



## WARWICK PUBLIC SCHOOLS

DR. PHILIP THORNTON  
SUPERINTENDENT of SCHOOLS

ANTHONY FERRUCCI  
CHIEF BUDGET OFFICER

34 Warwick Lake Avenue  
Warwick, Rhode Island 02889  
TEL (401) 734-3030  
FAX (401) 734-3036  
TTY 1-800-745-5555

TO: Dr. Philip Thornton, Superintendent of Schools  
FROM: Anthony Ferrucci, Chief Budget Officer  
DATE: November 27, 2015

SUBJECT: Recommended Bid Award-Communications Consultant

Attached is a copy of Ms. Camely Machado's recommendation to award the bid for Communications Consultant to Martin & Associates in accordance with bid #16-0004.

Upon review of her recommendation, I would like to point out a number of observations:

- a) The bid was released on November 5, 2015.
- b) In addition to the typical public announcement using the Providence Journal, the district made inquiries to Providence public schools as to names of vendors who had bid on Providence's similar RFP recently.
- c) Using the list from Providence, Warwick Public Schools sent copies to 6 potential bidders directly AND a copy to the one potential bidder who responded to the public announcement.
- d) Warwick Public Schools received only one bid response on November 19, 2015.

The bid team is recommending that the bid be awarded to Martin & Associates based on the reputation of the firm that bid and that an hourly professional fee of \$70.00 per hour seems reasonable and that the management of how many actual hours a month will be required is at the discretion of the district, thereby allowing the district to best manage the resources needed over time. It is anticipated that the number of hours a month needed would be 60 to 70.

The funds are budgeted and the total contract would be for a fee not to exceed \$27,000 for the period of December 15, 2015 through June 30, 2016.

Based on all of these factors, I support the bid review teams' recommendation and request that the School Committee consider awarding this bid to Martin & Associates at the next meeting scheduled for Tuesday, December 8, 2015.

As this is an initiative that both you and I have had previous discussions about, we will be available at the School Committee meeting to answer any questions as they may relate to this recommendation.

Thank you in advance for your consideration and support of this initiative.



## WARWICK PUBLIC SCHOOLS

PHILIP THORNTON, Ed. D.  
SUPERINTENDENT

CAMELY MACHADO, MANAGER  
Non-Instructional Student Services  
[Camely.Machado@warwickschools.org](mailto:Camely.Machado@warwickschools.org)

51 Draper Avenue  
Warwick, Rhode Island 02889  
TEL (401) 734-3035  
FAX (401) 734-3036

To: Anthony Ferrucci  
From: Camely Machado  
Date: November 24, 2015  
Subject: Communications Consultant Bid #16-0004

On November 19, 2015, a sealed bid proposal was received, publicly opened, and read aloud for the Communications Consultant Bid #16-0004. The following is a summation of the bid proposals received and a recommendation for entering into an agreement with the apparent responsible bidder for the prescribed work. The services to be provided are:

1. Develop a Communications Plan for consistent, informative communication from WPS to the public regarding actions of WPS executive leadership teams and the school committee regarding programs, services, and initiatives. The consultant should initiate ideas on when and how to inform the public and carry out the task as directed by the Superintendent, Philip Thornton, Ed. D.
2. Review existing policies and draft new communication and media policies relating to WPS communications.
3. Develop and execute a strategy to improve all forms of communication available to WPS with the public which includes branding, social media presence, literature, presentations and other forms of communication.
4. Provide professional photography/videography services as needed at major events for web, social media, etc.
5. Copyedit, proofread, and revise school communications materials as needed. Create literature and other forms of communication materials as directed by executive leadership.

Documents for bidding were issued on November 5, 2015 and the bid proposal period closed at 11:00am on November 19, 2015. Advertisements for Bid Proposals were placed in the Providence Journal. Direct notifications were sent to several Communication Consultants. A listing of the consultants that were directly contacted can be provided upon request.

