



Warren County School District | Marketing/Branding Campaign



Beatrice Szalas | Principal and Chief Collaborator | January 6, 2021

Table of Contents

Business Organization..... 3

Introduction..... 4

About Red Cactus..... 5

What We Do..... 6

Sample Client List..... 7

An Experienced Team Makes the Difference..... 8

Work Samples and References..... 11

The Warren County School District Project..... 20

W-9..... 27

Non Collusion Affidavit..... 28

Proposal Form..... 29

Thank you..... 30

Business Organization

Name and Ownership:

Red Cactus Marketing

Sole Proprietorship owned by Beatrice Szalas

Woman Owned Business (certification pending)

Address:

4275 N Craycroft Rd

Tucson Arizona 85718

Main Contact and Authorized Staff:

Beatrice Szalas

Principal and Chief Collaborator

beatrice@redcactusmarketing.com

512-913-7712

Website:

www.redcactusmarketing.com

Introduction

It is our pleasure to present this proposal for marketing/branding campaign services to Warren County School District for the development and implementation of a Marketing/Branding Campaign for the Warren County Career Center ("WCCC"). We are excited about this opportunity to work with you and support the center's mission to "to equip all students with the educational skills necessary to achieve their unique personal potential."

We understand that successful educational brands are fortified in promises that are relevant, distinctive, and authentic in people's hearts and minds. Branding a school district or a career center is not like branding a running shoe, a premium cup of coffee, or the latest mobile technology. Branding a school district or a career center takes research and strategy that bring key strengths to the forefront while translating your mission, vision and shared values into a clear and differentiated brand marketing campaign.

Branding an educational institution also requires the skilled strategy and collaborative guidance of a seasoned, successful education marketing partner who can deliver remarkable results on time and on budget. For the Warren County School District, that partner is Red Cactus.

Red Cactus combines data, strategy and creativity so that our clients achieve optimal results. Working collaboratively with your internal team, we will draw on our extensive experience working with colleges, universities and school districts across the country to bring ideas that are fresh, innovative and most importantly, driven by your goals.

Beyond our efforts to submit this proposal, we always welcome honest, engaging conversation. If you have any questions regarding our proposed approach or would like more details on any of the work samples provided in this proposal, please don't hesitate to contact me directly at 512-913-7712 or beatrice@redcactusmarketing.com.

We look forward to listening further to your needs and to working with you to achieve your goals.

With kind regards and best wishes for 2021,



Beatrice Szalas
Principal and Chief Collaborator

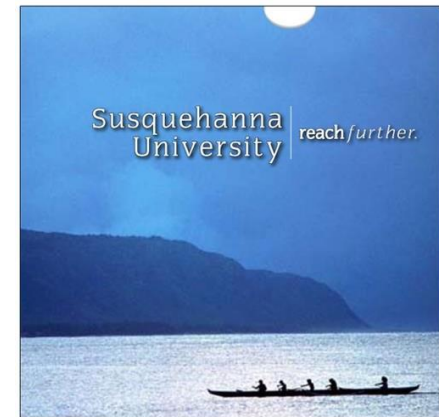
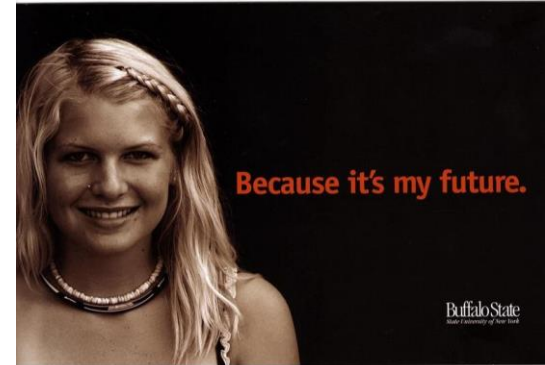
About Red Cactus

Who We Are

Red Cactus is a woman-owned research and branding agency that specializes in working with educational institutions across the country. We bring together an accomplished, award-winning team of researchers, writers, designers, strategists, storytellers, illustrators and digital gurus with decades of experience bringing brands to life. We're eager to help colleges, universities and school districts stand out and "Be Remarkable" under a new model of agency engagement.

For any school to thrive today in today's competitive environment, a cookie-cutter approach won't do. The antiquated agency approach of marching in an army of consultants to support your project is outdated, ineffective and very expensive, when what you really need is a special forces team. Our low-overhead model brings a nimble team of proven experts, ready to deliver strategic and creative insights focused on your unique needs, challenges and goals.

Students, parents, donors, business and community members are constantly bombarded with more and more marketing messages that simply don't stick. Now, more than ever, good branding can make the difference between institutions with staying power and those that seem invisible. That's why we take the time to help our clients develop a strong memorable brand that target audiences immediately recognize, understand and want to be a part of.



