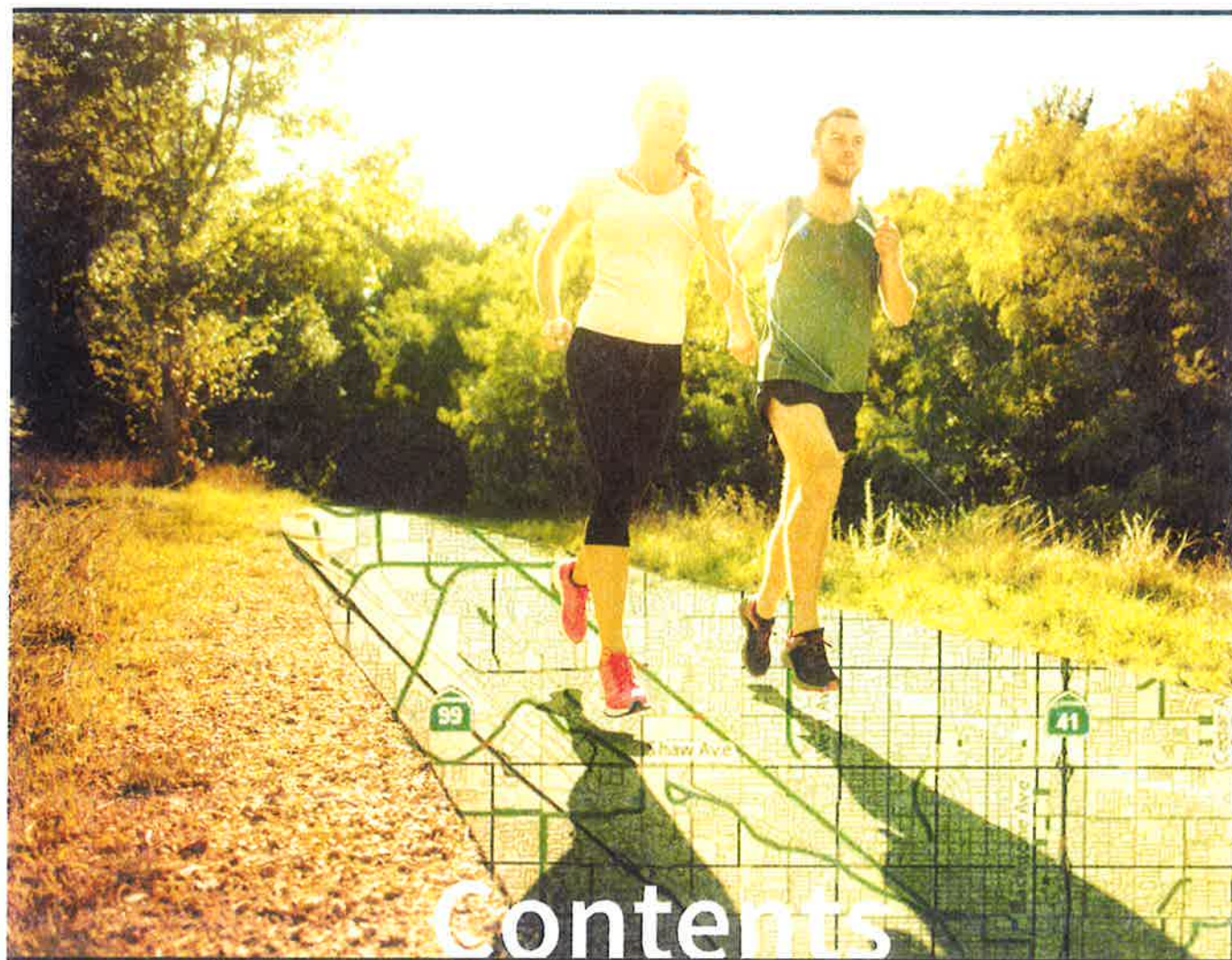
Sincerely,



Jessica Luternauer
Vice President



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Company Profile

SOUTHWEST STRATEGIES

2444 Main Street, Suite 135
Fresno, CA 93721
559.521.2210

Agency Point of Contact:

Jessica Luternauer
Vice President
jluternauer@swspr.com

SWS was formed in 2000 and has become one of the leading public affairs and public relations firms in the state. To assist our clients with meeting their goals, we offer a wide range of communication, marketing and creative services.

