



Proposal

Strategic Communications Support for Fairfax County Public Schools

Submitted May 22, 2020

Yes&

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The Challenge

In a time of great uncertainty, at least two things are certain for Fairfax County Public Schools (FCPS) and its Office of Communication and Community Relations ("CCR").

First, the situation will continue to change, constantly and unpredictably, as FCPS prepares for and enters the new school year in the fall of 2020. No one yet knows the course the COVID-19 pandemic will take in the coming months. Decisions—from the big decision of when and how to open school classrooms to the hundreds of "trickle down" decisions about transportation, scheduling, grading, and cafeteria operations—have not been made.

Second, the demand for strategic communication will be great. The CCR will be tasked with delivering a high volume of information about distance learning and school reopening to a broad variety of target audiences, while maintaining its usual cadence of updates and postings. Despite the many unknowables, the CCR will be expected to answer parents' many questions, mitigate any missteps with the media, and build on the FCPS brand of being one of the best public school systems in the nation..

The CCR will benefit greatly from the assistance of an outside communications partner during this extraordinary time. That partner must offer FCPS:

- Deep **experience** with helping large and complex organizations fulfill their missions during times of crisis and change
- Creative problem-solving capabilities and **ingenuity** in novel situations
- The ability to form a seamless **team** with internal communications staff, leaders, and subject matter experts
- Understanding of the unique **K-12** education environment and stakeholders including parents, teachers, students, administrators, non-teacher employees, policymakers, and community partners
- Command of paid, earned, shared, and owned communications **channels**
- Bench strength and **surge** capacity to meet unpredictable needs
- Flexibility and **agility** to keep up with rapid developments
- Familiarity with **Fairfax County** and its diverse population

Yes& is that partner. As a mid-sized agency, we have been proud to become an integral part of the communications teams of leading commercial, not-for-profit, and government organizations (including Fairfax County Government departments), providing valuable perspective, original thinking, and practical solutions while maintaining an agile, resourceful, and supremely responsive relationship. We appreciate this opportunity to present our qualifications and ideas to Fairfax County Public Schools.

Qualifications

Yes& meets or exceeds all criteria specified in the RFQ. Our corporate history begins in 1985, giving it almost 35 years of continuous operation. Yes&, either as an agency or through current key senior employees, has served numerous clients in the K-12 education market including K12, Inc., George Mason University administering a STEM program through Virginia public schools, the FCPS Marketing Advisory Board – DECA, the Morgan Moses (Redskins) Foundation, The Princeton Review and Tutor.com, and the NoVa Science Museum.

Corporate financials and the resume of our proposed lead consultant are attached.

Our proposed lead consultant is President & CEO **Robert W. Sprague**. Bob has been providing strategic communications for the entire 35-year history of Yes& and its predecessor company PCI Communications, which he founded. He has been a source of counsel for large organizations undergoing massive change and crisis, offering support to executives of MCI, IBM, First Union Corporation, Haworth, Pfizer, Merck, Novo Nordisk, the American Society of Association Executives, Fannie Mae, the Naval Criminal Investigative Service, the National Transportation Safety Board, the U.S. Coast Guard, and the Department of Homeland Security.

(His two children attended Belle View Elementary School, Carl Sandburg Middle School, and graduated from West Potomac High School.)

Bob has had deep experience in healthcare, working with large hospital and nursing home systems that are comparable in complexity and diversity to a large public school system. Like school systems, they have tens of thousands of employees and serve hundreds of thousands of patients; they have distinct stakeholders ranging from doctors and nurses to patients, families, visitors, volunteers, boards, donors, regulators, and elected officials; and they operate in highly visible and regulated marketplaces. Bob has worked with institutions across the country, including Geisinger Health (30,000 employees, considered a best-in-class healthcare provider and nationally known for its integration of genomics and public health), Providence Health & Services (120,000 employees), and Crozer-Keystone Health System (8,000 employees). He has in each case been a tightly integrated member of the core communications team as these complex organizations have contended with financial emergencies, malpractice, labor unrest, and mergers.