What We Do

Market Research

From focus groups and in-depth interviews to online surveys, we uncover the perceptions, motivations and behaviors that affect your brand image and performance. Then we use insight and inspiration to help refine your marketing strategy and define your unique brand story.

Brand Positioning

Using research and strategy, we craft a one-of-a-kind brand promise statement that captures who you are and what you stand for. This unifying brand promise empowers you to stake your market position and communicate it with strength and confidence to the world.

Creative Campaign Development

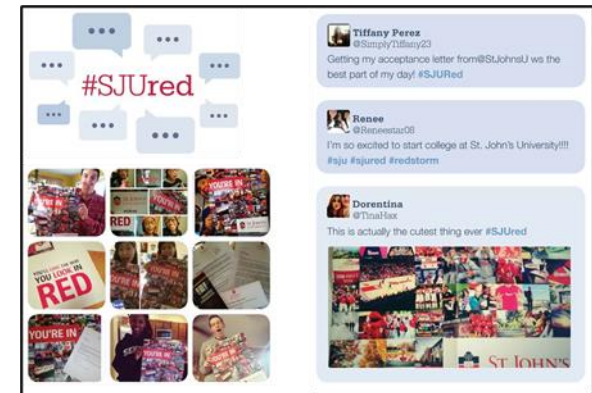
Creative campaigns built on clear strategy position your institution for success. Our award-winning strategists, writers and designers work in collaboration with you to create a campaign that stands out from the competition, connects with key audiences, and gets results.

Brand Activation

From internal launch through digital, video and print execution, our team helps bring your brand story to life with clarity and consistency at every touch point.

Coaching and Consulting

To ensure the ongoing success of your brand, we provide hands-on training and coaching for marketing and communications staff. This includes facilitating workshops and retreats to build strong teams and support your day-to-day marketing efforts.



National Expertise – Sample Client List

Throughout her career, our Principal and Chief Collaborator (and your lead consultant), Beatrice Szalas, has worked with a variety of colleges, universities and school districts across the country including the following:

Arizona State University
Arlington Independent School District
Albertus Magnus College
Bloomfield College
Buffalo State College, SUNY
Cabrini University
Canisius College
Chapman University
Clinton Community College
Dickinson College
Georgia Southern University
Gonzaga University
Hawaii Department of Education
Jamestown Community College
Marywood University
Metropolitan Community College
Misericordia University

Monmouth University
Montclair State University
Nassau Community College
Niagara University
Northern Arizona University
University of Central Oklahoma
Palo Alto University
Pennsylvania College of Health Sciences
Pima Community College
Phoenix Union High School District
Point Park University
Ramapo College of New Jersey
Reed College
Saint Joseph College
Salisbury University
Southeast Missouri State University
St. Francis College
St. Francis University

St. John's University
Susquehanna University
SUNY Cortland
SUNY New Paltz
Tacoma Community College
Technical College System of Georgia
Tiffin University
University at Albany, SUNY
University of Bridgeport
University of Central Oklahoma
University of Houston – Victoria
University of Maine System
University of Missouri – Kansas City
University of New England
University of Pennsylvania
University of Pittsburgh – Bradford
Washington State University

An Experienced Team Makes the Difference

Beatrice Szalas, Principal and Chief Collaborator

With more than 20 years of research, integrated marketing, and institutional brand development experience, Beatrice adds senior-level insight to every project we undertake at Red Cactus. Beatrice will serve as your main contact and will lead all aspects of your branding and marketing project from start to finish. This includes focus group facilitation, the development of your brand positioning framework, creative campaign development as well as marketing plan and implementation.

Beatrice's collaborative spirit and ability to bring together amazing teams empowers us to deliver remarkable results for our clients every time. Our low overhead and no creative limitations model inspires us to create notable campaigns in the most engaging and cost-effective manner possible.

Throughout her career, Beatrice has led the development of marketing and branding campaigns for colleges, universities and school districts across the United States and Canada. Her client work has garnered dozens of ADDY, Higher Education Marketing Report, National Council for Marketing and Public Relations awards while achieving measurable results for her clients in terms of enrollment, fund-raising and brand building.

Beatrice received her Bachelor of Arts (Honors) and Master of Arts degrees from Carleton University in Ottawa, Canada and completed executive development training at York University's Schulich School of Business in Toronto, Canada.



Beatrice's client work has won dozens of awards including national "Best in Show" at the Higher Education Marketing Report Awards for her work with the University of Central Oklahoma.

An Experienced Team Makes the Difference

Debi Quila, Art Director

Debi is an award-winning graphic designer who specializes in educational recruitment and branding. With over 25 years in design, Debi has advertised and marketed everything from hamburgers to TV stations, hotels to lipstick, and airlines to her favorite work ... education. Over the past 20 years, Debi has focused on creating effective recruitment and branding campaigns for colleges and universities across the country.