Strategic Planning

Successful programs start with solid strategic plans. At SWS, we strive to create optimal outreach and marketing plans through analysis, thoughtful design and precise execution to develop strategic plans for all of our clients. This includes making extensive use of public opinion research to help develop successful programs. By thoroughly understanding our clients' business challenges and the communications environment, we are able to fashion strategic solutions that deliver results.

Public Outreach

Every organization has a variety of public stakeholders that can directly influence its operations and success. We understand the Fresno community. We have extensive experience with a broad range of public outreach, advocacy and education programs that have helped our clients build community support. We specialize in developing community coalitions and in creating educational materials that clearly convey each of our clients' key messages.

Brand Development

A strong brand stems from strong ideas, and at SWS we believe that great strategy builds a brand's right to succeed over time. A client's brand must connect with its stakeholders on a personal level. You must know who they are, what captures their attention and what motivates them. It takes thought, research, analysis and investigation. Our designers, public affairs and marketing team all work together to craft the best brand development strategy for our clients.

Social Media

Social media provides the public a platform to receive by-the-second updates as they happen in the world – all at the tip of their fingers. We recognize the importance social media can play when developing a public outreach campaign, and we are a one-stop shop for building engaged social media communities through strategic planning, content creation, monitoring, campaign development and community building.

Event Management

SWS has experience planning and coordinating special events at all levels, with an emphasis on strategy. Planning events such as workshops, ethnic festivals or groundbreaking ceremonies, our team is available to guide clients through the entire process, including: selecting appropriate event sites; designing invitations, event programs and other materials; securing program speakers and entertainment; and promoting the event through paid and earned media.

Environmental Communications

Working with the general public and community groups on challenges requires special knowledge and expertise. Our extensive background in this area covers habitat preservation and all aspects of CEQA and NEPA.

Graphic Design

Visual communication is often the most effective way to educate and inform. Our creative services department is staffed with experienced and creative graphic designers who help us translate the complex and the technical into compelling print materials, digital presentations and cutting-edge websites. Our graphic design work has included the creation of digital press kits, newsletters, direct mail, print advertising and various other tools that have helped our clients deliver a visual message that breaks through the clutter and have an impact on the people they want to reach.

Media Relations

Securing fair and positive media exposure is our goal for all of our clients. To achieve this goal, we offer strategic direction for how our clients should interact with the media and identify when and where media coverage can best support the overall goals of our clients' communications programs. The SWS team offers our clients a deep understanding of the local media and how it operates. Our clients benefit from our network of media relationships, individualized media interview training and our track record of experience in gaining positive media exposure on a wide range of topics and issues.

Government Relations

Communicating client messages to government agencies and elected officials requires unique strategies. We use our extensive experience to help our clients have an impact on the decision-making process. Our network of relationships with elected officials and government leaders at every level is available to our clients to ensure that their point of view is heard.

Subcontractor Information

Southwest Strategies will not use subcontractors for this project.

Our People

SWS' project team consists of strategic counselors, a day-to-day project manager and community liaisons. Project management and support staff are based in Fresno.

SWS will coordinate outreach activities through regular contact, which will include consistent communication, such as biweekly check-in meetings between the overall day-to-day project manager and the contract contact person.

For full staff resumes, please see Appendix A.

Cost Proposal

SWS proposes to bill on a time and materials basis each month for this assignment using the hourly rates below.

SWS Team	
Jessica Luternauer	\$125
Rachel Audino	\$95
Cody Dixon	\$85
Samuel Rivera	\$95
Cynthia Martinez	\$85
Jim McHugh	\$75

Please see Appendix B for a detailed not-to-exceed estimate by project deliverable.

References

Central Valley Power Connect Branding

Raj Beasla

Service Planning and Design
PG&E

2445 Capitol Street, Ste. 210
Fresno, CA 93721
(559) 263-5312
rsbb@pge.com

In 2013, Pacific Gas and Electric Company (PG&E) and BHE U.S. Transmission hired SWS to assist in messaging and branding for a new 230-kilovolt (kV) transmission line connecting the Gates Substation in Fresno County to the Gregg Substation in Madera County. The team began by fielding a public opinion poll in both English and Spanish to identify the themes that resonated most with the community. Survey findings helped shape the development of a message platform, as well as preliminary logo concepts and project names.