Most recently Bob has been immersed in the response to COVID-19 in leading the Yes& team supporting Stamford Health System (3,000), a mid-sized health provider based in a COVID “hot spot” just north of New York City

in Stamford, CT. He has devised strategies and developed key messages designed to inform the community, reassure doctors and staff, communicate changing guidance, explain furloughs, encourage donors, and inform media coverage. Currently he is helping Stamford Health to pivot back to more normal operations, convincing patients that it is safe to return for routine procedures and appointments. Bob works directly with the CEO, Senior Vice President of Strategy & Marketing, and Senior Vice President of Development, along with the PR, internal communications, web, and design team.

Bob was also lead consultant for the work Yes& did in support of K12, Inc. and its Agora Cyber Charter School in Pennsylvania (8,000 students). K12 brought Yes& in to help with a suite of communications challenges ranging from poor test scores to teacher disengagement, legislative pressures, and leadership changes. Yes& created communications strategies, talking points, press releases, presentations, microsites, and other materials appropriate to a total work-from-home environment.

Bob is not alone in his qualifications. In fact, Yes& has a deep senior team with multiple applicable skills and significant experience in education.

Mike Smith is Senior Vice President of Public Relations. Mike is a "Washington Insider" with deep connections in national media and political circles and more than 35 years of experience in account management at three of the largest PR firms in the world. Mike is a 25-year member of the National Press Club who serves on its Newsmakers Team and Communicators Committee. This year, he won the Vivian Award for service to journalism. Mike's crisis communications experience includes the American Red Cross Rapid Response team, crisis response for the Dow Chemical Company, Virginia Tech, and the Pentagon response to 9-11. Mike was on the FCPS Marketing Committee for five years, including coordination for DECA in the schools. His children attended Greenbriar West, Rocky Run Middle and Chantilly High School. While engaged at Chantilly Mike worked with Principal, now Deputy FCPS Superintendent Teresa Johnson, on pioneering school-to-work pathways and enhanced the Entrepreneurship programs. Mike formerly helped The Princeton Review transition to online platforms for all of their college prep courses, a transition that was beset (like FCPS) with technology problems at the outset but has now become the standard for practice testing and online test prep.

Edith Bullard is Senior Vice President of Strategy at Yes&. Edith has more than 35 years of experience in brand management, advertising, integrated marketing, market research, CRM strategies, and event management, including 17 years as director at a Fortune 50 corporation. Edith is a creative, strategic thinker skilled at change management, project incubation, and partner development. Edith has been involved in many of the Yes& projects for best-in-class healthcare providers, and also was lead for two K-12 education-related associations. Edith led a major member engagement and

rebranding initiative for NAFSA: Association of International Educators, the world's largest nonprofit association dedicated to international education and exchange. As a result of Edith's work NAFSA has become the leading voice advocating for international education as a foundational instrument of greater world peace. Edith also spearheaded a communications initiative for the National Association of School Nurses, working to achieve recognition of the school nursing profession and its value to student health and educational success.

Also proposed for the FCPS team are:

Anna-Marie Montague, Senior Writer/Strategist. With more than 28 years of experience in communications strategy, Yes& clients look to Anna-Marie for expertise in plain language writing and translating complex and technical information for lay audiences.

Torre Sossaman, Account Manager. Torre has a proven history in managing multiple projects simultaneously with a broad spectrum of clients, from the government sphere to associations and commercial organizations. Torre has provided comprehensive management services for most of the projects Yes& has completed for the Fairfax County Government.

Hillary Leersnyder, Customer Experience Strategist. Hillary brings a passion for creative thinking along the customer journey that results in uncovering key information to move brands forward. Hillary has extensive experience in collecting customer insights and working within the Design Thinking Process.

In addition, Yes& can call upon our approximately 65 staff members and their expertise in public relations, advertising, digital media, video production, event management, design, branding, and other disciplines, giving FCPS a strong bench of talented individuals able to meet almost any communications need.

It is important to note that Yes& has a strong record of prior service to Fairfax County. As the parent company of LeapFrog Solutions, which it acquired in 2017, and GreenSmith PR, which it acquired in 2019, Yes& has served several Fairfax County Government departments including:

- Fairfax County Police Department
- Fairfax County Libraries
- Fairfax County Department of Information Technology
- Fairfax County Land Development Services
- Fairfax County Office of Public Affairs
- Fairfax County Department of Transportation
- Fairfax County Office for Children
- Fairfax County Human Services Department
- Fairfax County Department of Public Works and Environmental Sciences

- Fairfax County Office of Emergency Management
- Fairfax Alerts

Approach

We recognize that FCPS's strategic communications needs through the summer and fall semester of 2020 will remain unpredictable, and that the particulars of the work will change from week to week and day to day. The first task, however, is clear and urgent.