Debi's work has won four national "Best of Show" awards with the Higher Education Marketing Association (including her work with Averett University below).

During her general agency days, several years in London and Hong Kong with DDB Needham Worldwide creating campaigns for STARTV, Hotel Nikko, Omni Hotels, McDonalds Asia Pacific, and Polygram Records.



John Foster, Senior Designer and Illustrator

John Foster has over 20 years of award-winning advertising and design experience across multiple industries, including a specialty in education marketing. His project experience includes logo development, branding, illustration, print publications and website design.

John's education clients have included Southeast Missouri State, Tacoma Community College, St. Francis College, University of South Carolina, Montana Tech, Sam Houston State, Southeast Missouri State University, the University of New England, Clinton Community College, University of Michigan and SUNY New Paltz and Bloomfield College.

John graduated with his B.A. in graphic design from Mount Mercy University in Cedar Rapids, Iowa.



An Experienced Team Makes the Difference

Cary Jordan, Editorial Director and Storyteller

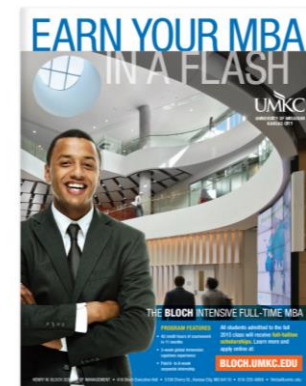
An award-winning writer and storyteller, Cary brings more than 20 years of writing, marketing and education branding experience to the team. Experience in both crafting brand strategies and student recruitment campaigns, Cary understanding how to translate research into powerful stories that get results. His work has earned numerous awards at the regional and national level. Cary earned his B.A. in journalism from the University of Iowa.

His clients have included the University of Michigan, St. John's School of Law, Furman University, Franklin & Marshall College, Hawaii Department of Education, Rhodes College, University of Idaho, University of New England, University of Bridgeport, Pima Community College, Palo Alto University, Oklahoma Baptist University and many others.

JD Mendenhall, Writer and Brand Strategist

JD earned his Bachelors of Business Administration and his MBA in Marketing from the University of Iowa. An accomplished writer and brand strategist, JD draws on his 25 years of experience to creatively bring brands to life across multiple platforms. His work has been awarded numerous ADDYs, HEMR awards, and other local, regional, and national awards.

JD has written viewbooks to search pieces to webpages to digital content for clients such as Villanova University, the University of Richmond, Columbia College of Missouri, Johnson & Wales University, Newbury College, Northern Kentucky University, University of Virginia's College at Wise, and St. Mary's College in San Antonio, University of Iowa, Cal Poly, San Luis Obispo, Fairleigh Dickinson University, Neumann University, and the University of Missouri – Kansas City's Bloch School of Management.



Work Samples and References

The following pages include work samples where you lead consultant, Beatrice Szalas, served as the team leader and brand strategist from start to finish. Each example and corresponding reference can speak to the level of expertise, passion and commitment that Beatrice and her team bring to every single engagement we undertake at Red Cactus.

Phoenix Union High School District

This is Who We Are

Beatrice Szalas led the development of a comprehensive district-wide rebranding campaign for the Phoenix Union High School District – one of the largest and most diverse school districts in the country. Beatrice managed all aspects of the quantitative and qualitative research including the facilitation of over two-dozen focus groups with current and prospective students, parents, teachers, principals, board members as well as business and community leaders. Beatrice presented the research results to key constituents and facilitated workshops and strategy sessions which led to a revitalized brand positioning framework – redefining the district as a transformative place that welcomes and inspires all students to go places and do things that matter.

The research and positioning work culminated in a new bilingual brand campaign dubbed “This Is Who We Are.” The brand campaign quickly energized the entire community following the official launch on July 30, 2019 to over 3,000 teachers and staff from across the district. The award-winning campaign has been integrated into all aspects of the district’s marketing and communication efforts including outdoor advertising, publications, recruitment videos, a successful social media campaign and a new district website.

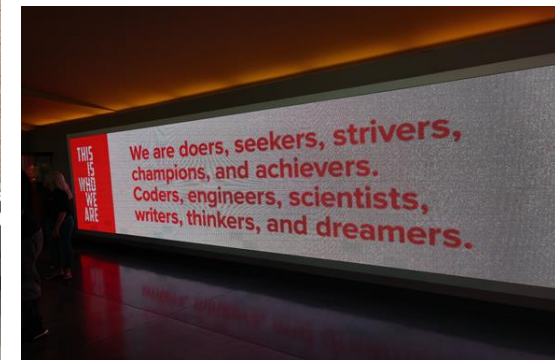


Phoenix Union High School District

Contact:

Michelle Gayles
Chief Strategy Officer
Phoenix Union High School District
Phoenix, Arizona
602-764-1100
gayles@phoenixunion.org

