

MARIN HEALTHCARE DISTRICT

100-B Drake's Landing Road, Suite 250, Greenbrae, CA 94904

www.marinhealthcare.org

Telephone: 415-464-2090

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TUESDAY, OCTOBER 10, 2023

BOARD OF DIRECTORS

5:30 PM: REGULAR OPEN MEETING (Virtual via Zoom)

Board of Directors:

Chair: Brian Su, MD (Division 3)
Vice Chair: Edward Alfrey, MD (Div. 5)
Secretary: Ann Sparkman, RN/BSN, JD (Div. 2)
Directors: Jennifer Rienks, PhD (Div. 4)
Samantha Ramirez, BSW (Div. 1)

Virtual via Zoom video:

<https://mymarinhealth.zoom.us/join>
Meeting ID: 972 4180 5959
Passcode: 693394
Or via Zoom telephone: 1-669-900-9128

Staff:

David Klein, MD, MBA, CEO
Eric Brettner, CFO
Colin Leary, General Counsel
Louis Weiner, Executive Assistant

AGENDA

	<u>Presenter</u>	<u>Tab #</u>
<u>5:30 PM: REGULAR OPEN MEETING</u>		
1. Call to Order and Roll Call	Su	
2. General Public Comments <i>Any member of the audience may make statements regarding any items NOT on the agenda. Statements are limited to a maximum of three (3) minutes. Please state and spell your name if you wish it to be recorded in the minutes.</i>	Su	
3. Approve Agenda (action)	Su	
4. Approve Minutes of the Regular Meeting of September 12, 2023 (action)	Su	#1
5. Move to reconfirm findings under Assembly Bill 361 and extend Resolution MHD 2023-02 to continue virtual meetings of the Marin Healthcare District Board of Directors (action)	Su	#2
6. Resuming In-Person Meetings of the MHD Board and Committees	Klein/Leary	
7. Approval of Ms. KC George for membership on the MarinHealth Medical Center Board of Directors, as recommended by the MHD/MHMC Joint Nominating Committee on September 6, 2023 (action)	Su	#3
8. Update: MHMC Patient Demographics	Klein/ Sellenriek	#4

The agenda for the meeting will be posted and distributed at least 72 hours prior to the meeting.
In compliance with the Americans with Disabilities Act, if you require accommodations to participate in a District meeting please contact the District office at 415-464-2090 (voice) or 415-464-2094 (fax) at least 48 hours prior to the meeting.
Meetings open to the public are recorded and the recordings are posted on the District web site.

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- | | | |
|--|----------------------|----|
| 9. Healthcare Advocacy and Emerging Challenges and Trends | <i>Klein</i> | |
| 10. MHD Bylaws: Standing Committees | <i>Klein</i> | #5 |
| 11. Committee Reports | | |
| A. Finance & Audit Committee (<i>did not meet, next meets Oct. 24</i>) | <i>Alfrey</i> | |
| B. Lease & Building Committee (<i>met September 19</i>) | <i>Rienks/Kinney</i> | |
| (i) MHD Re-branding Proposal Finalists (action) | | |
| (a) AreaBeats | | #6 |
| (b) Watson Creative | | #7 |
| (c) John McNeil Studio (Allen Creative Group) | | #8 |
| (ii) Seminar, "Skin Cancer," October 18 | | |
| (iii) Seminar, "Healthy Eating for the Holidays" | | |
| 12. Reports | | |
| A. District CEO's Report | <i>Klein</i> | |
| B. Hospital CEO's Report | <i>Klein</i> | |
| C. Chair's and Board Members' Reports | <i>All</i> | |
| 13. Agenda Suggestions for Future Meetings | <i>All</i> | |
| 14. Adjournment of Regular Meeting | <i>Su</i> | |

Next Regular Meeting: Tuesday, November 14, 2023 @ 5:30 p.m.

Tab 1



**MARIN HEALTHCARE DISTRICT
BOARD OF DIRECTORS**

REGULAR MEETING

**Tuesday, September 12, 2023 @ 5:30 pm
Inverness Conference Room
and via Zoom Teleconference**

MINUTES

1. Call to Order and Roll Call

Chair Su called the Regular Meeting to order at 5:30 pm.

Board members present: Chair Brian Su, MD; Vice Chair Edward Alfrey, MD; Secretary Ann Sparkman, RN/BSN (via Zoom), JD; Jennifer Rienks, PhD (via Zoom); Samantha Ramirez, BSW
Staff present: David Klein, MD, CEO; Eric Brettner, CFO, Colin Leary, General Counsel; Louis Weiner, EA

2. General Public Comment

There was no public comment.

3. Approve Agenda

Dr. Alfrey moved to approve the agenda. Ms. Ramirez seconded. **Vote: all ayes.**

4. Move to reconfirm findings under Assembly Bill 361 and extend Resolution MHD 2023-02 to continue virtual meetings of the Marin Healthcare District Board of Directors

Dr. Alfrey moved to approve. Ms. Sparkman seconded. **Vote: all ayes.**

5. Approve Minutes of the Regular Meeting of August 8, 2023

Ms. Sparkman moved to approve the minutes as presented. Dr. Alfrey seconded. **Vote: all ayes.**

6. Update: Access to Primary Care in Marin

Dr. Klein presented a slide deck (posted on the MHD web page of this meeting) on patient access to primary care. Nationwide there is a shortage of access, and MarinHealth is working to meet the demand locally. The slides presented:

- *Access to Care: The Patient's Journey* – A circular flow chart of the elements of discovery & access, care & service, follow-up & well-being
- *Measuring Access: Barriers/Opportunities* – Primary and secondary metrics of access, and their barriers and opportunities. The MH Network currently has room for 10-17 providers
- *Access Governance* – An org chart with a foundation of several task forces that identify aspects of access, flowing upward through committees to the executive council
- *Primary Access Point* – Having sufficient access to providers: Retention and recruitment of physicians and advance practice providers (APPs), and providing sufficient and expanding physical facilities
- *Primary Care Reality in our Community* – A recruiting strategy showing the number of current physicians and APPs, incoming providers, recruiting pipeline, and 2024 budgeted additions



- *Strategic Growth: Clinic Development* – Map of Marin and north bay showing successful ambulatory clinic growth over the last 18 months with a focus on expansion
- *Building a Comprehensive Support Team* – Centralized support services that address provider burn-out, a culture of safety, and to alleviate the providers' burden to allow for more access

In summary, the following points were emphasized:

- Access is a serious issue at MarinHealth
- Primary Care Providers are not easy to recruit: supply and demand is misaligned
- Alleviating the providers' burden can help create some access
- Create awareness in the community around APPs and increase APP presence and purpose
- Creating efficiencies in the patient experience will help staff be more efficient and thus support the providers appropriately
- Look to Technology and Innovation as complementary solutions

Discussion followed on the national shortage of medical students choosing primary care while choosing more lucrative specialty practices. Ms. Rienks suggested that a national response and strong advocacy of, e.g., AHA, CHA, etc. may urge Federal efforts toward solutions.

Discussion followed on making it easier for patients to know if a clinic is accepting new patients, through real-person phone contact lines, website icons/badges indicating open status, etc.

7. Update: Public Health Priorities in Marin 2023-24

Matt Willis, MD, MPH, Marin County Public Health Officer, addressed the Board and displayed a slide deck (expanded from the packet's Tab #3 and posted on the web page of this meeting). Dr. Willis thanked the District and the Hospital for support and action during the pandemic over the past three years.

Marin County public health priorities for 2023-2024:

- Overdose prevention
- Public health impacts of climate change
- Outbreak prevention and control
- Reducing gaps in life expectancy
- Pandemic recovery

Marin County public health strategic focus for 2023-2024:

- Public health communications
- Data and outcomes
- Partnerships
- Focus on equity
- Innovation

For each of the priorities listed, Dr. Willis provided supporting details, data, and action strategies and responses.

For the points of strategic focus, he provided examples of supporting tools and response mechanisms in place. Partnerships are the most important strategic focus since public health threats are complex and require cross-sectional action. Community Response Teams are innovative and effective partnerships tools.



In summary:

- Marin County Public Health is shifting from pandemic response to new normal
- Building on lessons of the pandemic, we have identified 5 topic areas and 5 core competencies to focus on
- Overdose prevention and building resiliency to the effects of climate change are our highest priority topics
- Maintaining trust through the effective use of data and clear communications is critical
- We will maintain partnerships and practices that were proven during the pandemic to protect Marin residents

Marin Public Health requests that MarinHealth remains engaged as a strategic partner through ongoing collaboration including data sharing, joint communications, and funding for select projects.

Dr. Alfrey stressed the importance of preventing, diagnosing and treating of chronic illnesses as a greater priority than those priorities presented here.

Ms. Rienks supported the priorities presented here, and commended the use of wastewater monitoring.

Ms. Ramirez commented on the need for all public health communication to also be in Spanish, and for Narcan to be more easily available in schools.