SWS then conducted informal focus groups to obtain qualitative feedback on the branding and ensure broad appeal among the region's diverse communities. Based on this research, the team dubbed the new transmission line "Central Valley Power Connect" and selected the tagline "Reliable Energy for our Future." Input received during the discussions also helped determine the final logo, which features bold blues and greens that visually reinforce the project's ties to clean energy and represent the idea of connectivity.

Ultimately, this process helped create a cohesive brand to support the project's community engagement campaign, which includes email news updates, social media, newsletters, a website and video, stakeholder meetings, public open houses, and multilingual print and radio notifications. Through these efforts, the team has successfully raised awareness of Central Valley Power Connect and collected feedback from hundreds of stakeholders. The Fresno City Council also passed a unanimous resolution of support for the project in June 2015.



A PG&E/BHE U.S. Transmission Partnership



For more
information
Central Valley
Power Connect:

Visit www.cvpowerconnect.com
or call (559) 263-5312
for more information.

www.cvpowerconnect.com
(559) 263-5312
P.O. Box 1708
Fresno, CA 93717-1708



Central Valley Power Connect logo, contact card and Facebook page.

SANDAG

Brandy Sweitzer

Senior Public Outreach Officer
SANDAG

401 B Street, Suite 800
San Diego, CA 92101
(619) 595-5610
brandy.sweitzer@sandag.org

In 2015, SANDAG hired SWS to develop a public outreach plan for GO by BIKE. Our team worked with SANDAG to develop a comprehensive communications program aimed at informing residents and interested stakeholders about regional bike projects during the planning, design and construction phases.

As part of our efforts to ensure an open and transparent public process that provides up-to-date public information, we have successfully coordinated several community meetings. These meetings provide opportunities for residents and interested members of the public to provide input on the decision-making process, as well as talk with project team members and ask questions. To engage key stakeholders, we also have coordinated numerous project briefing presentations to city council districts, community planning groups and other community-based organizations.

We continue to deliver ongoing, consistent and timely information to all project stakeholders. A variety of collateral materials have been developed in order to provide detailed project information, invite members of the public to community meetings and encourage biking as a viable option for everyday travel. The team has created project fact sheets, eblasts, display boards, postcards and detailed project maps. We ensure that all deliverables intended for use by a public audience state that translated information is available in Spanish and in other languages if needed.



REUNIÓN COMUNITARIA Y AUDIENCIA PÚBLICA

UPTOWN BIKEWAYS
La Asociación de Gobiernos de San Diego (SANDAG), por sus siglas en inglés, lo invita a asistir a una reunión comunitaria y audiencia pública del proyecto Uptown Bikeways.

FECHA, HORA Y LUGAR
Martes, 24 de mayo de 2016 | 6-8 p.m.
Balkas Park Club, Salón Santa Fe
2144 Pan American Road W.
San Diego, CA 92101

MAPA DEL PROYECTO AL REVERSO
Leyenda del mapa a continuación:

- Alcance del proyecto
- El segmento de Park Boulevard todavía se encuentra en la fase de diseño preliminar; el estudio ambiental y las discusiones de la Mesa Directiva se realizarán más adelante cuando termine la fase de diseño preliminar.

ACERCA DE LA REUNIÓN

La reunión comunitaria y audiencia pública son un hito clave del proyecto Uptown Bikeways, producto de varios años de discusión en la comunidad y perfeccionamiento del proyecto. Los asistentes podrán hablar con miembros del equipo del proyecto y expresar sus comentarios. Las respuestas a los comentarios hechos durante la reunión con vecinos y audiencia pública serán entregados a la Mesa Directiva de SANDAG para su consideración antes de su reunión del 24 de junio de 2016, en la que se discutirá si el proyecto puede ser exentado de la Ley de Calidad Ambiental de California (CEQA), por sus siglas en inglés.

ACERCA DEL PROYECTO
El proyecto Uptown Bikeways mejorará la conectividad entre los vecindarios, promoviendo un estilo de vida activo y hará que las calles sean más seguras para las personas que andan en bicicleta, a pie y quienes conducen o toman el transporte público. El diseño del sendero para bicicletas será perfeccionado aún más a través de la participación continua de la comunidad durante la fase de diseño final del proyecto.