A single sealed bid proposal was received that complies with the bidding requirements and no irregularities were found in the submitted proposal. Based on review of the submitted bid proposal, it is recommended that *Martin & Associates, LLC* receive the award for the work. Attached you will find the bid proposal and tabulation. A summary of the bid proposal is as follows:

***Martin & Associates, LLC- \$70/hour at 60-70 hours a month, approximately \$4500 per month***

Please have this recommendation placed on the December 8, 2015 School Committee agenda.

WPS Communications Consultant Bid #16-0004 Tabulation

December 15, 2015-

	<i>Bidder</i>	<i>Address</i>	<i>Phone Number</i>	<i>Email</i>	<i>Hourly</i>	
<i>Awarded Bidder</i>	Justin Martin (Founder)	Martin & Associates 10 School St Upton, MA 01568	774-275-9113	contact@strategicbranding.org justin@strategicbranding.org	\$70	Ap



## Martin & Associates Services Proposal & Agreement

CLIENT: WARWICK PUBLIC SCHOOLS  
ROLE: COMMUNICATIONS SUITE

### ESSENTIAL DUTIES AND FUNCTIONS

Provides 24/7 communications suite of services to senior leadership team with the primary goal of improving school to home communications, transparency of public information, crisis communications counsel and support, media relations, and internal/external communications for senior directors and principals based on current best practices.

The following items will be addresses - in priority order to be determined by the Warwick Public Schools:

- Provide direct communications expertise and support to executive leadership team and school committee designed to create and maintain credibility and integrity of the organization through transparency, streamlined access of public records and public information.
- Conduct a communications audit and communications needs assessment
- Lead, create, and implement strategic communications plan designed to ensure the Warwick Public Schools are meeting the informational needs of the community at large, responding to inquiries in appropriate and accurate fashion, and sharing relevant policy and programmatic updates in a clear and concise manner.
- Lead, create, and implement brand management techniques and best practices with senior leadership team.
- Lead, create, and implement presentation standards for Warwick Public Schools as needed.
- Lead the creative process of an updated or new Warwick Public Schools logo, tagline, and position statement. Update all basic visual standards and update all informational materials.
- Conduct an in-depth audit of the Warwick Public Schools website, outlining areas in need of improvement, specifically as it relates to functionality, navigation (ease of use), and ease of access to information by audience.
- Lead, create, and implement ongoing professional development of senior leadership team in areas of internal communications and community relations as they relate to building trust and transparency.
- Lead, create, and implement social media plan for Warwick Public Schools, effectively sharing info with larger audiences for the purpose of raising awareness and donor support.
- Provide professional photography/videography services as needed at major events, for web, social media, etc.
- Develop public education and information materials, presentations and displays - including contributing to newsletters, media and social media outreach and website content as needed to improve awareness and understanding of programs and projects within the Warwick Public Schools.
- Create and deliver press releases, social media content, case studies, white papers, executive bios, newsletters, social media content, and speeches as needed/requested by senior leadership.
- Copyedit, proofread, and revise school communications materials as needed. Create literature and other forms of communications materials as directed by senior leadership.

## Agreement

This agreement is entered into on the 1st day of December, 2015, by and between the Warwick Public Schools and Martin & Associates, LLC, of 10 School Street, Upton, MA 01568, in the following circumstances:

### **Recitals**

Whereas the school wishes to engage the services of Martin & Associates in the capacity of communications consultants;

Whereas, the contractor is willing to have his firm's services engaged in such a position on the terms and conditions hereinafter set forth;

Now therefore, for the reasons set forth as above, and in consideration of the mutual promises and agreements hereinafter set forth, Warwick Public Schools and Martin & Associates hereby agree as follows:

### **Section 1. Position and Term**

- 1.1.1 **Duties.** The contractor and/or his designated associate shall serve as communications consultants for the Warwick Public Schools, with duties set forth by senior leadership in regards to internal and external communications, community relations, media relations, and other related work regarding the Warwick Public Schools.
- 1.1.2 **Term.** The term under this agreement shall be from December 1<sup>st</sup> 2015 through June 30 2016, unless terminated by either party with or without cause, providing 30 days notice in such instance.
- 1.1.3 **Renewal.** Said agreement may be renewed for up to three additional years, upon such terms and conditions are mutually agreed upon by the parties heretofore in writing.