Dr. Klein opened discussion on the e-bike injury crisis, and asked the County to assist in evidence-based strategizing for advocating for regulatory action; presenting joint educational events was suggested.

Dr. Su discussed a desire to see physician education for safe prescribing of opiates.

The Board thanked Dr. Willis, and he departed the meeting.

Ms. Rienks announced the need for her to leave the meeting at this point, and noted that the “MHD Re-branding RFP” item in the Committee Reports will be tabled due to an error. She then departed the meeting.

8. Healthcare Advocacy and Emerging Challenges and Trends

Dr. Klein reported. This month, Gov. Newsom signed historic budget legislation that renews the state’s managed care organization tax with majority of that funding going into MediCal for the first time in 2 decades. Provider rates will increase for primary care, maternity care, and non-specialty mental health services. Phase 2 will fund specialty care.

CMA has led the Coalition to Protect Access to Care, a broad group of healthcare organizations seeking to provide permanent MediCal provider rate increases, through a ballot initiative in November 2024.

CA Senate Bill 525 seeks \$25/hr minimum wage for all healthcare workers. CHA opposes it, as it would adversely affect the ability of struggling small hospitals to remain viable. CHA has created a tiered minimum wage structure that will be proposed to be included in the bill.

9. Committee Reports

A. *MHD/MHMC Boards Joint Nominating Committee*

Dr. Klein reported that the MHD MHMC Joint Nominating Committee met on September 6 to interview a candidate, Ms. KC George, recommended by the MHMC Board to be seated on that Board. In accordance with the requirements stated in the MHMC Bylaws, she will be presented for final review and approval by this MHD Board at the next Regular Meeting.

B. *Finance & Audit Committee*

Dr. Alfrey reported that the committee did not meet and has nothing to report.



C. Lease & Building Committee

Ms. Rienks remarked earlier that the “MHD Re-branding RFP” item is tabled.

Ms. Jill Kinney reported that the Community Health Seminar on the subject of skin cancer will be held on Wednesday, October 18 in person in the MHMC Conference Center. The seminar will be presented by a dermatologist. There will not be screenings given, as was earlier considered. Promotion for the event will begin soon.

The committee is discussing planning and presenting a “Healthy Eating for the Holidays” event later in the year.

Dr. Su suggested that the committee consider a seminar on the subject of e-bike safety, specifically addressing safety, injury incidence, and advocacy. Ms. Sparkman has connections with the Marin Bicycle Coalition and agreed to contact them on this.

Ms. Ramirez and Dr. Alfrey reported that the MHD “We Care About Your Health” Fair at Pickleweed Park in San Rafael on August 26 was very successful, fun, interactive and educational for families. Important diagnostic results given for hypertension and diabetes. Pictures of the event (Tab #8) were shared. Nurses from the Braden Diabetes Center, and Ms. Kinney’s staff, all helped out.

10. Reports

A. District CEO’s Report

Dr. Klein reported that he, Ms. Rienks and Ms. Ramirez will be attending the ACHD Annual Meeting later this week.

Final construction issues in the Oak Pavilion are now being completed.

The new hybrid OR will open at the end of this month. Training will begin and all agency approvals finalizing, with first case in mid-October.

The new outpatient behavioral health garden will be completed in November, funded by a generous benefactor.

Construction of the new Petaluma medical hub is underway.

The MarinHealth Medical Network Spine Institute opens this week, let by Dr. Su, Dr. Naidu, and Dr. Sponzilli.

B. Hospital CEO’s Report

Dr. Klein reported that volumes are slightly lower, though Emergency volumes continue very high.

The 2024 budget process by Mr. Brettner and his team continues diligently.

The first FEMA reimbursement tranche has been approved and is expected soon, with the second expected by year-end. The process of communication and filing with FEMA has been quite difficult. A letter to Rep. Huffman was sent to inform him of the process and challenges.

The Master Facility Plan is being completed, planning for the organization for 2030 and beyond, what buildings will be needed to meet the future demands of inpatient/outpatient care. The MHMC Board will address this at their retreat in October, after which it will be brought to this Board.

Labor negotiations with Teamsters clerical was settled without a work stoppage. Next is NUHW and Local 39 Engineers.

Innovation Council is being formed to address AI resources in the hospital setting.

Cardiology group here just did their 300th Watchman procedure, putting us as one of the busiest programs in the Bay Area.

Improvements and innovations are making a difference in the patient experience.



C. Chair's and Board Members' Reports

Dr. Alfrey would like to put together another Health Fair for Marin City. Ms. Kinney agreed to begin planning with him and Ms. Ramirez, and will work on the budget.

Ms. Ramirez announced she is beginning a new job with the County of Marin in Behavioral Health Dept.

Ms. Sparkman reported that she attended the County Senior Fair recently and it was excellent. She suggested more staffing at the MarinHealth table, and that the District be represented at that table in the future.

Ms. Sparkman asked about the hospital's graduate nurse program. Dr. Klein explained that about 30 new graduate nurses have been hired on since the beginning of 2022, funded by philanthropy, and is proving successful.

11. Agenda Suggestions for Future Meetings

Marin Commission on Aging.

Patient demographics.

Adding a third committee to run the community health events, or re-name the Lease & Building Committee since that is mostly what they now do.

Invite the Marin Bicycle Coalition to discuss e-bikes. Contact is Wendi Kallins, who works with the schools on biking.

12. Adjournment of Regular Meeting

Dr. Su adjourned the meeting at 7:28 pm.

Tab 2



MARIN HEALTHCARE DISTRICT BOARD OF DIRECTORS
RESOLUTION NO. MHD 2023-02
RESOLUTION AUTHORIZING REMOTE TELECONFERENCE MEETINGS
PURSUANT TO AB 361

WHEREAS, all Marin Healthcare District (“District”) meetings are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963); and

WHEREAS, on March 4, 2020, Governor Newsom declared a State of Emergency to make additional resources available, formalize emergency actions already underway across multiple state agencies and departments, and help the State prepare for a broader spread of the novel coronavirus disease 2019 (“COVID-19”); and

WHEREAS, on March 17, 2020, in response to the COVID-19 pandemic, Governor Newsom issued Executive Order N-29-20 suspending certain provisions of the Ralph M. Brown Act in order to allow local legislative bodies to conduct meetings telephonically or by other means; and

WHEREAS, as a result of Executive Order N-29-20, District staff set up virtual meetings for all meetings of the District Board of Directors and its committees (collectively, “District Meetings”); and

WHEREAS, certain teleconferencing allowances were made under subsequently-enacted AB 361 (2021) and AB 2449 (2022) that replaced now-repealed Executive Order N-29-20; and

WHEREAS, AB 361 (2022) was signed on September 13, 2022 and is in effect through January 1, 2024, and among other things provides in Government Code 54953(e) that (i) a legislative body may use teleconferencing if it holds a meeting during a proclaimed state of emergency and state or local officials have imposed or recommended measures to promote social distancing, which the Board of Directors have done, and (ii) a legislative body may continue using the teleconferencing procedures of AB 361 provided that it makes renewed findings by majority vote every thirty (30) days that it has considered the circumstances of the state of emergency, and that either (a) the state of emergency continues to directly impact the ability of the members to meet safety in person, or (b) state or local officials continue to impose or recommend measures to promote social distancing; and

WHEREAS, the Board of Directors desires to make findings and determinations consistent with AB 361 for District Meetings to utilize the special procedures for teleconferencing provided therein due to imminent risks to the health and safety of attendees; and

WHEREAS, highly contagious Delta and Omicron COVID-19 variants are in circulation, causing increases in COVID-19 cases throughout the State and Marin County; and

WHEREAS, on February 28, 2023, Governor Newsom proclaimed that the State of Emergency declared on March 4, 2020 was no longer in effect; and

WHEREAS, state and local officials continue to impose or recommend measures to promote social distancing, including without limitation through COVID-19 Prevention Non-Emergency Regulations issued by the State of California’s Department of Industrial Relations (the “COVID-19 Prevention Regulations”) that took effect on February 4, 2023; and

Resolution MHD 2023-02

Page 2 of 2

WHEREAS, the CDC continues to recommend source control and physical distancing for everyone in a healthcare setting; and

WHEREAS, the District Board of Directors hereby finds that the continued presence of COVID-19 and the increase of cases due to new variants would present imminent risks to the health or safety of attendees, including the legislative bodies and staff, should District Meetings be held in person.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Marin Healthcare District, that (i) the above recitals are true and correct, and incorporated into this Resolution, and (ii) the Board of Directors makes the following findings: (a) The Board of Directors has considered the circumstances of the State of Emergency, (b) the COVID-19 Prevention Regulations evidence imposition or recommendation of measures to promote social distancing by state and local officials, (c) the CDC continues to recommend source control and physical distancing for everyone in a healthcare setting, and (d) as a result of the presence of COVID-19 and the increase of cases due to the new variants, meeting in person would present imminent risks to the health or safety of attendees, the legislative bodies and staff; and

RESOLVED, FURTHER, that District Meetings may continue to meet remotely in compliance with AB 361 (2022), in order to better ensure the health and safety of the public; and

RESOLVED, FURTHER, that the District Board of Directors will revisit the need to conduct District Meetings remotely within thirty (30) days of the adoption of this resolution.