Back-to-School Plan

A Back-to-School Plan will be presented to the School Board on June 15. There is a draft for the communications component of the Plan, but it is crucial that this component be made as robust as possible so that it can gain maximum buy-in from Board members and other key stakeholders.

We understand that there are difficult decisions before the School Board and administration that will gather much interest throughout the community and media, and will not please everyone. We understand the Board will have to choose among reopening schools with some options for online learning, continue with online-only, or a hybrid version of those. There will be impassioned discussions of these, as well as issues such as possible staggered schedules and ramifications for busing; the onboarding and distribution of more county nurses; the logistics of extracurricular activities; the considerations of special needs students; and how to assist immunocompromised students and staff.

Because of our work in crisis communications and education, as well as having many staff members as FCPS parents, we are prepared for the community and media reactions to these new policies and procedures. Our strategic communications will include plans for widely sharing this critical information, eliciting community input, and mitigating controversies or unforeseen circumstances.

Our goal will be to add value by contributing our experience, ideas, creativity, and outside perspective to the draft. Our review, ideation, rewrites, and editing will need to be accomplished very quickly, and we are prepared for an "all-hands-on-deck" approach to making this happen.

As soon as we receive the draft material we will work to absorb it and generate a list of questions. We will schedule and facilitate an initial discovery session with appropriate members of the CCR team, supplying our questions in advance to allow CCR staff to prepare. We are likely to request copies of preexisting communications, research, plans, or media clips to help us get up to speed rapidly.

With what we learn, we will begin a process of ideation. Bob Sprague and Edith Bullard will lead on the development or refinement of key messages, personas, and delivery channels. Mike Smith will explore the public relations aspects of the plan, and Anna-Marie Montague and Hillary Leersnyder will lead the research effort. Torre Sossaman will coordinate with FCPS and schedule further work sessions and deliveries.

We are practitioners of Agile Roadmapping, an interactive technique that can be used for joint brainstorming and plan development. Agile is particularly effective at engaging individuals with different thinking styles because of its visual, auditory, and tactile components. As appropriate, we may teach CCR staff the simple protocols of Agile and use it to break down and organize topics and plan structure.

We will look for all opportunities to present the plan in simple, direct, and easy-to-comprehend language. When possible we will express information through visualizations rather than dense text.

We believe the strongest communication plans cover these topics at a minimum:

- Situation Analysis
- Key Messages
- Target Audiences
- Vehicles and Channels
- Touchpoints and Journey
- Measurement and Evaluation
- Roles and Responsibilities
- Timeline

We will, however, work within the framework of the Back-to-School Plan, ensuring that the communications component is consistent with other parts of the plan.

Ongoing Support and Implementation

Having worked closely with CCR on the plan, we will be oriented and ready to assist FCPS with almost any aspect of its implementation. It is our understanding that our main value may be to serve as "another eye" viewing critical messages and deliverables from an outside perspective. In addition, FCPS will be able to call upon us for tactical support should the internal team need additional resources for design, web, video, digital, event, or media relations.

In order to integrate Yes& into the CCR team, we recommend the establishment of a regular update meeting between core members of the Yes& and CCR teams. It seems likely that such a meeting should happen at least weekly; and should a crisis erupt it could be held on a daily basis. (Bob

Sprague and other Yes& team members have participated in a daily call with Stamford Health throughout the COVID-19 crisis.)

As Account Manager, Torre Sossaman will serve as “single point of contact” for FCPS, able to muster the appropriate resources for any need. However, we encourage direct contact between client and other staff members whenever that is the most efficient method of communication, and expect that relationships will develop as the project progresses.