### **Section 2. Compensation**

- 2.1 The Warwick Public Schools shall pay the contractor four thousand five hundred dollars (\$4,500) per month, for the term of this agreement. This fee is based on the size of the organization and the organizational needs as presented by the Superintendent of Schools for the combined efforts of the seven members of the Martin & Associates team assigned to this account.

### **Section 3. Termination**

- 3.1 The contract can be terminated at any time, by either party, provided 30 days notice.

### **Section 4. Miscellaneous**

- 4.1 **Entire Agreement.** This agreement contains the entire agreement and understanding by and between the Warwick Public Schools and the contractor, Martin & Associates, and no representations, promises, agreements, or understandings, written or oral, not contained herein shall be of any force or effect.

In Witness Whereof, the parties have executed this agreement as of this day and year first written above.

For the Warwick Public Schools

For Martin & Associates, LLC

\_\_\_\_\_

\_\_\_\_\_

Date

Justin Martin  
President

Date





## About Martin & Associates

Founded in 2010, Martin and Associates primary focus is bringing best practices in the fields of strategic communications and public information to K-12 school systems. This work revolves around the creation, architecture, and management of strategic communications and integrated information and outreach plans, professional development, and crisis communications. Working with school committees, superintendents, and school district leaders, we boost understanding of complex issues, including school budgets, construction/renovation projects, consolidation, curriculum changes, personnel and policy issues, and litigation, building trust and credibility for the organization through honest and transparent communication.

Today, Martin & Associates employs nine professionals, and works with nearly two dozen school systems and non-profit organizations in Rhode Island, Massachusetts, and Connecticut, helping those who do good do well.

### About our Senior Team

**Justin Martin**, founder of Martin & Associates, brings more than 20 years of integrated communications and public information expertise in the fields of education and non-profit management. His work focuses on the creation and management of strategic communications plans designed to raise awareness and improve understanding of educational organizations. A former journalist and political strategist, Justin brings significant experience in crisis communications, media relations, and leadership coaching. Prior to founding Martin & Associates, Justin directed the communications and public information offices in large, urban public school districts in both Georgia and Massachusetts, and has led branding and communications campaigns for charter schools, private schools, colleges, and social service agencies. He is a graduate of the University of Rhode Island.

**Andy Brown** oversees editorial services and is responsible for content creation, including copywriting, photography, design, and video production. Andy's previous strategy and content development span clients small and large - Southern New Hampshire University, the C2 Group, Sony Playstation CA, Ringling Bros., and Dancing Lion Chocolate. Web, print, video, presentation design, photography, op-eds, and blogs are all in Andy's wheelhouse. And he's always optimizing marketing materials to improve SEO and SMO and take advantage of analytics, testing and targeting audience. He is a graduate of the University of New Hampshire.

**José Estrela** oversees our arts and illustrative services. He brings more than 30 years of graphic design experience for both print and digital formats. José's specialties include design and art direction, basic visual standards, and organizational identity. A frequent presenter and guest lecturer at area colleges, José is also an award-winning artist, with demonstrable expertise in painting, printmaking, calligraphy, drawing, and sculpture. He is a graduate of the University of Iowa's School of Art.

**George Ruhe** oversees visual services, providing art, photography, and video direction for all communications platforms. Prior to joining Martin & Associates, George served as photo editor and art director for dozens of international corporate/industrial and editorial clients, and also spent more than 20 years working as a freelance photographer for The New York Times. He is a graduate of Valparaiso University.



**Martin &  
ASSOCIATES**

**Martin & Associates**

## **Response to Request for Services Proposal**

**CLIENT: WARWICK PUBLIC SCHOOLS**  
**ROLE: COMMUNICATIONS SERVICES**

### **ESSENTIAL DUTIES AND FUNCTIONS OFFERED BY MARTIN & ASSOCIATES, LLC:**

Provide 24/7 communications suite of services to senior leadership team and school committee with the primary goal of improving school to home communications, transparency of public information, crisis communications counsel and support, media relations, and internal/external communications for senior directors and principals based on current best practices.