REVIEWED, APPROVED, AND ADOPTED at a Regular Board Meeting held on the 9th of May, 2023, by the following vote, to wit:

AYES:	Su, Alfrey, Sparkman, Rienks, Ramirez
NOES:	0
ABSENT:	0
ABSTAIN:	0

ATTEST:



Brian Su, MD
Chair of the Board



Ann Sparkman, RN/BSN, JD
Secretary of the Board

Tab 3

KC George - Short Bio for Marin Health Board of Directors

KC George is a seasoned professional with a strong background in healthcare and life sciences. She is currently a partner at Bain, where she leads the firms' West Coast healthcare team. In her work at Bain, KC helps executive teams to take confident action in leading their organizations to full potential performance. She has extensive expertise working with clients to address critical strategic and operational opportunities – a recent example includes working with Thermo Fisher to develop, scale and distribute Covid tests globally through the height of the pandemic <https://www.bain.com/client-results/speed-at-scale-the-thermo-fisher-story/>. Other examples more locally include working with West Coast clients to run more effective clinical trial programs, build more customer-centric organizations, and ensure pullthrough of key priorities across 50K+ employees of a leading life sciences organization to meaningfully inflect performance.

As a part of her client work, KC has collaborated closely with client management teams and their Boards to guide strategic decision-making processes and sometimes navigate tricky management-Board dynamics. In addition to her client work with Bain, KC currently serves on the Board of Elizabeth's Smile, a US-based 501(c)3 non-profit organization that supports children facing the loss of a parent due to terminal illness <https://www.elizabeth.org/>. Through ES's focus on accessible research and scalable products, the organization empowers children to ensure the loss of a parent does not also mean the loss of childhood. KC has been an integral part of establishing the governance and management team priorities for this 12-month-old organization and is a part of the Finance and Nominating committees, focusing on leading our US launch and fundraising efforts as well as leading the transition efforts from our founder to a newly recruited CEO.

KC's earlier career experience includes roles at Visa and with the State of California, gaining valuable experience in diverse sectors before dedicating herself to healthcare and life sciences. She also received her MBA and BA, Economics (Phi Beta Kappa) from Stanford University.

KC lives in Cole Valley in San Francisco with her husband and two young children, around the corner from the UCSF Parnassus campus. She and her family are often found crossing the Golden Gate Bridge to take in the beauty of Marin. KC is looking for a role to continue to invest in the Bay Area community that she has called home for 25 years.

Contact

www.linkedin.com/in/kc-george-353403 (LinkedIn)
www.bain.com/our-team/kc-george/ (Company)

Top Skills

Management Consulting
Strategy
Full Potential Transformation

KC George

Partner at Bain & Company
San Francisco, California, United States

Summary

Partner in Bain & Company's San Francisco office with expertise in large-scale transformation and post-merger integration, with particular experience in healthcare and life sciences.

Passionate about helping companies and individuals achieve their full potential, especially in high ambition, high innovation, high growth contexts.

Recently published in HBR on Talent topics: <https://hbr.org/2021/11/how-to-attract-top-tech-talent>

Also see our recent article on agile innovation in healthcare, co-authored with Gina Fridley: <https://www.bain.com/insights/the-pandemic-forced-agile-innovation-in-healthcare/>

Experience

Elizabeth's Smile

Board Member

March 2022 - Present (1 year 5 months)

Elizabeth's Smile is a charity dedicated to supporting children enduring the loss of a parent

Bain & Company

Partner

September 2010 - Present (12 years 11 months)

San Francisco, California

Core expertise in large-scale transformation and post-merger integration across industries, with particular emphasis on organization design, leadership, change management and capability-building.

Deep experience in healthcare, advising clients across pharmaceuticals, diagnostics, medtech and private equity. Current client work in healthcare

focuses on customer strategy, commercial execution and organization design for launch and mature products.

Stanford Graduate School of Business

Student

September 2008 - September 2010 (2 years 1 month)

Visa

Director, New Market Development

February 2005 - May 2008 (3 years 4 months)

LECG Corp

Associate

August 2003 - January 2005 (1 year 6 months)

Education

Stanford University Graduate School of Business

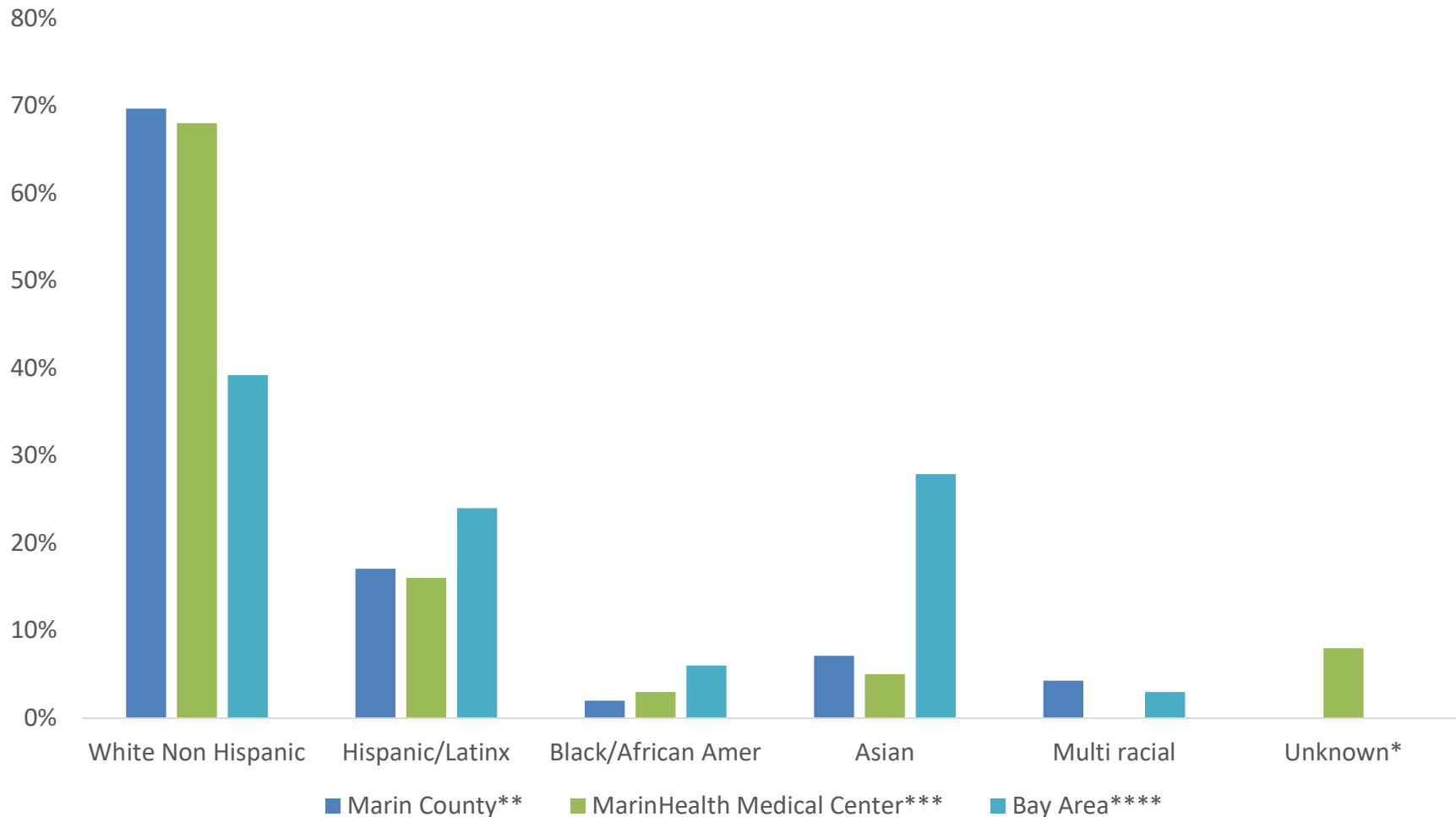
MBA · (2008 - 2010)

Stanford University

BA, Economics, International Relations

Tab 4

Marin County & MHMC All Patients – Race & Ethnicity Comparison



* Within MHMC data, there are instances where the race/ethnicity field is entered in as unavailable or unknown