Community Outreach

We realize that a vital part of a successful transition back to school will be keeping FCPS constituents informed while also creating opportunities for the community to be heard. Two-way communications between FCPS and its parents, students, and other stakeholders is key to creating an authentic and positive relationship with key stakeholders. Yes& has worked with many clients on stakeholder engagement strategies—from formal research methods like focus groups and surveys to more informal methods like listening sessions and town halls. For Marshfield Clinic in Wisconsin, Yes& conducted 12 focus groups in six days, in six markets to understand how the customer experience varied across markets. We've also conducted listening sessions around key regulations for both the Department of Homeland Security and for U.S. DOT's Federal Motor Carrier Safety Administration.

Yes& has also identified partners who can act as message multipliers and provided materials and messages that they can distribute through their channels, further amplifying client messages. Yes& will work with FCPS to identify audiences with which it wishes to engage, and recommend and execute the best strategy for meeting specific objectives. For DOT's Our Roads, Our Safety program we've build a partner network of more than 300 stakeholders to help distribute messaging to diverse audiences.

Crisis Communication

We can hope that the issues that arose as COVID-19 suddenly began to affect Fairfax County and its schools will not recur, and that the planning and efforts that will be done before the fall semester begins will result in a smooth back-to-school experience.

However, the situation remains highly fluid. The precautions that will be necessary to keep students, teachers, and staff safe represent a new and untested mode of operations for FCPS; and the possibility of a resurgence of COVID-19 coinciding with the flu season could result in the urgent need to communicate.

It will be our recommendation that CCR engage in some scenario planning and tabletop exercises to anticipate crises and ensure that the communications infrastructure is in place to respond quickly and without the kind of gaffes that can result from crisis situations. Our outside perspective allows us to envision the kinds of situations that might occur, and to assist CCR with preparing the most positive response possible.

Then, should a crisis erupt, we will be available 24x7 to counsel CCR and provide additional expertise and capacity to prepare messages, statements, and materials for any and all stakeholders to minimize reputational damage.



MEET Bob

Life Lesson

Compra il meglio e piangi una volta sola ("buy the best and cry only once.")

Employment Experience

Founder, President and CEO
Yes&
1989-present

Partner
PRO Creations
1986-1989

Video Producer
MCI Communications Corporation
(1985-1986)

Music Director
Sam Del Brocco Band
1978-1985

Fun Fact to Know

An avid train collector, Bob is constructing a scale model of the Maryland & Pennsylvania Railroad as it existed in 1924.

Bob Sprague

Role: President & CEO | With Yes&: 35 years

Educational Background

BA, Catholic University

Relevant Experience

American Society of Association Executives
Crozer-Keystone Health System
Geisinger Health
K12
NAFSA
National Institutes of Mental Health
Stamford Health
U.S. Department of Homeland Security



MEET Edith

Life Lesson

“If you’re always trying to be normal, you will never know how amazing you can be.”

– Maya Angelou

Edith Bullard

Role: SVP Marketing | With Yes&: 13 years

Educational Background

Hampton University, BA, Mass Media
Ohio State University, MA, Journalism

Relevant Experience

Crozer-Keystone Health System
Federal Motor Carrier Safety Administration
Marshfield Clinic
NAFSA
National Association of School Nurses
Geisinger Health System
U.S. Department of Homeland Security

Employment Experience

Sr. Vice President, Marketing and Communications
Vice President Marketing and Public Relations
Yes& (formerly PCI Communications)
2008-2018

Director, Single-Family Marketing
Director, Marketing, E-Business
Director, Marketing Communications, Single-Family Business
Fannie Mae
1990-2008

Asst. VP, various positions
Star Bank
1982-1990

Fun Fact to Know

Is helping her daughter raise money to build a shelter for Boko Haram women in Africa.



MEET Mike

Life Lesson
*Plan Your Work
and Work Your
Plan.*

Employment Experience

Founder and President
GreenSmith PR (recently acquired by
Yes&)
2013-2019

CEO
MSBD, Inc.
2000-present

VP, Marketing and PR
World Police and Fire Games 2015
2013-2014

EVP, Client Services
NeuroFocus
2008-2009

EVP and Managing Director
White + Partners
2001-2009

Fun Fact to Know

Avid 5K runner with over 25 charity
races this year and 1,200 miles of
training!