“An excellent partner in both creating a brand that truly captures the essence of our district and communicating it in a manner that captivates and makes our stakeholders proud. ‘They nailed it’ is the phrase we heard over and over again as we shared the work with our constituents.” – Michelle Gayles



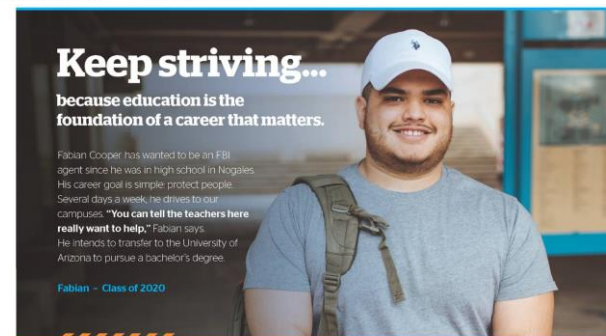
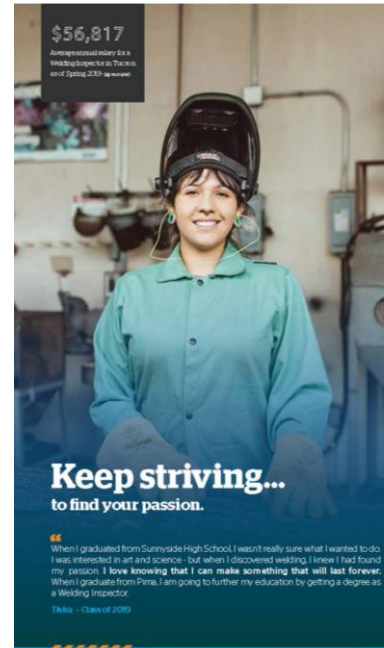
Pima Community College

Keep Striving

Beatrice Szalas led the development of a comprehensive brand campaign focused on erasing outdated perceptions and creating a brand platform to tell a new and empowering story of Pima Community College. Beatrice conducted more than two dozen focus groups in addition to formal surveys of current and prospective students, parents, faculty, staff and alumni as well as business partners and community members.

The research led to a new brand platform and tagline, “Keep Striving”- a powerful and emotive, action-focused mantra that captures the life-changing potential of education. The new campaign has been integrated into publications, traditional and digital advertising, TV and radio commercials, social media and a new college website.

Since launching in 2019, the college has seen a 4.8% enrollment increase. The campaign has also won 10 National Council on Marketing and Public Relations District 6 Medallion Awards in 2019 (more than any other college in the district), while elevating Pima's reputation, internal pride and sense purpose.



520.206.4500 pima.edu



Pima Community College

Contact:

Lisa Brosky
Vice Chancellor, External Relations
Pima Community College
Tucson, Arizona
502-767-9517
lbrosky@pima.edu

“Probably the best client-agency relationship I ever had. Beatrice is knowledgeable, thoughtful, creative, thorough and so easy to work with. She is collaborative and yet not afraid to guide you back if you are steering the wrong way. I truly do not think we would have achieved the amazing results we did with our branding project if Beatrice hadn't been part of the process. Everyone on the team respected her and loved working with her.” – Lisa Brosky



Pima Community College



1,090
current and former U of A
students applied to Pima
for the Fall 2018 semester.

**Those who keep learning,
keep striving..**

Pima Community College is the ideal place to earn your basic credits, making it easy to catch up or get ahead at a fraction of the cost. Pima offers more than 400 online courses that transfer to the U of A and small, supportive in-person classes at conveniently located campuses.

Let's keep striving together.

 **PimaCommunityCollege**
Keep striving.

 520.206.4500 www.pima.edu



**Keep Making
an Impact**

Pima's partnerships ensure students are workforce-ready and prepared to make an impact in Tucson and beyond.

520.206.4500 | PIMA.EDU


 **PimaCommunityCollege**
Keep striving.

Alternative Admission Opportunity Institution



1,090
current and former U of A
students applied to Pima
for the Fall 2018 semester.

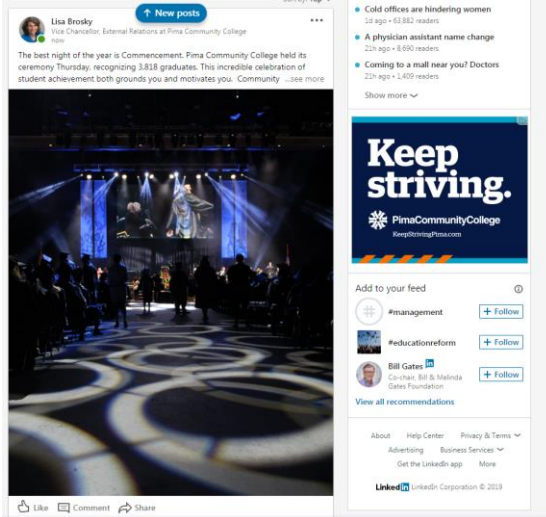
Keep striving...
because if it doesn't challenge you,
it doesn't change you.