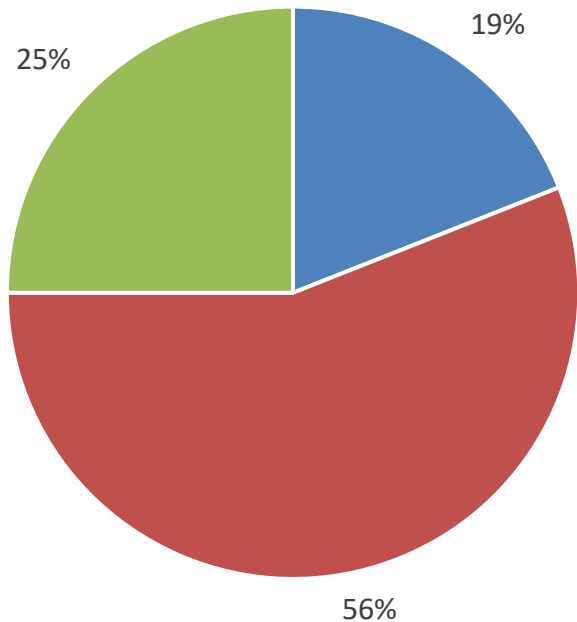
** U.S. Census Bureau 2020 (census.gov)

*** Paragon is the original data source (5+ years); data counted by all unique patients

**** U.S. Census Bureau 2020 for 9 Bay Area counties (census.gov)

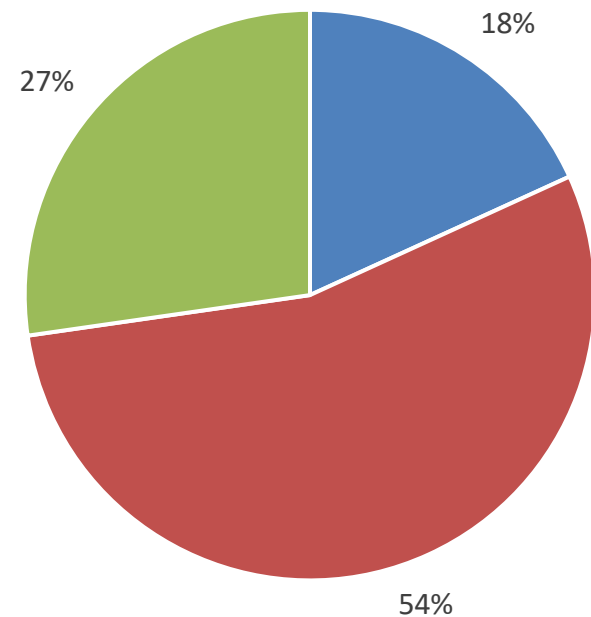
Marin County & MHMC All Patients – Age Comparison

Marin County
Age Demographics*



- Children (< 18 years), excludes newborns
- Adults (18 – 64 years)
- Older Adults (Age 65 and over)

MarinHealth Medical Center
All Patients**

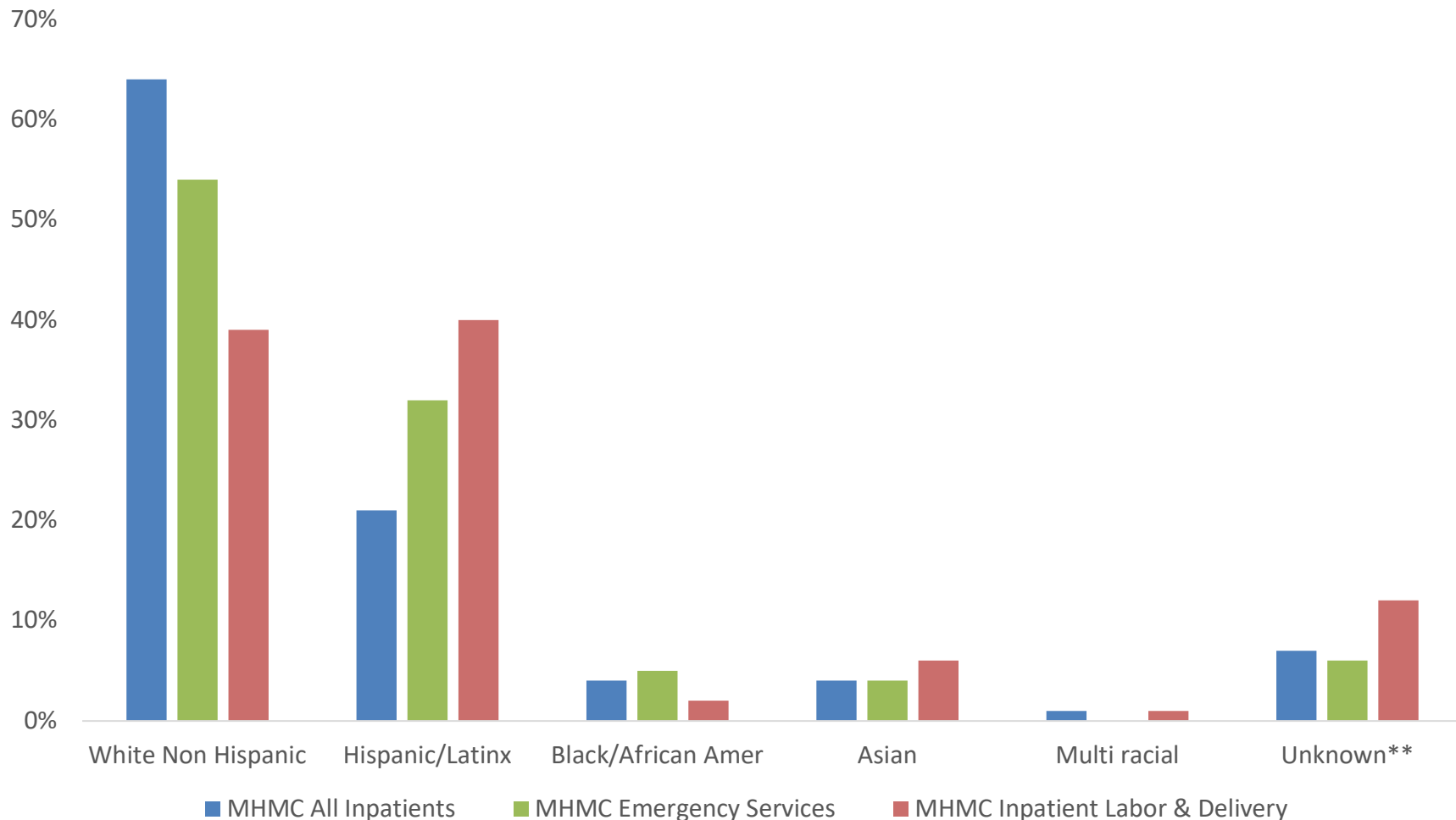


- Children (< 18 years), includes newborns
- Adults (18 – 64 years)
- Older Adults (Age 65 and over)

* U.S. Census Bureau 2022 ([census.gov](https://www.census.gov))

** Paragon is the original data source (5+ years); data counted by all unique patients including newborns
Data may not add due to rounding

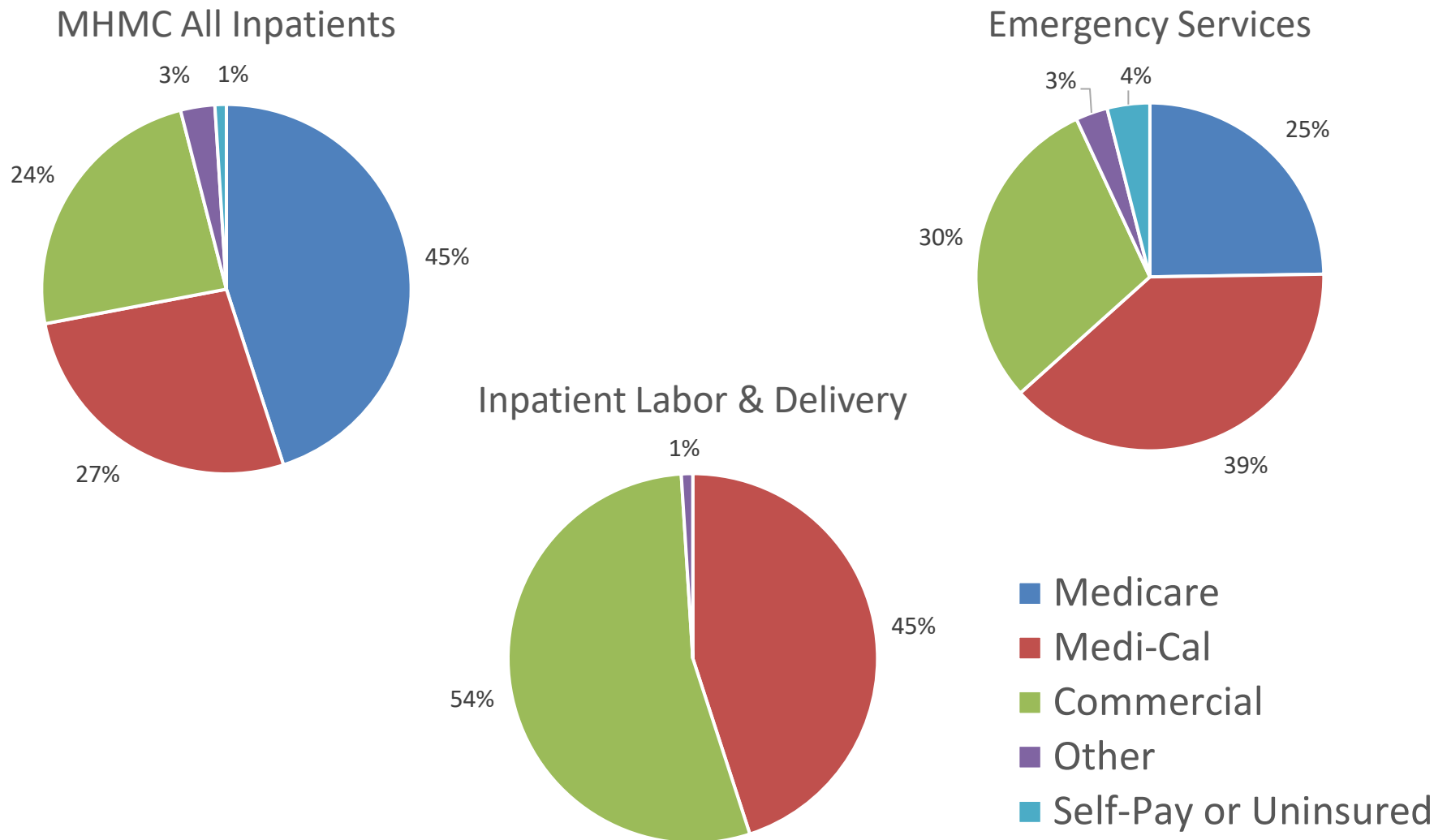
2022-2023 MHMC Patients – Race & Ethnicity Comparison*