Mike Smith

Role: SVP Public Relations | With Yes&: < 1 year

Educational Background

BS, Journalism and IMC, Northwestern
University
MS, Journalism and IMC, Northwestern
University

Relevant Experience

Fairfax: Virginia Tourism Corporation
Fairfax County Department of Transportation
FCPS Marketing Advisory Board
National Fish & Wildlife Federation
Princeton Review
Virginia Science Museum



Anna-Marie M

MEET Anna-Marie

Life Lesson

*I get knocked down,
but I get up again.
You are never gonna
keep me down.*

– Tubthumping, Chumbawamba

Employment Experience

Senior Editor
Femme Comp Inc
2012-2012

Strategic Communications Manager
L-3/MPRI
2011-2012

Associate
Booz Allen Hamilton
2007-2011

Manager, Corporate Communications
SoBran, Inc.
2006-2007

Communications Specialist
Engineering, Management &
Integration
2002-2006

Fun Fact to Know

Accessorizes with eyeglasses (12+ pairs and counting) to replace her former colorful spike heels.

Anna-Marie Montague

Role: Senior Writer/Strategist | With Yes&: 7 years

Educational Background

BA, English, *With Distinction*, University of Virginia

Relevant Experience

American Public Power Association
Choice Hotels
Defense Contract Audit Agency
Federal Deposit Insurance Corporation
Financial Industry Regulatory Authority
Geisinger Health
Stamford Health
U.S. Department of Transportation



MEET Hillary

Life Lesson

“To succeed in life, you need three things: a wishbone, a backbone, and a funny bone.”

– Reba McEntire

Hillary Leersnyder

Role: CX Strategist | With Yes&: < 1 year

Educational Background

The College of William and Mary, BBA,
Marketing

Relevant Experience

Bozzuto
Defense Contract Audit Agency
FINRA
Northern Virginia Science Center
Windsor Communities

Employment Experience

Marketing and Communications Intern
Packaging Machinery Manufacturers
Institute (PMMI)
2018

Head Swim Coach
Broyhill Crest Recreation Club
2016-2018

Fun Fact to Know

In her spare time, she does rugby, dance, carpentry, and musical theatre.



MEET Torre

Life Lesson

“It’s impossible to live without failing at something, unless you live so cautiously that you might as well not have lived at all. In which case, you’ve failed by default.”

– JK Rowling

Torre Sossaman

Role: Account Manager | With Yes&: 3 years

Educational Background

University of Georgia, BBA, Marketing, Cum Laude, 2017

Relevant Experience

Bozzuto
Brown Advisory
Fairfax County Department of IT
Fairfax County Libraries
Fairfax County Police Department
SageNet
U.S. Office of Personnel Management
Virginia State University.

Employment Experience

Festival Assistant Event Manager

Tales of the Cocktail

2015-2016

Logistics and Sponsorship Intern

Tales of the Cocktail

2015

Fun Fact to Know

Her stellar dance moves got her a place in a professional music video

Resume of Proposed Lead Consultant

Robert W. Sprague

President & CEO

PROPOSED POSITION

Lead Consultant

Basis for Team Selection: *Nearly 35 years of experience in marketing and communications, offering boardroom-level strategy combined with versatile writing and creative skills. Expertise in speechwriting, video production, event production, market research, and internal communications, along with industry knowledge of healthcare, financial services, homeland security, and association leadership. Results-oriented facilitator of strategy and planning sessions, trained in agile methodologies. Consulting at the boardroom level for Fortune 500 corporations, leading associations, and federal government agencies.*

EDUCATION

Catholic University of America, Bachelor of Music, *summa cum laude*, 1978

TECHNICAL SKILLS

Microsoft Office Suite, Google Suite, Digital Performer, Finale, MacDraft, SketchUp, AVID

AWARDS AND CERTIFICATIONS

Inc. 5000 Fastest-Growing Companies 2018-2019

Washington Business Journal Corporate Philanthropy Awards 2018-2019

Alexandria Small Business Philanthropist of the Year 2014

WORK HISTORY

President and CEO

Yes&, Alexandria, VA

PCI Communications, Inc., Alexandria, VA

1989-Present

Founder and chief executive of Yes& (known as PCI Communications until 2018), the DC-based marketing agency that delivers a full suite of capabilities to commercial, association, and government clients. Has grown the agency from a small boutique to 80 staff members, now ranked as the #4 advertising agency in the DC-Maryland-Virginia region. Guides strategic direction and growth strategies, establishes vision, and builds strong company culture.