Whereas the Warwick Public Schools is soliciting proposals from communications professionals to provide service and guidance to WPS in order to increase the level and quality of effective communication to the public. An Agreement for seven months is anticipated; assuming mutual satisfaction, beginning December 15, 2015 to July 15, 2016.

### **DUTIES OF COMMUNICATIONS CONSULTANT AS OUTLINED IN RFP**

The WPS seeks a consultant to develop and execute a communications plan for effective, timely communication with the public. The work of the consultant it is understood to include, but not be limited to the following:

1. Develop a Communications Plan for consistent, informative communication from WPS to the public regarding actions of WPS executive leadership teams and school committee, regarding programs, services, and initiatives. The consultant should initiate ideas on when and how to inform the public, and carry out the task as directed by the Superintendent, Philip Thornton, Ed. D.
2. Review existing policies and draft new communication and media policies relating to WPS communications.
3. Develop and execute a strategy to improve all forms of communication available to WPS with the public which includes branding, social media presence, literature, presentations and other forms of communication.
4. Provide professional photography/videography services as needed at major events for web, social media, etc.
5. Copyedit, proofread, and revise school communications materials as needed. Create literature and other forms of communications materials as directed by executive leadership.



## QUALIFICATIONS/EXPERIENCE

Founded in 2010, Martin and Associates' primary focus is bringing best practices in the fields of strategic communications and public information to K-12 school systems. This work revolves around the creation, architecture, and management of strategic communications and integrated information and outreach plans, professional development, and crisis communications.

Working with school committees, superintendents, and school district leaders, we boost understanding of complex issues, including school budgets, construction/renovation projects, consolidation, curriculum changes, personnel and policy issues, and litigation, building trust and credibility for the organization through honest and transparent communication.

Today, Martin & Associates employs nine professionals, and works with nearly two dozen school systems and non-profit organizations in Rhode Island, Massachusetts, and Connecticut, helping those who do good do well.

## RESPONSE TO PROPOSAL

### Methodology- project approach

1. Martin & Associates has built its reputation among school districts for providing exemplary 24/7 service to our clients in all aspects of strategic communications. Working from the inside out – through school leadership and the school committee to the community they serve, our firm works as invested partner in improving internal and external communications policy and procedures.

Founded in 2010, Martin and Associates primary focus is bringing best practices in the fields of strategic communications and public information to K-12 school systems. This work revolves around the creation, architecture, and management of strategic communications and integrated information and outreach plans, professional development, and crisis communications.

Working with school committees, superintendents, and school district leaders, we boost understanding of complex issues, including school budgets, construction/renovation projects, consolidation, curriculum changes, personnel and policy issues, and litigation, building trust and credibility for the organization through honest and transparent communication.

Based on the size of the district and the anticipated scope of needs described in the RFP (and from an external cursory review of the past six months of news reports and social media posts), Martin & Associates proposed entry plan is as follows:

- A. An audit of current communications strategies, tactics, and tools, the district strategic plan.
- B. A comprehensive survey of Warwick parents and community members to learn from them the (perceived and real) strengths and weaknesses inherent in the district.
- C. Professional development for district leaders and the school committee.
- D. A communications needs assessment.
- E. The creation and implementation of a strategic communications plan.

In addition, Martin and Associates will "hit the ground running" with immediate availability for news releases, social media posts, and general communications to the Warwick community, providing communications strategy, editorial oversight, and real-time crisis communications support.

Through these efforts, Martin & Associates endeavors to develop a communications plan for consistent, informative communication from WPS to the public regarding actions of WPS executive leadership teams and school committee regarding programs, services, and initiatives as directed by the superintendent.

Further, Martin & Associates will review existing policies and draft new communication and media policies relating to WPS communications, develop and execute a strategy to improve all forms of communication available to WPS with the public which includes branding, social media presence, literature, presentations and other forms of communication, provide professional photography/videography services as needed at major events for web, social media, copyedit, proofread, and revise school communications materials as needed. Create literature and other forms of communications materials as directed by executive leadership.

These services are provided at an all-inclusive rate of \$70/hr, providing the district a seven-person team of professionals at less than the cost of one FTE (full time employee). It is estimated that the average monthly invoice for services will be based on the description of the RFP to be between 60 and 70 hours per month.