* APeX is the original data source for all data on this slide; categorized & counted by encounter in Vizient CBD

** Within MH data, there are instances where the race/ethnicity field is entered in as unavailable or unknown

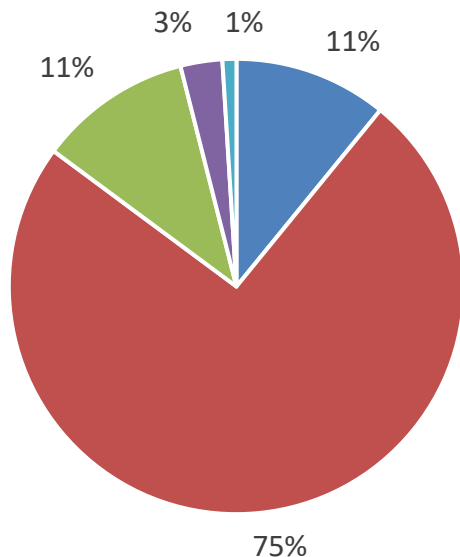
2022-2023 MHMC Patients – Payer Categories*



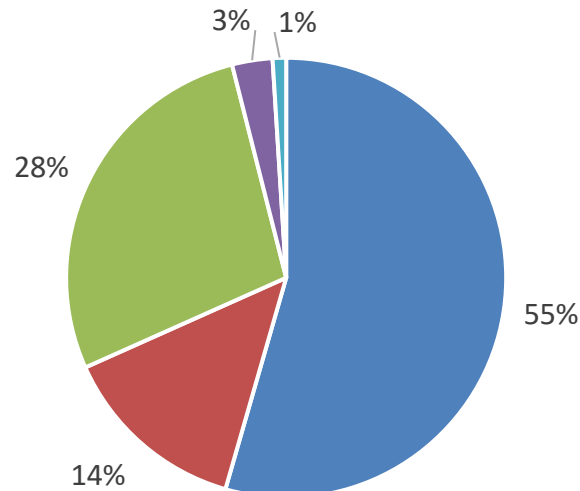
* APeX is the original data source for all data on this slide; categorized & counted by encounter in Vizient CBD
Data may not add due to rounding

2022-2023 MHMC All Inpatients – Payer Categories by Ethnicity*

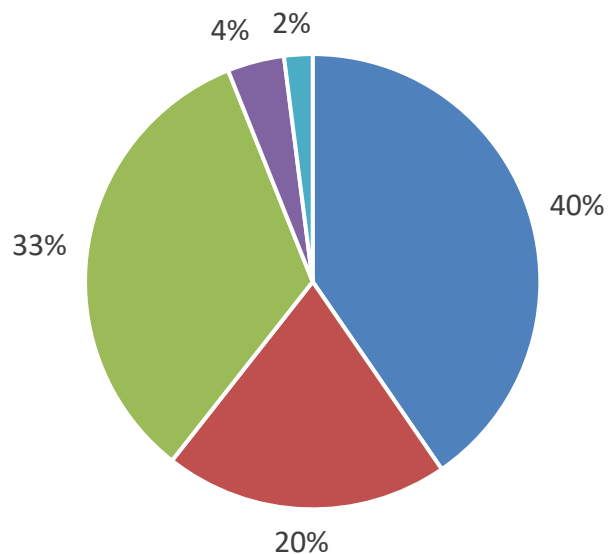
Hispanic Origin – 21%



Non Hispanic Origin – 77%



Unknown – 2%



- Medicare
- Medi-Cal
- Commercial
- Other
- Self-Pay or Uninsured

* APeX is the original data source for all data on this slide; categorized & counted by encounter in Vizient CBD
Data may not add due to rounding

Tab 5

From MHD Bylaws

ARTICLE V

BOARD COMMITTEES

Section 1. General Provisions.

(a) Committees of the Board shall be standing or ad hoc. The committee members and chair shall be appointed by the Chair, subject to the approval or ratification of the Board. Standing Committee appointments and Board approval shall be made at the Regular Meeting following the election of the Chair of the Board.

(b) All committees shall be advisory to the Board unless otherwise specified by the Board, whose purpose and progress shall be periodically reviewed by the Board.

(c) Each Committee, Standing or Ad Hoc, shall be assigned two (2) District Directors, one of whom shall be the committee chair. Up to three non-District Board Directors, ("Community Members") may be appointed as advisory members of the committee, and they will serve without a vote. Community Members may be recommended to the District Board Chair by the Committee Chair, or any other source within the District or MGH Corporation organizations, or the community. Proposed Community Members shall be residents of the District, and shall be interviewed by the Board or Committee Chair, or both, and shall submit a curriculum vitae for Board review. The Board will act upon the recommendation for appointment coming from the Board Chair for a term subject to annual renewal when Committee appointments are approved as provided in Section 1 (a) above. Upon appointment and upon any annual renewal of appointment, Community Members shall submit a Conflict of Interest Disclosure Statement to the District. The Board Chair shall be an ex officio member of Standing Committees, but may vote only if an actual member of the committee.

(d) Each District Director member of a committee shall be entitled to vote on the committee.

(e) In the event a District Director member of a committee cannot attend a committee meeting, the Chair may designate another District Director as a voting substitute.

(f) The committees shall be assisted by staff and consultants to the District in the manner set forth by policies and procedures of the Board.

Section 2. Standing Committees.

(a) Standing Committees of the Board are the following: (i) Finance and Audit and (ii) Lease and Building. Standing Committees shall hold meetings at times as agreed by committee members or as directed by the Board, but no less than quarterly.

(b) At a Standing Committee meeting a quorum shall be two of the two District Board committee members. If only one District Board committee member is present, a record of the proceedings shall be kept, but no action may be taken. There shall be a Standing Committee meeting agenda and packet, which shall be prepared in advance and distributed to Committee members.

Section 3. Finance and Audit Committee. The Finance and Audit Committee shall be responsible for performing the following functions:

(a) Finance. With the advice and counsel of the District executive officer and District financial officer:

1. Oversee the financial management and budget of the District.
2. Oversee in coordination with MGH Corporation, consistent with the District's role as corporate member and Lessor, the planning and implementation of financing programs related to facility and campus capital improvements and construction projects, with recommendations on same as appropriate to the Board.
3. Review and recommend to the Board policies and procedures in the areas of finance, fiscal controls, investments and insurance programs.
4. Review attorney and other consultant fees by project on a quarterly basis.
5. Draft an annual budget at the end of each fiscal year for presentation to the Board. Each February, review the budget and recommend adjustments to the Board.
6. Monitor financial statements and actual-to-budget income and expenditures on a quarterly basis.
7. Monitor and review financial reports forwarded to the District by MGH Corporation.

(b) Audit. With the advice and counsel of the District executive officer and District financial officer:

1. Review and recommend to the Board policies and procedures relating to the audit.
2. Recommend to the Board an independent auditor to audit the books, and accounts of the District on an annual basis. Review the scope and coverage of the audit as expressed in the engagement letter with the auditing firm.
3. Recommend to the Board a change in auditors and oversee the selection process.
4. Review the completed audit when received recommendation concerning the audit to the Board.

5. Review current GASB 34 policies annually and consider appropriate audit policies and procedures as needed, and report upon the Committee's findings and recommendations to the Board.

6. Undertake the conduct of audit responsibilities assigned to the District by MGH Corporation with implementation recommendations to the District Board of Directors.