Si desea obtener más información en español, por favor comuníquese al (619) 699-1950 o ps@sandag.org

PROGRAMA DEL PROYECTO





OPEN HOUSE AND PUBLIC HEARING

UPTOWN BIKEWAYS

The San Diego Association of Governments (SANDAG) invites you to attend an open house and public hearing for the Uptown Bikeways project.

DATE AND TIME
Tuesday, May 24, 2016 | 6-8 p.m.
On the second floor of the
Balkas Park Club, Room 2144
2144 Pan American Road W.
San Diego, CA 92101

LOCATION
Balkas Park Club, Santa Fe Room
2144 Pan American Road W.
San Diego, CA 92101

ABOUT THE MEETING
The open house and public hearing marks a key milestone for the Uptown Bikeways project after several years of community outreach and project refinement. Attendees will be able to talk with project team members and provide comments. Responses to the comments made at the open house and public hearing will be provided to the SANDAG Board of Directors for consideration prior to their June 24, 2016 meeting, where they will consider whether the project is exempt from the California Environmental Quality Act (CEQA).

ABOUT THE PROJECT
The Uptown Bikeways project will enhance neighborhood connectivity, promote active living, and make streets safer for people who bike, walk, drive, and take transit. Bikeway design will be further refined through continued community outreach during the final design phase of the project.

Contact Program Manager, Chris Klum, for more information:
(619) 699-1950 or chris.klum@sandag.org