#### **Invoicing**

A typical invoice will include hours billed for general communications (phone calls, emails, meetings, etc.) and also will itemize ongoing projects. School district dynamics vary, but an estimated monthly cost projects to be approximately \$4500 per month (excluding extraordinary circumstances such as major crisis). Reimbursable costs are rare but could include printing costs, paid advertising (unlikely), or operational planning of major events.

- A. In the event of an emergency, Martin & Associates anticipates to be contacted at any time of day or night and any day of the week, and provides this service as part of its normal operational offerings. There is no additional cost to "emergency response" other than ordinary hourly rate.

#### **Work samples**

Attached to this proposal, please find three samples of work done by Martin & Associates and a brief overview of the work involved. Much of our work is digital (including video and web) and happy to provide as such if needed. Nonetheless, the attached include a "viewbook" from Lincoln (RI) High School, a press release from E.O. Smith High School (Storrs CT), and a white paper focused on crisis management at the Cumberland (RI) School Department.

#### **Project tracking**

The Warwick Public Schools and Martin & Associates will identify and measure progress reports and performance through the review of agreed upon year one goals and the benchmarks established in the creation of a strategic communications plan.

## References

Martin & Associates currently works with school districts and education oriented non-profits across southern New England (Massachusetts, Rhode Island, and Connecticut) and we proudly share the following references from our current clients, each of whom is provided services comparable to those sought by Warwick Public Schools:

Dr. Michael Jolin  
Superintendent  
Thompson Public Schools  
860 923 9581

Mr. Robert Mitchell  
Superintendent  
Cumberland School Department  
401 741 5180

Mr. Bruce Silva  
Superintendent  
Regional District #19  
860 487 1862

Georgia Fortunato  
Superintendent  
Lincoln Public Schools  
401 474 1776

Don Rebello  
President  
R.I. Association of School Principals  
401 413 9495

Carl Tillona  
Executive Director  
Mass. Virtual Academy  
413 475 3879

Marie Sciretta  
Principal  
Milford Catholic Elementary  
508 473 7303

Deborah Ruhe  
Executive Director  
Just-A-Start  
617-494-0444

James Maloney  
Chief Operating Officer  
Cambridge (MA) Public Schools  
617 349 6400

## Elected officials

Lisa Beaulieu  
School Committee chair  
Cumberland, RI  
401 743 8330

Joe Lindley  
Board of Education  
Thompson CT  
860 923 9581

Maryanne Roll  
School Committee  
Lincoln RI  
maroll0321@gmail.com

## WPS Consulting Services Questionnaire

1. **Company Name or Sole Proprietor:** Martin & Associates, LLC, dba Martin & Associates
2. **Personnel assigned to serve as project lead for the Warwick Public Schools:** Justin Martin, president/founder Martin & Associates, with colleagues Andy Brown, creative director, Dr. Brent Betit, strategy and development director, Evelyn Ortega, graphic design, Jose Estrela, design director, George Ruhe, director of visual design, Dawn Miller, project manager, all employed by Martin & Associates.
3. **Current Business Address:** Martin & Associates, 10 School Street, Upton, MA 01568
4. **Telephone and Email:** 774 275 9113 [contact@strategicbranding.org](mailto:contact@strategicbranding.org) or [justin@strategicbranding.org](mailto:justin@strategicbranding.org)
5. **Years in business at above address:** Six (6) years
6. **Resumes of key persons anticipated for this project:**

**Justin Martin, founder of Martin & Associates**, brings more than 20 years of integrated communications and public information expertise in the fields of education and non-profit management. His work focuses on the creation and management of strategic communications plans designed to raise awareness and improve understanding of educational organizations. A former journalist and political strategist, Justin brings significant experience in crisis communications, media relations, and leadership coaching. Prior to founding Martin & Associates, Justin directed the communications and public information offices in large, urban public school districts in both Georgia and Massachusetts, and has led branding and communications campaigns for charter schools, private schools, colleges, and social service agencies. He is a graduate of the University of Rhode Island.