(c) Perform other duties assigned by the Board or Chair of the Board.

Section 4. Lease and Building Committee. The Lease and Building Committee shall be responsible for performing the following functions:

(a) Oversee the compliance of all agreements related to District assets, including but not limited to the Lease and related agreements entered into between the District and MGH Corporation.

(b) Monitor the activities and reports of MGH Corporation consistent with the District's role as corporate member and Lessor of the Hospital, and make recommendations to the Board as appropriate.

(c) Recommend to the Board any action the Committee deems necessary or advisable to ensure that the District's oversight role and responsibilities as corporate member, under the Lease, or under contractual arrangements with MGH Corporation or other organizations, are fulfilled.

(d) Oversee the District's performance, in coordination with MGH Corporation, of facility and campus design, planning, and construction projects.

(e) Recommend to the Board for Board adoption the logistics of District sponsored community education forums on health related topics.

(f) Perform other duties assigned by the Board or the Chair of the Board.

Section 5. Ad Hoc Committees. Ad Hoc Committees may be established by the Chair, subject to the approval or ratification of the Board, for special, defined tasks. Each Ad Hoc Committee shall limit its activities to the accomplishment of the task for which it was established, and upon completion of that task, the Ad Hoc Committee shall be discharged by the Chair. The Chair shall determine the number of members for Ad Hoc Committees which shall include a minimum of two (2) District Board Directors. All Ad-Hoc Committees purpose and progress shall be reviewed annually by the Board.

Tab 6

● Building Brands is What We Do



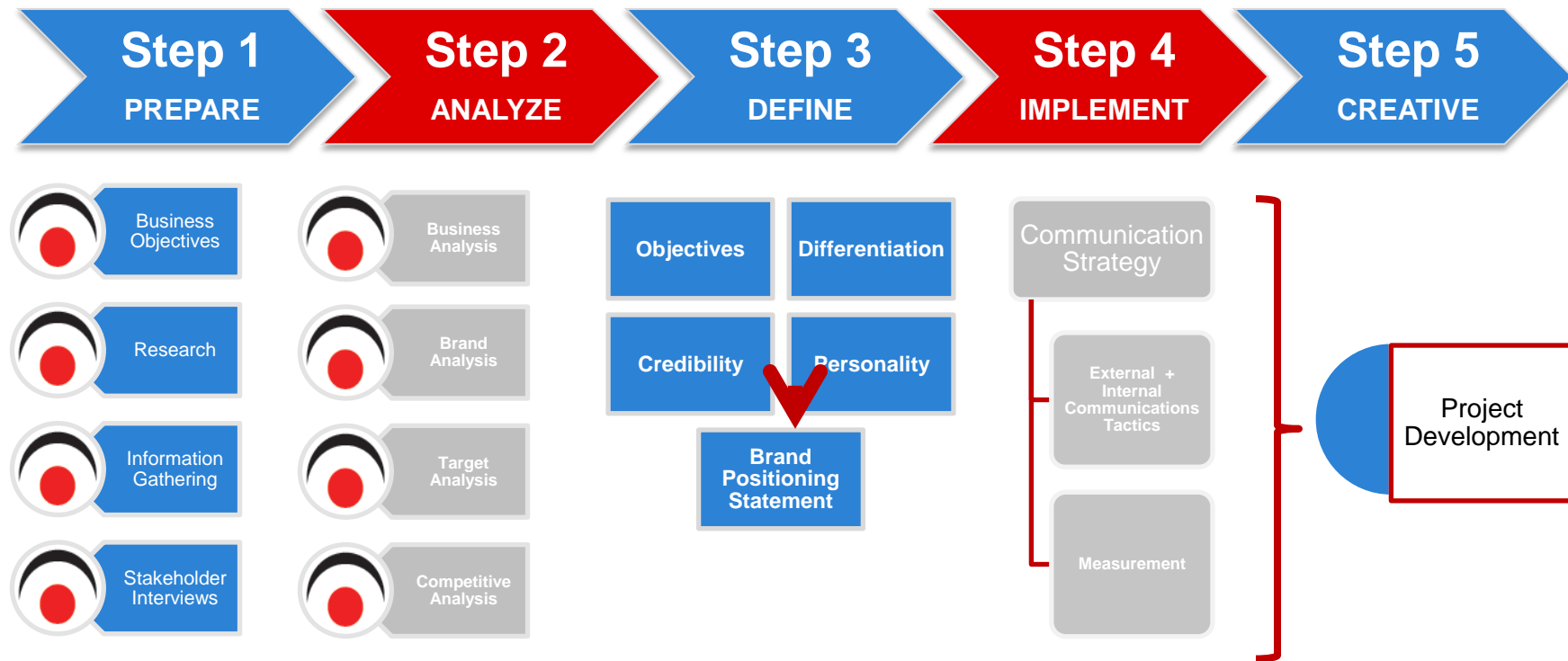


Our Core Services



Our Process

Milestones to Achieve



Complementary Brand Goals

Let's join the MHD brand family in "look and feel"

MHD **"looks"** like this...



And **"wants"** to be more like this...



● What is The Brand Language?

MHD has been serving the health needs of its community since 1946.





Original look redefined

Ideation: Reinventing the old look with Marin Health® palette and font

Please note: Font and color palette was not available during preliminary comp design.



Creating unity symbolism

Foundation of thinking: Bringing two parts together in unity

Please note: Font and color palette was not available during preliminary comp design.



marinhealthcaredistrict

Creating expanse & integration

Ideation: Bringing it all together

Please note: Font and color palette was not available during preliminary comp design.



marinhealthcaredistrict

Creating beautiful unity & modernity

Ideation: bringing it all together in 3D

Please note: Font and color palette was not available during preliminary comp design.



marinhealthcaredistrict®

Project Timeline

Timeline: Slated for 16 weeks.

Buffer: Additional two weeks added for Board meeting or other delays.

Timeline	Week 1	Week 5	Week 7	Week 10	Week 14	Week 15	Week 16	Week 17
	10-Jul	7 Aug	21-Aug	11-Sept	2-Oct	9-Oct		
Commencement Date of Work	7/14							
Round 1 of Logo Options		8/7						
MHD Board to Review Round 1		8/8						
Feedback to Designer Round 1		8/9-8/11						
Round 2 of Logo Options Due			8/25					
MHD Board to Review Round 2				9/12				
Feedback to Designer Round 2				9/13-15				
Final Logo Due w/ Logo Guidelines					10/6			
MHD Board to Review Final Logo and Guidelines						10/10	Buffer	Buffer

Budget Allocation

Media Budget (0%): \$0
Creative Development (80%): \$10,130

Program Management (20%): \$2,026
Total Budget: \$12,156

Budget	Week 1	Week 5	Week 7	Week 10	Week 14	Week 15	Week 16	Week 17
	10-Jul	7 Aug	21-Aug	11-Sept	2-Oct	9-Oct		
Discovery Session	\$380.00							
Round 1 of Logo Options (3 versions)		\$1,500.00						
MHD Board to Review Round 1		\$0.00						
Feedback to Designer Round 1		\$0.00						
Round 2 of Logo Options Due (3 ver)			\$1,500.00					
MHD Board to Review Round 2				\$0.00				
Feedback to Designer Round 2				\$0.00				
Final Logo Due (10 versions/ 10 formats – up to 20 logos)					\$4,000.00			
Logo Guidelines (approx 30 pages)					\$2,250.00			
MHD Board to Review Final Logo and Guidelines - Edits						\$500.00	Buffer	Buffer

Tab 7



W

MARIN HEALTHCARE DISTRICT

Response to MLD Logo RFP

PORTLAND
240 N Broadway
Portland, Oregon 97227
(45.534810, -122.668390)

BEND
2900 NW Clearwater Dr
Bend, OR 97703
(44.044140, -121.327171)

SAN FRANCISCO
650 E Blithedale Ave
Mill Valley, CA 94941
(37.900220, -122.527270)

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DEAR MARIN,

In 1983, my family embarked on a memorable journey from Colorado to the Bay Area in our Ford LTD Wagon. As a wide-eyed child sitting in the middle seat, flanked by my parents and with my older siblings sprawled out in the back, I had an extraordinary front-row view of our drive through Wyoming, Idaho, and finally reaching the stunning Pacific Coast. Along they way, we stopped and I’d run with my father a few miles, seeing the state and national parks. The transition from the backside of the Sierra Nevada Mountains, with its stubby pines, to the towering Doug firs closer to the Pacific, left an indelible mark on me. It ignited my creative passion towards nature and health, drawing inspiration from the majestic and diverse beauty of the Pacific – specifically Marin.

Based on our personal experiences and the information we've gathered about MHD, we recognize your organization as truly unique, fueled by a strong sense of purpose rooted in place and community. Your values closely align with our own core values, and the scope of your proposal resonates well with our core services. While our approach may differ from your six steps, we believe that finding common ground and aligning our strategies is certainly achievable.

We have full confidence in our ability to efficiently lead the Brand RFP initiatives and establish a mutually beneficial partnership with your team.