Serves as writer and communications strategist for clients, developing communications and marketing plans, leading market research, analyzing key

audiences, developing key messages, and recommending vehicles and channels. Provides consulting on marketing, internal communications, and crisis communications at the boardroom level. Develops scripts, speeches, taglines, ad copy, and articles. Has developed expertise in healthcare, financial services, homeland security, and hospitality verticals along with employee engagement, crisis communications, and agile methodologies.

Works with executives of organizations including Stamford Health, Geisinger, the American Society of Association Executives, Easterseals, Deluxe Entertainment, First Union Corporation (now Wells Fargo), the U.S. Department of Homeland Security, and the U.S. Coast Guard on marketing, communications, and outreach initiatives.

Author of articles in national publications on precision marketing and employee engagement. As a proposal writer, has generated more than \$50M in total revenue for the company.

Partner

PRO Creations, Alexandria, VA

Co-founder and co-owner of PCI Communications predecessor, composing film scores and music for advertising for clients including McDonalds, Subaru, the United Way, and The American Red Cross.

1986-1989

Video Producer

MCI Communications Corporation

Freelance work for video production.

1985-1986

Music Director

Sam Del Brocco Band

Music director and keyboard for touring musical act with performances in hotels, resorts, and theaters worldwide; recorded three albums; composed original songs, arrangements, and revue elements.

1978-1985

Financial Statements

YES & HOLDINGS, LLC

CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2019 AND 2018



Certified Public Accountants

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Certified Public Accountant

To the Members

Yes & Holdings and Subsidiaries

Management is responsible for the accompanying financial statements of **Yes & Holdings, LLC and Subsidiaries**, which comprise the consolidated balance sheets as of December 31, 2019 and 2018, and the related consolidated statements of income and members' capital for the years then ended in accordance with accounting principles generally accepted in the United States of America. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

Management has elected to omit substantially all the disclosures and the statement of cash flows required by accounting principles generally accepted in the United States of America. If the omitted disclosures and statement of cash flows were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, members' equity, revenue, and expenses. Accordingly, the financial statements are not designed for those who are not informed about such matters.

Emphasis of Matter

Subsequent to year-end, the Company has been negatively impacted by the effects of the worldwide coronavirus pandemic. The Company is closely monitoring its operations, liquidity, and capital resources and is actively working to minimize the current and future impact of this unprecedented situation. As of the date of issuance of these financial statements, the full impact to the Company's financial position is not known.

Kositzka, Wicks and Company

Alexandria, Virginia
March 26, 2020

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Members American Institute of Certified Public Accountants, Private Companies Practice Section and Virginia Society of Certified Accountants

Yes & Holdings, LLC

Consolidated Balance Sheets December 31,

	2019	2018
Assets		
Current assets		
Cash and cash equivalents	\$ -	\$ 124,889
Trade accounts receivable	1,701,093	1,889,466
Prepaid expenses	261,646	23,593
	<u>1,962,739</u>	<u>2,037,948</u>
Property and equipment		
Computers and furniture	561,679	487,845
Leasehold improvements	14,016	6,957
Intangible assets	1,358,150	982,872
Accumulated depreciation and amortization	<u>(461,156)</u>	<u>(275,476)</u>
	<u>1,472,689</u>	<u>1,202,198</u>
Other assets		
Investment in subsidiaries	163,980	129,476
Other investments	59,599	59,599
Security deposits	128,598	53,584
	<u>352,177</u>	<u>242,659</u>
Total assets	<u>\$ 3,787,605</u>	<u>\$ 3,482,805</u>
Liabilities and members' capital		
Current liabilities		
Accounts payable	\$ 915,533	\$ 1,119,971
Accrued expenses	6,055	81,787
Accrued payroll	335,391	303,895
Cash overdraft	13,471	-
Credit card payable	534,128	221,711
Customer deposits	407,908	394,626
Deferred rent, current	53,126	4,431
Notes payable, current	<u>965,219</u>	<u>968,217</u>
	<u>3,230,831</u>	<u>3,094,638</u>
Non-current liabilities		
Contingent liability	225,000	219,265
Deferred rent, non-current	9,506	55,754
Notes payable, non-current	757,417	900,992
Security deposit held	25,982	25,982
Sublease liability	<u>152,629</u>	<u>183,346</u>
	<u>1,170,534</u>	<u>1,385,339</u>
Members' deficit	<u>(613,760)</u>	<u>(997,172)</u>
Total liabilities and members' capital	<u>\$ 3,787,605</u>	<u>\$ 3,482,805</u>

See independent accountant's compilation report.