PROJECT MAP

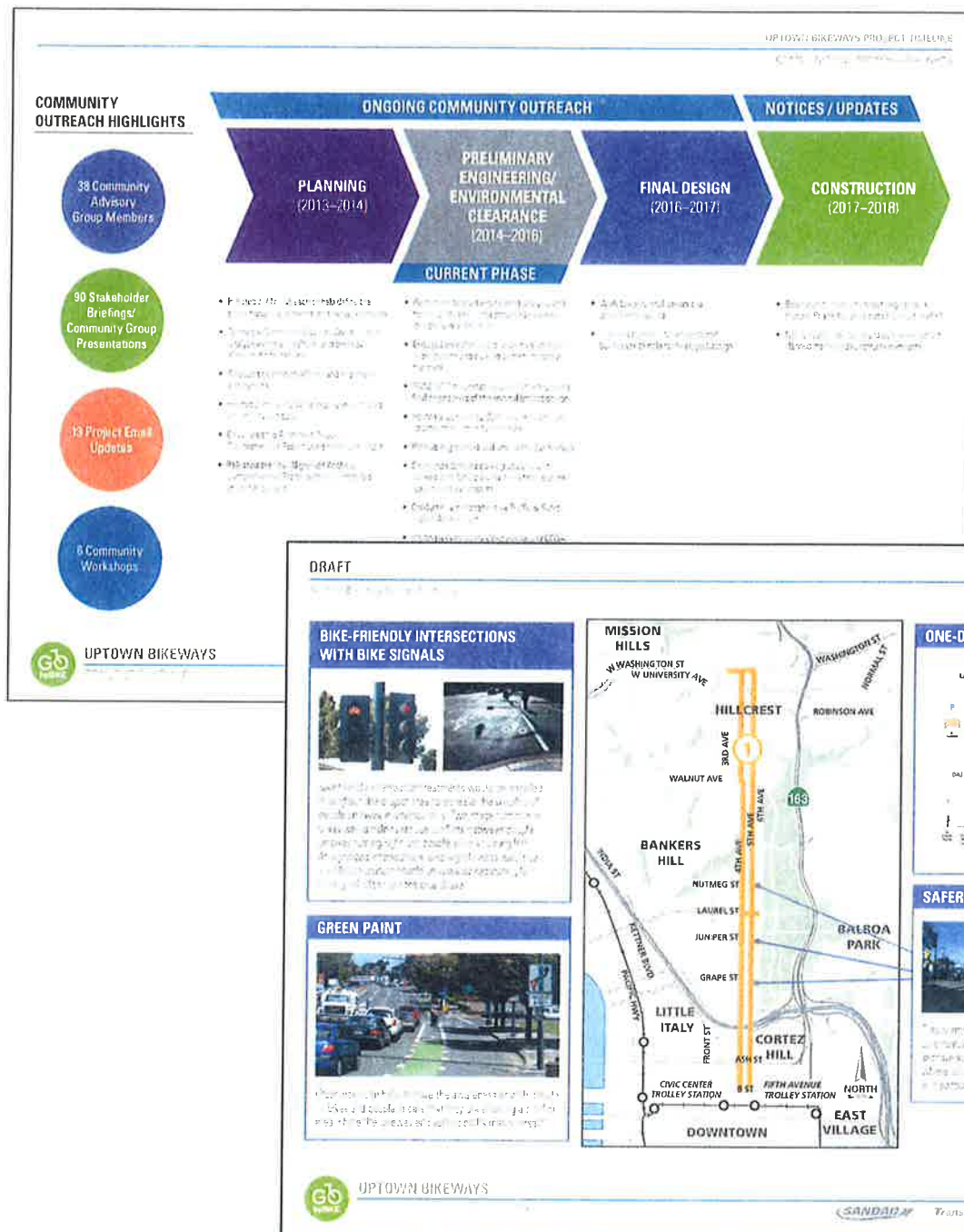


PROJECT SCHEDULE



NOTICE/IMPORTANTE

El segmento de Park Boulevard todavía se encuentra en la fase de diseño preliminar; el estudio ambiental y las discusiones de la Mesa Directiva se realizarán más adelante cuando termine la fase de diseño preliminar.



Display boards prepared for the Uptown Bikeways Open House and Public Hearing in May 2016 summarize community outreach efforts, the project timeline and sample design elements proposed for the bikeway.

OPEN HOUSE AND PUBLIC HEARING



UPTOWN BIKEWAYS

The San Diego Association of Governments (SANDAG) invites you to attend an open house and public hearing for the Uptown Bikeways project.

DATE AND LOCATION

Tuesday, May 24, 2016 | 6–8 p.m.

Balboa Park Club, Santa Fe Room
2144 Pan American Road W, San Diego, CA 92101

PROJECT MAP



PROJECT SCHEDULE



SANDAG TransNet

ABOUT THE MEETING

The open house and public hearing marks a key milestone for the Uptown Bikeways project. After several years of community outreach and project refinement, the SANDAG Board of Directors will consider whether the project is exempt from the California Environmental Quality Act (CEQA) at its June 24, 2016 meeting. Open house and public hearing attendees will be able to talk with project team members and provide feedback. Comments collected at the open house and public hearing and responses to those comments will be provided to the Board of Directors for consideration prior to their June meeting.

ABOUT THE PROJECT

The Uptown Bikeways will enhance neighborhood connectivity between Uptown, Old Town, Mission Valley, Downtown, North Park, and Balboa Park; promote active living and healthy communities; and make streets safer for people who bike, walk, drive, and take transit. The project has been refined based on extensive community outreach, a process that will continue through the final design and construction phases. Construction is expected to begin in 2017 on the first segment, which includes Fourth and Fifth avenues from B Street to Washington Street, connecting Downtown, Bankers Hill, and Hillcrest.

Contact Program Manager, Chris Kluth,
for more information:
(619) 699-1952 or chris.kluth@sandag.org

VISIT THE PROJECT WEBPAGE
KeepSanDiegoMoving.com/UptownBikeways

In compliance with the Americans with Disabilities Act (ADA), this document is available in alternate formats by contacting the SANDAG ADA Coordinator, the Director of Administration, at (619) 699-1900 or (619) 699-1904 (TTY).

The notification strategy for the Uptown Bikeways community meeting called for the distribution of event fliers and door hangers to third party organizations and residences along the project route.

AVISO DE CONSTRUCCIÓN



INLAND RAIL TRAIL

SEGMENTO DE SAN MARCOS A VISTA

La primera fase de la construcción del segmento de San Marcos a Vista del sendero Inland Rail Trail ya está en marcha y continuará hasta el verano de 2016. Las obras de nivelación entre North Pacific Street y Chimuoya Drive están programadas para comenzar a principios de mayo y se espera que continúen hasta principios de julio. El trabajo se llevará a cabo entre las 7 a.m. y las 4 p.m., y pueda que haya más ruido o polvo en el área del proyecto. Pedimos disculpas por cualquier inconveniente y agradecemos su paciencia.