Warm regards,



Matt Watson
CEO · Creative Director

FACTS

- LLC. 2008 while at Nike
- Full-time effort 2013
- Started in drafty attic
- 1st office: 9 ppl in 301 sq/ft.

PRIMARY CONTACT

- Matt Watson
- Matt@WatsonCreative.com
- 800 280 3057

HIGHLIGHTS

- Ace Awards
- IDEA Design Excellence
- DDI · WOLDA · PDEA
- Volvo Sports Design
- Cooper-Hewitt Design Museum
- IDSA · Gold Medal
- Industrial Design Annual
- Print Magazine Annual
- Museum of Modern Art
- Hermes – Gold
- Marcomm – Gold
- Adobe – Featured Agency

BUSINESS DETAILS

- WB Creations LLC
 - **dba** WATSON CREATIVE
- FEIN (FED#) 26-2247066
- SAM – CMJXPB6YEJ43
- D-U-N-S: 06-347-6526
- Est. 2008 (~15 years)

STAFF COMPLEMENT

- 35 Full time staff in all US times zones
- 50% of diverse backgrounds
- 50% Leadership are women
- Strong bench of global partners

OFFICERS

- COO – Jennifer Crotteau
- VP – Greg Needham
- VP – Angi Arrington
- CEO – Matt Watson (Owner)

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DIG DOWN TO BUILD UP.

Watson is a research-driven creative studio that specializes in helping challenger brands achieve strategic growth. We provide road mapping and brand stewardship services to a diverse range of industries, including wine, beer and spirits! We carefully select our clients to create a culture of innovation, cross-pollination, evolving ideas, and original work. Our focus is on building strong, sustainable brands by amplifying the efforts of collaborative teams and engaging with the global community.

ORIGIN STORY

Matt started in NYC working for Lippincott, a globally known brand agency, prior to moving over to Nike, designing brands, footwear and digital experiences. He left a senior director position at Nike to spend time with his father who was dying of cancer and his wife who was due with their first child. That was in 2012.

A lot has happened since.

What began as a one-man show in a drafty attic is now a research-based creative studio that provides strategic and creative solutions that change human behavior across industries, from national nonprofits to tequila to everything in between.

This breadth of experience has taught us that diversity fuels creativity—the kind of creativity that builds brands and leads to real business results. Also, if we’re honest, we just couldn’t survive without digging deep into divergent community challenges – particularly those in our own backyard.

Whether it’s helping a local winery further its global reputation or designing experiences for the 49ers, or helping build campaigns for San Jose State University, we thrive off the tension and possibility of the new. And if the outcomes of our work are any indication, our clients do, too.

WatsonCreative.com/**Work**

SELECT CLIENTS

Non profits	For Profits
<ul style="list-style-type: none">Autism Society of AmericaWorldly (Higg Index)Oregon Zoo FoundationPoint Defiance Zoo & TrekOregon Wine	<ul style="list-style-type: none">Nike – SustainabilityDisneyClean Water ServicesGE – General Electric
<ul style="list-style-type: none">Bay Area HospitalCloud Security AllianceGeorge Fox UniversityGolden Heart FundOregon ApprenticeshipOregon Ballet TheaterOregon Cultural TrustOregon Higher EdOregon Historical SocietyOregon State PoliceOregon State UniversityOregon SymphonyPeace CorpsRock the Vote (MTV)San Jose State UniversityVolcafe Way (Coffee)	<ul style="list-style-type: none">Anheuser-BuschBiampCapital OneFidelity NationalAgility RoboticsFortisIntelKaiser PermanenteLaika StudiosMicrosoftMoccamasterNFL, MLS, MLB, NHLOregon BlueberriesSharp / InFocusSORAAUmpqua BankWorld Trade Center



HQ: PORTLAND 1001 SE Water Ave, Suite 440, Portland, OR 97214



BEND 2900 NW Clearwater Dr Bend, OR 97703



SAUSALITOS 650 E Blithedale Ave Mill Valley, CA 94941

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OUR WORK APPROACH

We pride ourselves on our ability to create systems of meaning that move people to take action. The greater the action, the deeper the meaning. In our experience, we have been successful using two symbiotic methods to generate and sustain meaning.

The first is empathy.

- Empathy is the most important ingredient for meaningful communication.
- Empathy for context—where, when, what, how.
- Empathy for your audience—complex, messy, emotional people.

The second is being real.

Brands tend to flatten human emotions into uniform calls and responses of an abstract desire met by an abstract response. We believe that's a mistake. If you want to move people to action, you need to risk making a connection by seeing them as they really are. And that goes back to empathy—empathy for what haunts them, empathy for what inspires them.

So when it comes to our project alignment with your organization, our team will use this approach and belief to further your mission and vision.

Ask over answer

Anything new is created in a cloud of unknowing. Certainty is a pretty thought. Reality is a murky mess. Our job is to travel the distance between the start of something and the point where it lights up the world. To this end, we believe experiences geared towards 'answers' can provide value, but questions prompt meaning. The people pushing boundaries are the ones asking the questions.

This isn't easy. But if you can dig down (capturing, excavating, and manifesting the essence of all of your various audiences), you'll know your ideas, experiences and services can slice through the choices audiences have, gaining their trust and delighting them along the way.

Design Thinking

Our cross-industry experience and proven design expertise create surprising, disruptive, and sticky solutions. These solutions are outcomes of our unceasing curiosity, deep research, behavioral analyses, and design strategies.

We never stop making what you do stand above the rest.

Hard Truths

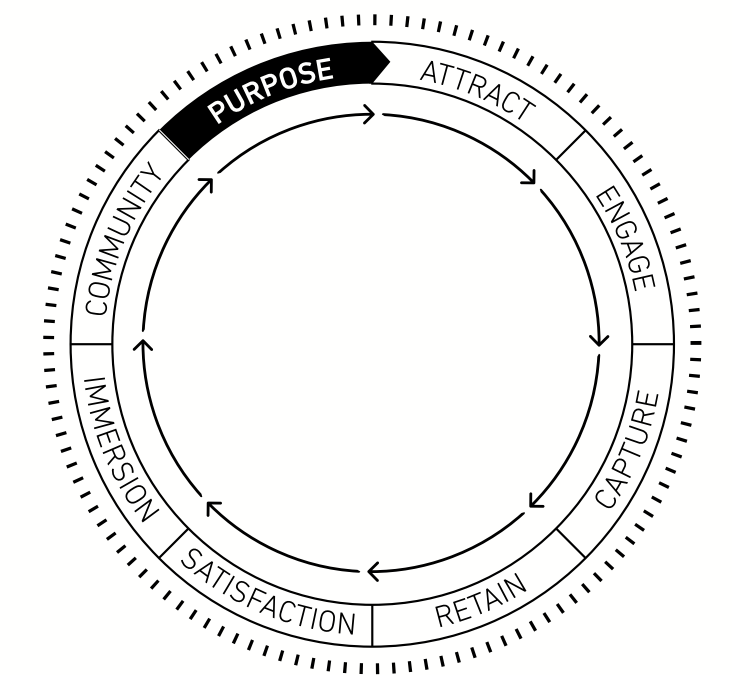
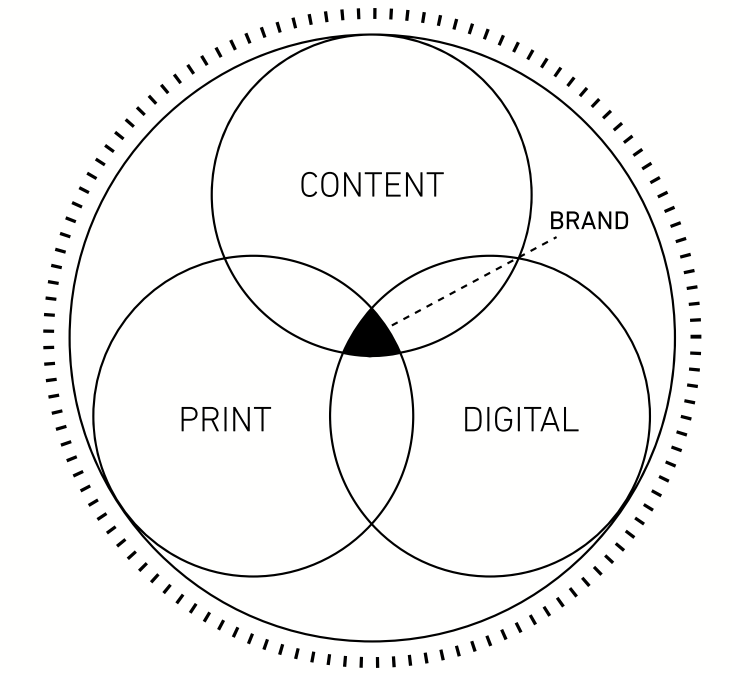
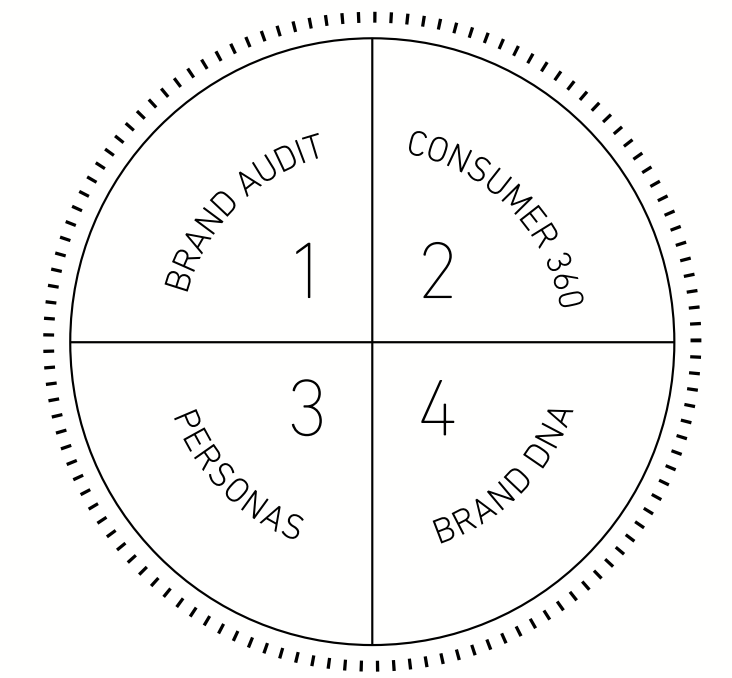
We deliver the hard truths and consumer insights that enable brands to stand apart. Leading with the truth, we partner closely with our clients to build consensus and align on a bold solution—faster.