**Dr. Brent Betit** oversees strategic planning, development, and related services as Senior Director, Strategic Planning and Development. With more than three decades of higher education and non-profit experience, Dr. Betit brings a wealth of expertise to every project. He was a founder and is the former Chief Operating Officer of Landmark College, the world's first college for students with learning disabilities. More recently, he developed a five-year, national-level strategic plan for the King Salman National Program for Learning Disabilities and has led record annual and capital fundraising campaigns and created strategic plans for both private industry and non-profit entities. Dr. Betit is a graduate of Dartmouth College and received his doctorate in Education at Fielding Graduate University.

**Andy Brown** oversees editorial services and is responsible for content creation, including copywriting, photography, design, and video production. Andy's previous strategy and content development span clients small and large – Southern New Hampshire University, the C2 Group, Sony Playstation CA, Ringling Bros., and Dancing Lion Chocolate. Web, print, video, presentation design, photography, op-eds, and blogs are all in Andy's wheelhouse. And he's always optimizing marketing materials to improve SEO and SMO and take advantage of analytics, testing and targeting audience. He is a graduate of the University of New Hampshire.

**José Estrela** oversees our arts and illustrative services. He brings more than 30 years of graphic design experience for both print and digital formats. Jose's specialties include design and art direction, basic visual standards, and organizational identity. A frequent presenter and guest lecturer at area colleges, José is also an award-winning artist, with demonstrable expertise in painting, printmaking, calligraphy, drawing, and sculpture. He is a graduate of the University of Iowa's School of Art.

**George Ruhe** oversees visual services, providing art, photography, and video direction for all communications platforms. Prior to joining Martin & Associates, George served as photo editor and art director for dozens of international corporate/industrial and editorial clients, and also spent more than 20 years working as a freelance photographer for The New York Times. He is a graduate of Valparaiso University.

**Evelyn Ortega** is a graphic artist and designer, editor and photographer. She has a keen eye for detail, visual and editorial storytelling, and a passion for content-driven design. Her experience spans more than 20 years designing and editing for major newspapers, magazines, universities, and school districts. Her portfolio includes projects in print publication design, art direction, photography, visual concept development, social media marketing. She has been the recipient of Excellence Awards by the Society of News Design, The Georgia Press Association, and Newspaper Association of America.

**Dawn Miller** is a project manager and administrative assistant. She brings more than 20 years of operational expertise in business management. In her role with Martin & Associates, she helps manage all client projects, oversees human resources, and provides administrative support to the president/CEO.

7. **Is submittal a joint venture?** No. Complete communications suite of services offered by Martin & Associates, LLC.
8. **If awarded this Agreement, Martin & Associates is prepared to begin operations at 8 a.m. on Tuesday, December 15, 2015**
9. Three business references with addresses, phone numbers, emails and relationships.

Ron Creamer	Ricky Malrani	Steve Adams, Esq.
PageWorks	Sterling Printers	Barton Gilman
501 Cambridge Street,	214 Main Street	10 Dorrance Street,
Cambridge, MA	Stoneham, MA	Providence RI
617 270 5667	(781) 481-1234	401 273 7171
<a href="mailto:ron@pageworks.com">ron@pageworks.com</a>	<a href="mailto:ricky@sterlingprinting.com">ricky@sterlingprinting.com</a>	<a href="mailto:sadams@bartongilman.com">sadams@bartongilman.com</a>
10. The hourly fee proposed by Martin & Associates **\$70/hour** for all projects described in the RFP. This includes strategy and development of a district wide communications action plan, 24/7 crisis communications counsel and support, media relations, professional development of senior staff and school committee, and all graphic design and visual design services.


**BID FORM II**

The undersigned as bidder on the indicated project declares that this proposal in all respects is fair and made without collusion with any other person, firm or corporation making a proposal for this work, and that the bidder has carefully examined the specifications and proposes and agrees, if this proposal is accepted, that the said bidder will contract with the Warwick School Committee to furnish all materials specified in the manner and time herein stated.