CONSTRUCTION NOTICE



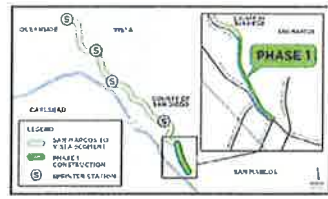
INLAND RAIL TRAIL

SAN MARCOS TO VISTA SEGMENT

The first phase of construction of the San Marcos to Vista segment of the Inland Rail Trail is underway, and will continue through summer 2016. Grading work is scheduled to begin between North Pacific Street and Chimuoya Drive in early May, and is expected to last until early July. Work will occur between 7 a.m. and 4 p.m., and may cause additional noise or dust in the project area. We apologize for any inconvenience and appreciate your patience.

ABOUT THE PROJECT

The Inland Rail Trail is a proposed 21-mile Class I bikeway through the cities of Oceanside, Vista, San Marcos, and Escondido, and a portion of the unincorporated County of San Diego. The San Marcos to Vista segment of the project will build a 7-mile bikeway that passes through San Marcos, Vista, and the County of San Diego. Construction of this segment began with Phase I in San Marcos in late 2015 and will move northwest in phases, along the railway corridor.



FOR MORE INFORMATION

Please contact Emilio Rodriguez, Project Manager, at emilio.rodriguez@sandag.org or (619) 692-5764

VISIT THE PROJECT WEB PAGE

KeepSanDiegoMoving.com/InlandRailTrail

SANDAG TransNet

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La 21 millas Clase I, que San Marcos y Escondido, del Condado de San Marcos a Vista, se a por San Marcos, Vista y a este segmento comenzó a tirá avanzando en or ferroviario.



Director del Proyecto, o llamando al

TransNet

In compliance with the Americans with Disabilities Act (ADA), this document is available in alternate formats by contacting the SANDAG ADA Coordinator, the Director of Administration, at (619) 699-1900 or (619) 699-1904 (TTY).

Northern Fresno Reliability Project

Shannon Koontz-Monis

Senior Government Relations
Representative
PG&E

2445 Capitol Street, #210
Fresno, CA 93721
(559) 263-5445
SMK3@pge.com

PG&E retained SWS in early 2015 to help develop and implement a public outreach program for the Northern Fresno Reliability Project, which includes the construction of a new substation and new transmission line to connect the new substation to the existing system, improvements to existing substations, and upgrades to several transmission lines that are critical to the area. If approved, the project will help ensure continued electric reliability for more than 200,000 customers in the greater Fresno area.

As a first step, SWS developed collateral materials to educate the public about the project and its benefits, including a fact sheet, PowerPoint presentation, website and materials to support media outreach. SWS also launched a project hotline and assisted the team in coordinating stakeholder meetings. In February 2015, SWS helped coordinate a series of open houses in Clovis. Public notices were placed in local newspapers, as well as on Spanish, Hmong and Punjabi-language radio stations. The SWS team continues to support community engagement activities related to the Northern Fresno Reliability Project through email news updates and other outreach.



Northern Fresno Reliability Project

Fact Sheet

The proposed Northern Fresno Reliability Project is part of PG&E's commitment to providing an efficient, safe and reliable service for the 16 million people we serve in California. Infrastructure investments like this help us continue to meet our customers' evolving needs.



Together, Building a Better California

Join Us for a Community Open House

Northern Fresno Reliability Project

The proposed Northern Fresno Reliability Project will help ensure future electric reliability and efficiency for over 200,000 customers in the greater Fresno area. This project may include the construction of a new substation, upgrades to several existing transmission lines, and a new transmission line to connect the new substation to the existing system. These investments will strengthen the grid and help customers in Clovis and the surrounding area. PG&E is currently evaluating the project for potential substation locations.

You are receiving this notice to help you understand the project and its benefits. If you have any questions, please contact the project hotline at 1-800-455-4555 or visit our website at www.pge.com/nfrp.



Project Study Area

The map shows the project study area, including the proposed new substation and transmission lines. The area is located in the northern part of the Fresno area, near the border with Kings County.

The proposed Northern Fresno Reliability Project will help ensure future electric reliability and efficiency for over 200,000 customers in the greater Fresno area. This project may include the construction of a new substation, upgrades to several existing transmission lines, and a new transmission line to connect the new substation to the existing system. These investments will strengthen the grid and help customers in Clovis and the surrounding area. PG&E is currently evaluating the project for potential substation locations.



Project Study Area

The map shows the project study area, including the proposed new substation and transmission lines. The area is located in the northern part of the Fresno area, near the border with Kings County.