Yes & Holdings, LLC

Consolidated Statements of Income and Members' Capital For the years ended December 31,

	2019	2018
Revenues	\$ 17,338,754	\$ 16,126,817
Cost of sales	<u>6,908,863</u>	<u>6,210,637</u>
Gross margin	10,429,891	9,916,180
Operating expenses		
Bad debt expense	20,067	5,381
General and administrative expenses	1,225,384	1,410,852
Facilities	301,397	491,572
Salaries and wages	6,843,761	6,508,104
Employee benefits	<u>1,126,707</u>	<u>1,079,163</u>
Total operating expenses paid	<u>9,517,316</u>	<u>9,495,072</u>
Net income before other income and expenses	912,575	421,108
Other income and expenses		
Investment income	525	4,965
Loss on lease obligation	(899)	(115,972)
Non-deductible expenses	(17,007)	(12,664)
Other income (expense)	<u>(196,981)</u>	<u>(25,220)</u>
Total other expenses	<u>(214,362)</u>	<u>(148,891)</u>
Earnings before interest, depreciation and amortization	698,213	272,217
Interest expense	(113,943)	(103,241)
Depreciation and amortization	<u>(185,680)</u>	<u>(176,537)</u>
	<u>398,590</u>	<u>(7,561)</u>
Members' deficit		
Beginning of the year	(997,172)	(1,121,718)
Contributions	-	164,107
Distributions	<u>(15,178)</u>	<u>(32,000)</u>
Members' deficit, end of year	<u>\$ (613,760)</u>	<u>\$ (997,172)</u>

See independent accountant's compilation report.

Price

We recommend that FCPS work with Yes& on a retainer basis, with the price for June 2020 doubled to account for the intensive work needed to initiate the project and prepare the communications components of the Back-to-School Plan.

Hours and staff shown for each month are for example. The actual mix will be based upon FCPS's needs. Other staff members not listed are available at the rates listed under BPA Option Year 1 Rates.

Yes& is pleased to offer FCPS rates equal to the discounted rates from Option Year 1 of our BPA with the Fairfax County Government.

Retainer Option 1: Intensive

June 2020

Number	Unit	LCAT	Staff Name	Rate	Price
24.0	hour	Principal	Bob Sprague	\$318.15	\$7,635.60
16.0	hour	Senior Marketing Consultant I	Mike Smith	\$202.00	\$3,232.00
24.0	hour	Strategic Counsel	Edith Bullard	\$202.00	\$4,848.00
32.0	hour	Senior Copywriter	Anna-Marie Montague	\$155.44	\$4,974.08
32.0	hour	Project Manager	Torre Sossaman	\$139.13	\$4,452.16
40.0	hour	Research Analyst	Hillary Leersnyder	\$81.56	\$3,262.40
Monthly Retainer per month					\$28,404.24

July through November 2020 (5 months)

Number	Unit	LCAT	Staff Name	Rate	Price
12.0	hour	Principal	Bob Sprague	\$318.15	\$3,817.80
8.0	hour	Senior Marketing Consultant I	Mike Smith	\$202.00	\$1,616.00
12.0	hour	Strategic Counsel	Edith Bullard	\$202.00	\$2,424.00
16.0	hour	Senior Copywriter	Anna-Marie Montague	\$155.44	\$2,487.04
16.0	hour	Project Manager	Torre Sossaman	\$139.13	\$2,226.08
20.0	hour	Research Analyst	Hillary Leersnyder	\$81.56	\$1,631.20
Monthly Retainer per month					\$14,202.12