Pima Community College is the ideal place to earn your basic credits, making it easy to catch up or get ahead at a fraction of the cost. Pima offers more than 400 online courses that transfer to the U of A and small, supportive in-person classes at conveniently located campuses.

Let's keep striving together.

 **PimaCommunityCollege**
Keep striving.

 520.206.4500 www.pima.edu



Keep striving.
PimaCommunityCollege
KeepStrivingPima

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Pima Community College



PimaCommunityCollege

Brand Pillars Continued

**Learn,
Prepare, and
Strive for a
Better Life**

Students at Pima learn, prepare, and strive for a better life through high quality academic programming, vibrant leadership and culture, and a commitment to service that is based on the needs of students, families, and communities.

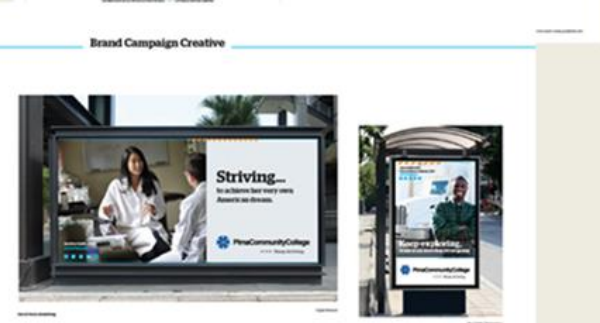
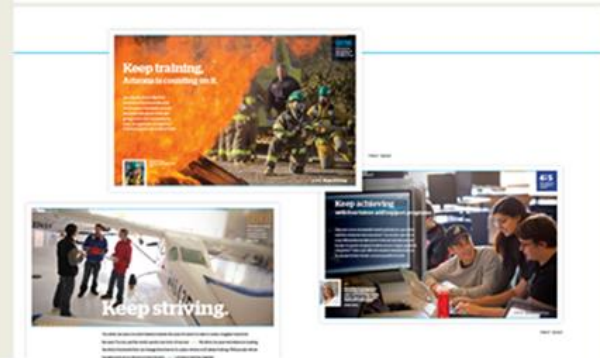
Academic and Professional

There is no more important mission than to prepare students for the future. Pima Community College is committed to providing high-quality academic and professional programming that prepares students for the workforce and for life. The college's academic and professional programs are designed to provide students with the skills and knowledge they need to succeed in the 21st-century workforce.

1. Pima Community College is committed to providing high-quality academic and professional programming that prepares students for the workforce and for life. The college's academic and professional programs are designed to provide students with the skills and knowledge they need to succeed in the 21st-century workforce.

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3. Pima Community College is committed to providing high-quality academic and professional programming that prepares students for the workforce and for life. The college's academic and professional programs are designed to provide students with the skills and knowledge they need to succeed in the 21st-century workforce.



Metropolitan Community College

More Than A Great Start

Beatrice Szalas led the development of an institution-wide brand campaign with a goal of unifying five individual colleges under one Metropolitan Community College brand. Beatrice led qualitative and quantitative research throughout the process with key audiences including senior leadership, students, parents, faculty, staff and alumni as well as business partners and community members.

The research helped to inform the development of a new brand platform and tagline, “More Than A Great Start.” This concept directly challenges people’s preconceived ideas that community college offers only second-rate experiences. It is unapologetic and explicit in asserting that Metropolitan Community College offers a wide variety of programs, dedicated teaching, outstanding facilities, a wealth of resources for the business community and campus environments that are ideal for students starting college.

“Helping people get away from the view of community college as less than... We’ve had a major impact in the Kansas City area and on the people who live here.” - Joe Seabrooks Former President, Metropolitan Community College – Penn Valley

The campaign was successfully integrated across all marketing and recruitment efforts including traditional and digital advertising, athletic sponsorships, print publications and public relations.



Metropolitan Community College

Contact:

Dan Ascheman
 Former Director of Marketing
 Metropolitan Community College
 Kansas City, Missouri
dan@aschemanco.com
 816-716-4207

“Asking Beatrice to develop MCC's brand platform was one of the best decisions we've ever made. She knows how to turn data into compelling creative and, more importantly, she possesses the critical skill to bring all of your stakeholders on board.” – Dan Ascheman



MORE THAN

100
YEARS OF
QUALITY
EDUCATION

80
CAREER
PROGRAMS

37,000
STUDENTS
EACH YEAR

MCC is more than a great place to get a two-year degree. We offer a wealth of resources for Kansas City's businesses and the people who live and work here. Not only do we serve more than 37,000 students each year through more than 80 high-quality career programs, we work closely with local industries to ensure we're providing them with the skilled and prepared graduates they need as well.