These proposed upgrades will help prevent overloading transmission lines connected to these key substations and reducing the risk of outages to customers. The project enhancements will help maintain reliability and accommodate growth by increasing local transmission system flexibility. The improvements will provide alternate ways to supply energy to customers should unplanned equipment outages occur.




Project materials for a public notification promoting February 2016 open houses.

Appendix A: Staff Resumes



Jessica Luternauer

Vice President

Jessica Luternauer is a second-generation Visalia native who currently resides in Fresno County. A graduate of Redwood High School and the University of California, Santa Barbara, she currently serves as Vice President for Southwest Strategies and manages the firm's office in downtown Fresno.

During her nine-year tenure at Southwest Strategies, Luternauer has helped clients such as San Diego Gas & Electric, General Dynamics NASSCO and Westfield Corporation achieve their goals through strategic communications programs. Her work has won numerous local awards for public affairs, community relations, issues management and event planning, as well as three prestigious Silver Anvil Awards from the Public Relations Society of America.

Luternauer has played a key role in the development and implementation of comprehensive outreach programs designed to build awareness and increase public participation. These efforts included branding and collateral development; open houses; briefings and presentations; news updates and printed newsletters; social media outreach; project booths at community events; and a strong multicultural component to reach Spanish-, Hmong- and Punjabi-speaking communities.

Prior to joining Southwest Strategies, Luternauer served as a marketing assistant for a public speakers bureau and held an internship in marketing for an architectural products manufacturer. She also taught writing and humanities at Revelle College for four years while earning her master's degree from the University of California, San Diego. Luternauer is a member of Phi Beta Kappa and the Public Relations Society of America's Central California Chapter.



Rachel Audino

Manager of Public Affairs

Rachel Audino is a Tulare County native who has over eight years' experience in regional planning, public outreach and public affairs in the Central San Joaquin Valley, particularly Tulare, Kings and Fresno counties. She has provided support on the Tulare County Association of Governments' Measure R, SANDAG's I-5 North Coast Corridor project and SANDAG's I-805 South Express Lanes project.

Prior to joining Southwest Strategies' Fresno Office, Audino served as the Government Affairs Manager for the Office of Community and Economic Development at Fresno State. In this capacity, she managed legislative affairs, the university's Community and Regional Planning Center and the San Joaquin Valley Blueprint Planners' Toolkit, an online repository of smart growth case studies and templates for practitioners. Having worked at multiple councils of government in the Central San Joaquin Valley, Audino also has experience in sustainable planning, bicycle planning, GIS, community outreach, public meeting facilitation and land use data management. Prior to moving to the Fresno area in 2007, she coordinated student programs and provided event planning assistance at UCSD's Qualcomm Institute.

Audino graduated cum laude from UCSD with a Bachelor of Arts in English and French literature and a minor in Russian, East European and Eurasian studies. She went on to earn a Master's in Public Administration from Fresno State.



Cody Dixon

Senior Account Executive

Cody Dixon is a Senior Account Executive at Southwest Strategies. He has more than 10 years of experience in public relations, stakeholder communications, public affairs and community outreach across governmental, private, consumer and nonprofit work environments. He utilizes this experience help public and private sector clients develop and implement strategic outreach plans.

Before Southwest Strategies, Dixon managed public relations at Archer & Hound, an award-winning advertising agency in Fresno. In his role as Director of Public Relations, he was responsible for building a public relations practice within the company. While at Archer & Hound, he created and executed public relations programs for clients in the tourism, health care, public transportation and nonprofit sectors.

Dixon later worked as director of community relations for leading Central California adoption agency, Infant of Prague. During his time with the agency, Dixon developed a coalition of stakeholders and donors, more than doubling donations year over year. He was accountable for planning, creative conceptualizing, managing marketing and outreach strategies, and oversaw the planning of all fundraising events – including the organization’s 2015 gala that resulted in the highest donor giving since 2010.

Earlier in his career, Dixon worked in the travel industry as director of tourism for the Fresno Convention and Visitors Bureau. In that role, he developed comprehensive public relations and outreach strategies that resulted in numerous feature articles in international publications, including Sunset Magazine and US Airways in-flight magazine. While working at the Bureau, Dixon managed global marketing and sales, which resulted in the growth of the Fresno brand in the UK, Germany, Mexico, Australia, Canada and Asia. He served as a regional liaison to the California Travel and Tourism Commission, as well as the Southern representative on the Central Valley Tourism Association executive board.