The only person or parties interested as principals in this proposal, other than the one whose signature is affixed hereto are to be listed here as follows. List any member of your organization who is an employee of the Warwick Public Schools and who has a five per cent (5%) or greater ownership of stockholding in your company. If there are none, state the fact. This includes any intention for subcontracting and must be so signified. **N/A**

In submitting this bid it is understood that the right is reserved by the Warwick School Committee to waive any informalities in or to reject any and all bids in part or in whole, and it is agreed that this bid may not be withdrawn for a period of sixty (60) days from the date due. The Warwick School Committee further reserves the right to award a contract in part or in whole.

Martin & Associates  
Justin Martin  
President/Founder  
10 School Street  
Upton, MA 01568  
774 275 9113  
Justin@strategicbranding.org



\_\_\_\_\_  
President  
Martin & Associates

TAX ID NUMBER



**NEW BIDDERS ONLY**

**PRE QUALIFICATION INQUIRY**

Each bidder who has not performed contracts similar in scope for the Warwick Public Schools will be required to complete this inquiry form.

**A. BANK REFERENCES CONTACT:**

Michael Sulham  
Associate Vice President  
Unibank  
Upton, MA 01568  
508 529 3297

**B. Three contracts performed recently of a similar nature with the following detail.**

**Cumberland School Department**

2602 Mendon Road, Cumberland RI

Contract value/completion date: \$40,000 annually/June 30, 2017

CONTACT: Superintendent Robert Mitchell / School Committee Chair Lisa Beaulieu

Detail of contract performed: strategic communications consultant to board and leadership

**Just-A-Start**

1035 Cambridge Street, Cambridge MA

Contract value/completion date: \$81,600/December 31, 2015

Executive Director Deborah Ruhe

Detail of contract: communications, website design, social media services,

**Thompson Public Schools**

785 Riverside Drive, North Grosvenordale, CT

Danielle Pedersen, administrative executive

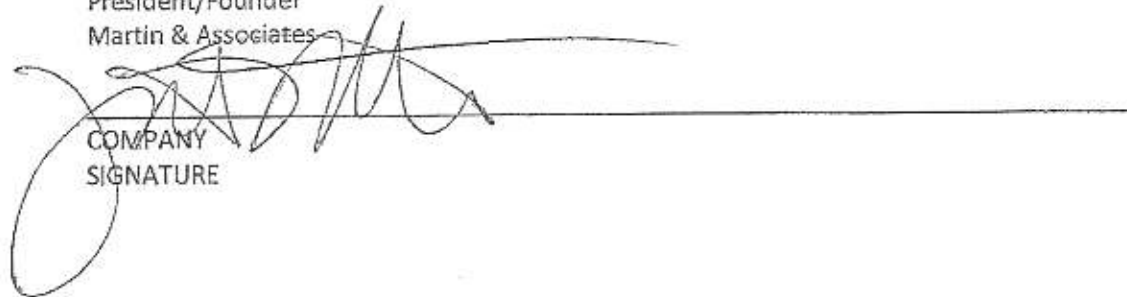
Contract value/completion date: \$30,000 annually/June 30, 2017

Detail of contract – strategic communications, social media,

Authorization to investigate above information is hereby granted to Warwick Public Schools officials by:

Justin Martin  
President/Founder  
Martin & Associates

COMPANY  
SIGNATURE



SAMPLE INVOICE

**Martin &**  
ASSOCIATES

*"Helping those who do good do well."*

Justin T. Martin  
10 School Street  
Upton, MA 01568  
(774) 275 9113

October 30, 2015

INVOICE #20151014:

Communications, marketing, and media relations services for the period of October 1 through October 30th.

Current projects:

<u>Projects and communications work</u>	
Website audit	24 hours
High school tour (10/16)	1 hour
develop and design viewbook	8 hours
<u>Social Media</u>	
Facebook/Twitter	4 hours
<u>Media Relations</u>	
incident	4 hours
<u>Meetings</u>	
School Committee (10/16)	3 hours
Internal meetings with principals/admin	4 hours
School Committee subcommittee meeting (10/16)	1 hours
<u>General communications</u>	
<i>*inclusive phone calls, emails with leadership team,</i>	8 hours

57 hours

Rate \$70/hr

\$3990

**Total due:**

Payment due upon receipt c/o:

Justin T. Martin  
Martin & Associates  
10 School Street  
Upton, MA 01568