The Warren County School District Project

A Collaborative Partnership

The pages that follow detail our approach for working hand-in-hand with your internal teams and stakeholder groups to better define and more fully express the power of the Warren County Career Center brand and develop a marketing plan for effective rollout.

Based on our review of your RFP, the process we envision will take approximately **4-5 months to complete** and is define by four main phases:

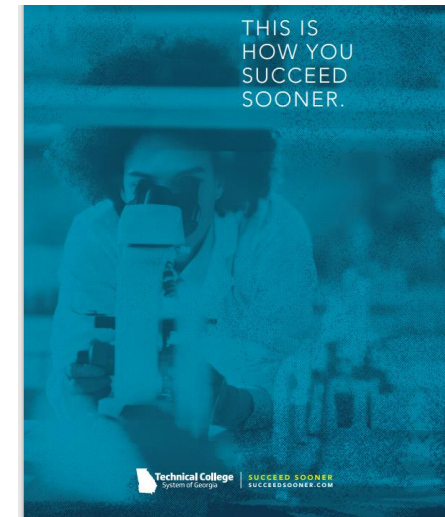
Phase I: Research and Discovery (4-5 weeks)

Phase II: Brand Positioning Framework (4-6 weeks)

Phase III: Creative Campaign Development (4-6 weeks)

Phase IV: Marketing Plan Development and Support (2-4 weeks)

While we provide details on each phase, we look forward to refining the scope of work and timeline upon further consultation with you.



Phase I: Research and Discovery

During this first phase, we will introduce your Red Cactus team to Warren County Career Center, conduct important research and analysis, and set the stage for our collaborative partnership.

Step 1: Data and document review

We will ask you to provide background documents and reports to help familiarize our team with your programs and strategic priorities as well as your current marketing activities, resources, challenges, and aspirations.

Step 2: Qualitative research

One day of online focus groups and in-depth interviews (4-6) with key audiences including current and prospective students, parents, teacher, staff, as well as business and community leaders. The list of audiences will be confirmed upon further discussion with you. The goal is to understand how key audiences currently perceive and experience the Warren County Career Center as well as the value they place on a vocational/technical education.

Step 3: Quantitative research

An online survey of the Warren County School District families to gain insights that will help to facilitate strategy and goal development. Red Cactus will develop the survey instrument in close collaboration with the MCCC team. The survey will be administered by MCCC and/or WCSD.

During the qualitative and quantitative research, we plan to explore:

- How audiences currently perceive WCCC, its strengths, weaknesses and points of distinction
- How audiences perceive the value of WCCC's vocational/technical programs
- How audiences describe WCCC to those who are unfamiliar with it
- How WCCC compares to other educational offerings
- What WCCC needs to do to better serve the needs of the community
- Opportunities for strengthening the WCCC's programs, image, reputation, and level of awareness

Throughout this step we will gather stories, opinions, and perceptions while broadening understanding and enthusiasm for your marketing and branding project. We will also identify specific strengths, themes, and concepts that will inform the brand positioning work that will follow.

Deliverable for Phase I: A summary report and online presentation detailing key research findings and recommendations. A representative from WCCC is welcome to observe all focus groups and interviews.

Timeframe for Phase I: 4-5 weeks

Phase II: Brand Positioning Framework

With the research findings providing a strong foundation for your brand, we will then engage key representatives at the WCCC to collaboratively create WCCC's brand positioning framework. This includes the development of a brand promise and key attributes that will effectively capture and communicate the essence of WCCC in a compelling and memorable way.

Step 1: Brand Positioning Workshop

With all we have learned to this point and drawing upon your mission, vision and core values, we will facilitate a brand positioning workshop with your team.

The goal is to develop and refine 3-4 potential brand promise statements for testing with key audiences. This is a critical step in the process, as your brand promise will serve as the foundation for all future marketing and branding efforts. It represents who you are and what you desire to be known for; providing consistency and uniform language that will unite the WCCC and Warren County School District community while appealing to students, parents and other target audiences.

Step 2: Brand Promise Testing & Refinement (optional)

Once we have developed 3-4 potential promises for testing, we will work with the Warren County School District in-house team to schedule 3 focus groups to determine which promise has the greatest traction with your key target audiences.

The goal of the survey and/or focus groups is to determine which promise is most:

- **Relevant:** Is the promise important to them?
- **Distinctive:** Does the promise differentiate WCCC from other educational options?
- **Authentic:** Is the promise true to who you are? Is it believable?

Based on the research results, Red Cactus will provide recommendations for the WCCC's brand positioning framework (described on the next page).

Phase II: Brand Positioning Framework

The core elements of WCCC brand positioning framework will include:

WCCC's Brand Promise: A one-of-a-kind promise about who you are, what you stand for and what sets you apart in a meaningful way. It should be realistic and aspirational, grounded in who you are now and who you aspire to become.