Dixon obtained his Bachelor of Science in Recreation Administration from California State University, Fresno. Before becoming a Bulldog, Dixon was an international delegate for the American Field Service and lived in Belgium, where he became fluent in French. He is a graduate of Leadership Fresno and in 2014 was recognized as one of Fresno’s outstanding business professionals who have yet to reach the age of 40.



Cynthia Martinez

Senior Account Executive

A native of Orange Cove and fluent Spanish speaker, Cynthia Martinez is a Senior Account Executive with over 11 years of communications, event organization and marketing experience. Before joining Southwest Strategies, Martinez worked as the Sales & Marketing Coordinator for Fresno-based technical publishing firm, Murach Books. During her time with the firm, Martinez successfully expanded the company's reach and brand recognition through her work in international sales and reprint rights, publicity, event coordination and management and community engagement.

Earlier in her career, Martinez worked as an assistant to the Public Information Officer at Reedley College where she helped develop districtwide publicity campaigns focused on expanding awareness of financial aid programs to benefit low-income students.

Martinez studied mass communication and journalism at Fresno State University. She has volunteered for various nonprofit organizations including Ronald McDonald House Charities of the Central Valley and the Fresno Area Hispanic Chamber of Commerce and is a member of The Fresno County League of Mexican-American Women.



Jim McHugh

Account Executive

Jim McHugh joined Southwest Strategies with extensive experience in strategic communications, community outreach and coalition building. Prior to joining Southwest Strategies, McHugh interned for a member of the San Francisco Board of Supervisors, where he researched and analyzed land use policy and organized the Supervisor's community outreach efforts. One area of focus was the city's Municipal Railway service, which absorbs an average of 700,000 weekday boardings. In addition to reviewing legislation before the city's Land Use and Transportation Committee and Planning Commission, he also served as a point of contact for constituent concerns regarding land use, recreation and transportation issues.

Prior to the Board of Supervisors, he interned at the California Energy Commission, where he engaged in media and public outreach for the Commission's Fuels and Transportation division. He played a key role in developing materials promoting the Commission's electric vehicle charging and hydrogen refueling station construction projects.

McHugh holds a Bachelor of Arts in Geography and Planning from California State University, Chico and a Master of Public Affairs from the University of San Francisco.



Samuel Rivera

Graphic Designer

A graphic designer with Southwest Strategies, Samuel Rivera helps create high impact design solutions to reflect the vision and integrity of clients. He enjoys collaborating with colleagues and exchanging creative concept ideas with clients to produce strategic graphic designs that effectively communicate clients' messages and goals. An experienced artist, Rivera came to Southwest Strategies after having spent several years as a senior designer for the award-winning agency, RedBeard Communications. While there, he developed high profile ad campaigns for prominent financial institutions. In addition to his work with RedBeard, Rivera established himself as a freelance designer, curating authentic designs and complete brand development for companies such as Original Grain and Crafters Glass. Rivera is an alumnus of Platt College, a digital media design school in San Diego.

Appendix B: Cost Proposal

FY 2016 Proposed Project Budget City of Fresno Community Engagement for Parks & Trails	Jessica Luternauer	Rachel Audino	Cody Dixon	Sam Rivera	Cynthia Martinez	Jim McHugh	Admin	Totals	
Hourly Rate	\$125	\$95	\$85	\$95	\$85	\$75	\$30		
Develop Community Engagment Plan	2	5	30					37	
Develop Community Engagment Database			10			35		45	
Develop Brand Identity	2	5	20	50	5	10		92	
Develop Future Brand Strategy		2	20	5				27	
Develop Messaging	2	5	20					27	
Develop Communications Strategy			25					25	
Stakeholder/ Coalition Development	5	15	50		10			80	
Develop Earned Media Campaign Strategy & Creative Concepts	5		40		15	10		70	
Stakeholder Briefings	2	5	20		5	10		42	
Final Report Development	2	5	30	15				52	
Project Administration							30	30	
SUBTOTAL (HOURS)	20	42	265	70	35	65	30	527	
SUBTOTAL (COST)	\$2,500	\$3,990	\$22,525	\$6,650	\$2,975	\$4,875	\$1,350	\$44,865	
OTHER DIRECT COSTS									
Mileage		\$150	\$375		\$150				
								ODC TOTAL	\$675
								TOTAL	\$45,540