TOTAL

\$99,414.84

Retainer Option 2: Enhanced

June 2020

Number	Unit	LCAT	Staff Name	Rate	Price
24.0	hour	Principal	Bob Sprague	\$318.15	\$7,635.60
8.0	hour	Senior Marketing Consultant I	Mike Smith	\$202.00	\$1,616.00
24.0	hour	Strategic Counsel	Edith Bullard	\$202.00	\$4,848.00
24.0	hour	Senior Copywriter	Anna-Marie Montague	\$155.44	\$3,730.56
32.0	hour	Project Manager	Torre Sossaman	\$139.13	\$4,452.16
24.0	hour	Research Analyst	Hillary Leersnyder	\$81.56	\$1,957.44
Monthly Retainer per month					\$24,239.76

July through November 2020 (5 months)

Number	Unit	LCAT	Staff Name	Rate	Price
12.0	hour	Principal	Bob Sprague	\$318.15	\$3,817.80
4.0	hour	Senior Marketing Consultant I	Mike Smith	\$202.00	\$808.00
12.0	hour	Strategic Counsel	Edith Bullard	\$202.00	\$2,424.00
12.0	hour	Senior Copywriter	Anna-Marie Montague	\$155.44	\$1,865.28
16.0	hour	Project Manager	Torre Sossaman	\$139.13	\$2,226.08
12.0	hour	Research Analyst	Hillary Leersnyder	\$81.56	\$978.72
Monthly Retainer per month					\$12,119.88

TOTAL

\$84,839.16

Retainer Option 3: Comprehensive

June 2020

Number	Unit	LCAT	Staff Name	Rate	Price
16.0	hour	Principal	Bob Sprague	\$318.15	\$5,090.40
8.0	hour	Senior Marketing Consultant I	Mike Smith	\$202.00	\$1,616.00
16.0	hour	Strategic Counsel	Edith Bullard	\$202.00	\$3,232.00
16.0	hour	Senior Copywriter	Anna-Marie Montague	\$155.44	\$2,487.04
24.0	hour	Project Manager	Torre Sossaman	\$139.13	\$3,339.12
16.0	hour	Research Analyst	Hillary Leersnyder	\$81.56	\$1,304.96
Monthly Retainer per month					\$17,069.52

July through November 2020 (5 months)

Number	Unit	LCAT	Staff Name	Rate	Price
8.0	hour	Principal	Bob Sprague	\$318.15	\$2,545.20
4.0	hour	Senior Marketing Consultant I	Mike Smith	\$202.00	\$808.00
8.0	hour	Strategic Counsel	Edith Bullard	\$202.00	\$1,616.00
8.0	hour	Senior Copywriter	Anna-Marie Montague	\$155.44	\$1,243.52
12.0	hour	Project Manager	Torre Sossaman	\$139.13	\$1,669.56
8.0	hour	Research Analyst	Hillary Leersnyder	\$81.56	\$652.48
Monthly Retainer per month					\$8,534.76

TOTAL

\$59,743.32

BPA Option Year 1 Rates

Administrative Assistant I	\$62.37
Administrative Assistant II	\$78.68
Art Director	\$153.52
Communications Director I	\$197.66
Content Manager	\$126.25
Contract Administrator I	\$78.99
Copy Editor	\$85.85
Copywriter	\$139.13
Creative Director I	\$176.86
Deputy Project Manager	\$106.05
Digital Strategist	\$176.75
Editorial Services Director	\$111.10
Event Services Coordinator	\$83.83
Event Services Director	\$149.48
Event Services Manager	\$97.97
Graphic Designer I	\$98.83
Graphic Designer II	\$113.23
Media Planner/Media Buyer	\$143.42
Media Specialist I	\$75.75
Media Specialist II	\$111.10
Principal	\$318.15

Project Manager	\$139.13
Public Relations Manager I	\$110.35
Public Relations Manager II	\$150.24
Public Relations Specialist	\$171.70
Research Analyst	\$81.56
Research Director	\$148.47
Senior Copywriter	\$155.44
Senior Marketing Consultant I	\$202.00
Senior Project Manager	\$167.92
Social Media Manager	\$120.53
Social Media Specialist	\$60.60
Social Media Strategist	\$81.81
Strategic Counsel	\$202.00
Technical Specialist	\$76.76
UI/UX Analyst	\$181.80
Video Editor	\$95.95
Video/Film Director	\$149.48
Videographer/Animator	\$209.07
Web Programmer/Developer	\$166.65
Writer	\$139.13
Writer/Editor	\$121.20