Brand Rationale: Explains elements of your brand promise, how it was derived and how it is to be used to unite the various voices of the career center to achieve greater awareness and impact. The promise statement is not a public announcement or tagline. Instead, it is an internal marketing compass used to guide all branding and marketing efforts. More importantly, the brand promise is a disciplined statement that requires or implies accountability. A promise must be kept. This accountability can be used to gauge how WCCC lives the brand on a day-to-day basis.

Brand Attributes: Clear, concise and compelling attributes (usually 3 - 4) and recommended strategies for communicating and strengthening them. Each attribute includes a core message with sample headlines and proof points - all designed to tell a unique WCCC story to a variety of audiences (ranging from students and parents to business partners and community leaders).

Deliverable for Phase II: A shared brand positioning framework that will help to tell the WCCC story in a collective, compelling and enduring way – in turn, enhancing and strengthening the WCCC brand for years to come. Includes brand positioning document and online presentation to the WCCC team.

Timeframe for Phase II: 4-6 weeks

Phase III: Creative Campaign Development

During this phase, we used the approved brand positioning framework to define and activate WCCC's brand creative and provide guidelines for consistent application.

Step 1: Creative Concept Development

Red Cactus will develop and present two creative concepts to the WCCC team. Each concept will include a theme or tagline and sample applications that capture the essence of the WCCC brand in an active and engaging style. Your lead consultant, Beatrice Szalas, will present the concepts and facilitate a workshop with your team to determine which concept WCCC should choose.

OPTIONAL: If desired, Red Cactus can also facilitate focus groups with key audiences to assist with the selection process. During the focus groups we test the two creative concepts to determine:

- Which concept best conveys the essence of WCCC's mission, vision, and brand positioning
- Which concept best showcases WCCC's greatest strengths and distinctive attributes
- What focus group participants like/dislike about each concept
- Which concept distinguishes WCCC from other educational options
- Which concept makes them want to learn more about WCCC
- Which concept best captures what they are looking for in a vocational/technical education

Step 2: Brand Guidelines

To bring this critical consistency to your brand, Red Cactus will develop WCCC's Brand Guidelines, providing WCCC communicators all the tools needed to convey the brand across multiple touch points to your key audiences consistently. These guidelines will organize and communicate the components of your campaign to staff members who are responsible for producing marketing and communications for the WCCC and for projecting the WCCC brand.

Once a creative concept is selected, Red Cactus will develop brand guidelines for consistent application of the brand and to support the creation of digital, print and collateral material.

Deliverable for Phase III: Creative concepts and brand guidelines that will summarize the brand positioning framework and include all the essential elements of your proprietary design (including color palette, photo style, typography, tagline, and sample executions)

Timeframe for Phase III: 4-6 weeks

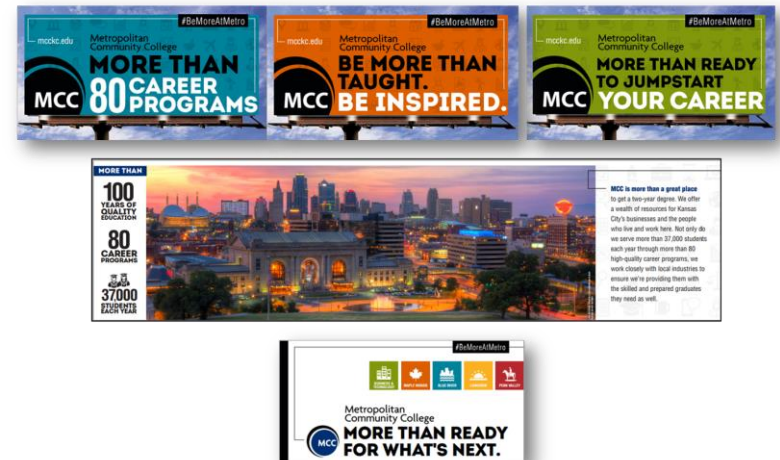
Phase III: Creative Campaign Development

The following is an example of two creative campaign options developed for Metropolitan Community College. Creative concepts include a unifying tagline or theme as well as sample executions such as billboards and print pieces to help visualize each campaign in action. Sample copy and headlines are also included along with a creative rationale for each concept. Red Cactus facilitates the selection process through discussion with your team and/or focus groups with key audiences. Brand guidelines are developed once a concept has been selected.

Option 1: The Smart Choice



Option 2: More Than A Great Start



Phase IV: Marketing Plan Development and Support

Marketing Plan Development and Support

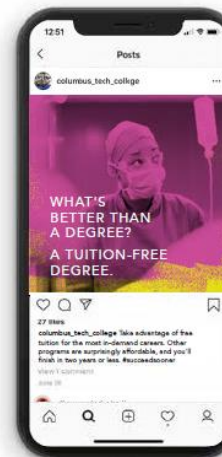
In this phase of the process, we clarify and refine the best ways to communicate and live out your brand marketing strategy. Following the completion of WCCC's branding positioning framework and creative campaign, Red Cactus work with your team on the development of a one-year marketing communication plan that will draw from your institutional goals, audience needs, resources and marketing best practices.

This includes facilitating two online workshops to develop an effective rollout plan and provide any necessary training and support to the MCCC team.

Red Cactus will also be available to provide graphic design and content development to support all aspects of your marketing and branding campaign including print, social media, digital and collateral development.

Deliverables for Phase IV: A one-year plan including prioritized target audiences, strategies and tactics to successfully launch a new marketing/branding campaign for MCCC. Red Cactus will also be available to provide implementation training and support.

Timeframe for Phase IV: 2-4 weeks



Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

**Request for Taxpayer
Identification Number and Certification**

▶ Go to www.irs.gov/FormW9 for instructions and the latest information.

**Give Form to the
requester. Do not
send to the IRS.**

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Beatrice Szalas

2 Business name/disregarded entity name, if different from above
Red Cactus Marketing

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☒ Individual/sole proprietor or single-member LLC

☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶ _____

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
4275 North Craycroft Road

6 City, state, and ZIP code
Tucson, Arizona 85718

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

4	8	2	-	3	5	-	3	5	8	4
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or

Employer identification number

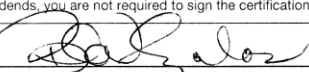
			-							
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Part II Certification

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶ 

Date ▶ **Oct 8, 2020**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

NON COLLUSION AFFIDAVIT

COMMONWEALTH OF PENNSYLVANIA :
 COUNTY OF Pima : ss

I state that I am the Principal ((Title) of Red Cactus Marketing (Name of company);
 that I am authorized to make this affidavit on behalf of my company, and its directors, and
 officers; and that I am the person responsible in my company for the price(s) and the amount of
 this bid. I further certify that that:

(1) The price(s) and amount of this bid have been arrived at independently and without
 consultation, communication or agreement with any other contractor, bidder or potential bidder.

(2) Neither the price(s) nor amount of this bid and neither the approximate price(s) nor
 approximate amount of this bid, have been disclosed to any other firm or person who is a bidder
 or potential bidder, and they will not be disclosed before bid opening.

(3) No attempt has been made or will be made to induce any firm or person to refrain from
 bidding on this contract, or to submit a bid higher than this bid, or to submit any intentionally
 high or noncompetitive bid or other form of complementary bid.

(4) The bid of my company is made in good faith and not pursuant to any agreement or discussion
 with or inducement from any firm or person to submit a complementary or other noncompetitive
 bid.

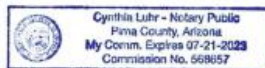
(5) Red Cactus Marketing (Name of Company), its affiliates, subsidiaries,
 officers, directors and employees are not currently under investigation by any governmental
 agency and have not in the last four years been convicted or found liable for any act prohibited by
 state or federal law in any jurisdiction involving conspiracy or collusion with respect to bidding
 on any public contract.

(6) I state that Red Cactus Marketing (Name of Company) understands and acknowledges
 that the above representations are material and important and will be relied on by the Warren
 County School District in awarding the contract for which this bid is submitted. I understand and
 my company understands that any misstatement in this affidavit is, and shall be treated as,
 fraudulent concealment from the Warren County School District of the true facts relating to the
 submission of bids for this contract.

Signature: [Signature]

Printed Name: Beatrice Szalas

Title: Principal and chief Collaborator



SWORN TO AND SUBSCRIBED
 BEFORE ME THIS 16th DAY
 OF January, 2020 2021
 My Commission Expires: 7.21.23
 Notary Public [Signature]


Proposal Form

By signing below, the individual certifies that he/she is an authorized agent of the vendor that has the legal authority to submit a proposal on behalf of the vendor and that, if the proposal is accepted by the WCSD, the contract (as defined in the RFP) shall be legally binding on the vendor.

Vendor Name: Red Cactus Marketing

Address: 4275 N Craycroft Rd
Tucson, AZ 85718

Phone: 512-913-7712

Signature:  Date: Jan 6, 2021

Print Name: Beatrice Szalas

Title: Principal and Chief Collaborator

If the above vendor is awarded the contract by the WCSD, the WCSD will sign below and, upon such signature, the contract (as defined in the RFP) shall become legally binding on the WCSD and the vendor.

 President, Board of School Directors

 Date

ATTEST:

 Secretary, Board of School Directors

 Date

THANK YOU

Every proposal is an opportunity to build a strong partnership focused on collaboration and success. Our clients will enthusiastically attest to that. We look forward to learning more about WCCC and working with you to achieve your marketing and branding goals.



RED CACTUS
MARKETING

Beatrice Szalas | Principal and Chief Collaborator | beatrice@redcactusmarketing.com | 512-913-7712