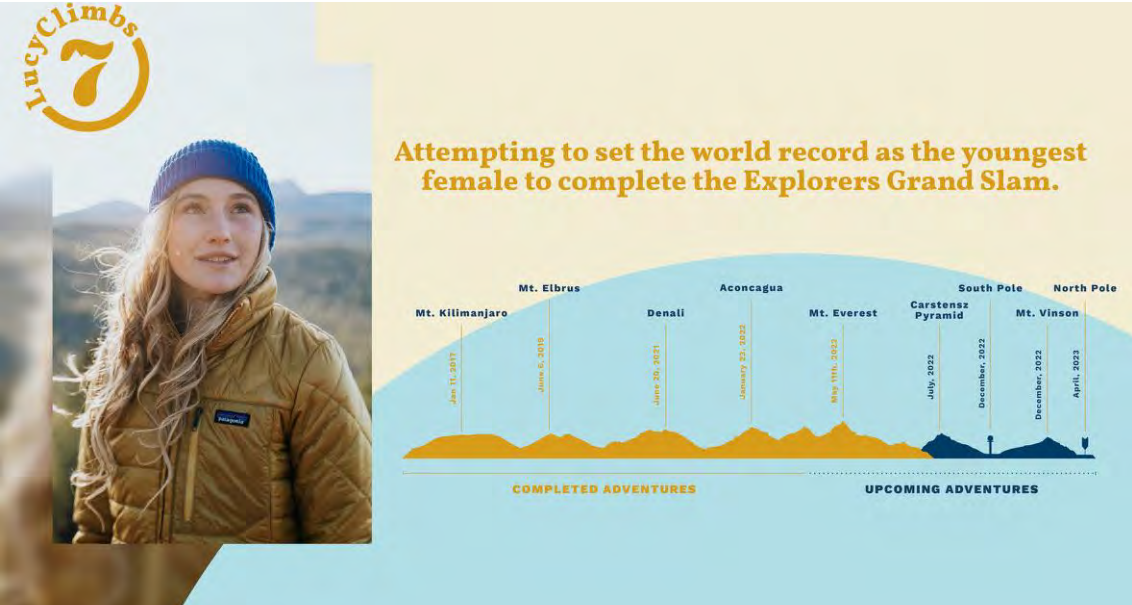
At Nike, Matt learned to listen to the voice of the athlete. At Watson, Matt built the studio to listen to the voices of your audience. When the approach begins by listening, your creative direction will always hit the mark.

Intentional Creativity

We dig into the WHY of what you do, who you do it for, and how it matters—engineering and executing the strategies to nail the foundation's objectives.

Intentional creative is telling the right story at the right time to the right people. And for the right reasons. Our strategy-infused design moves the needle in any industry—every engagement, every time.





Breakthroughs come from the **cross-pollination** of experience, ideas, and expertise.

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OUR ROADMAP

We typically co-create the statements of work with our clients and then finalize fees and schedules. Therefore, below is the framework we start collaboratively building a statement of work. We know there are things in this roadmap that you may not need, but we do want the chance to talk with you about things we feel are important to producing quality work. For now, please take these steps shared in this document as merely things to consider. **We look forward to shaping this work with you.**

Our process creates impact. To that end, we took your RFP and adapted it to the way our studio works. At the very least, we hope you find our thinking useful, regardless if you proceed forward with us. With that said, the process outlined below is what 100% of our clients go through at some level and it's proven

SCOPE BELOW

Phase 1: Discovery and Strategy

During this phase, we will conduct a thorough review of your website and brand, delving deep to unearth valuable insights. This includes analyzing your current online presence, understanding your target audience, and identifying your unique selling points. By gaining a comprehensive understanding of your business, we will be able to develop a strategic roadmap for the project.

Phase 2: Creative Development

In the creative phase, we will bring your brand to life. Using the insights gathered in Phase 1, our team will visualize your brand identity and develop a comprehensive plan for your website. This involves architecture design, prototyping, and creating a cohesive visual representation of your brand. By the end of this phase, you will have a clear vision of the look and feel of your website.

FUTURE SCOPE

Phase 3: Production and Implementation

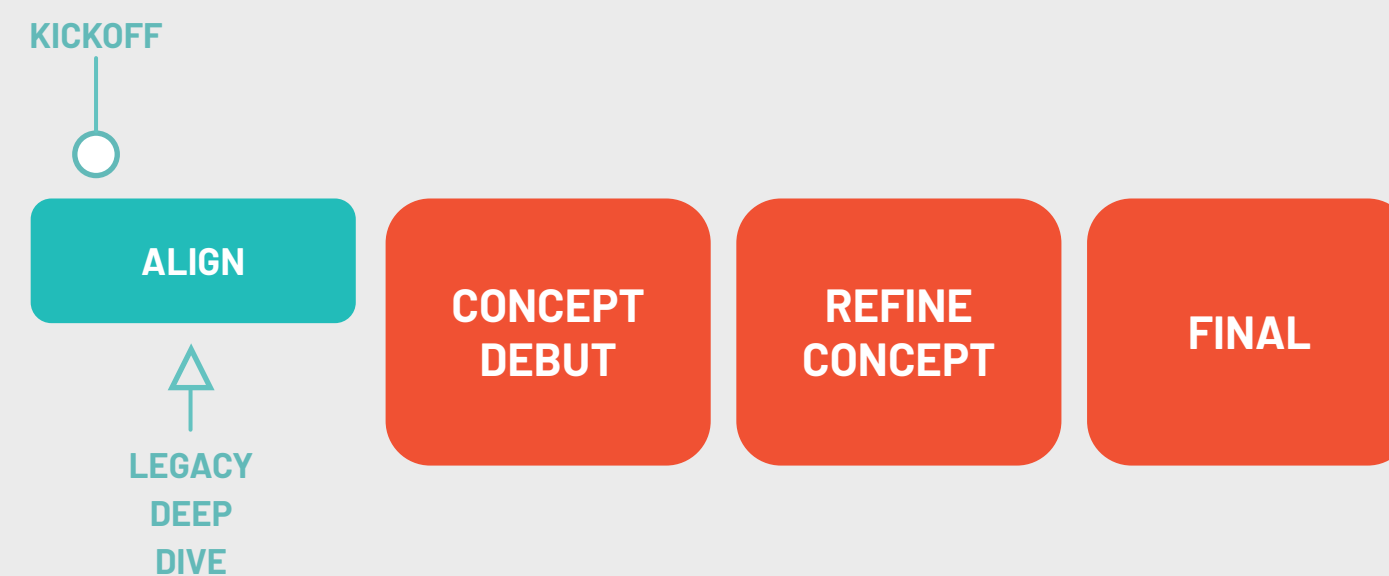
Once the creative elements are finalized, we move on to the production phase. Here, we will produce all the assets defined in Phase 1 and 2. This may include tangible brand templates, graphics, and, most importantly, the development of your website. Our team will ensure that all the elements are seamlessly integrated, providing a user-friendly and visually appealing online experience.

Phase 4: Hosting, Maintenance, and Support

Once your website is launched, we don't stop there. In Phase 4, we offer comprehensive hosting, maintenance, and support services. We understand the importance of keeping your website up and running smoothly. Our team will handle all technical aspects, including updates, security measures, and regular maintenance tasks. Additionally, we can provide ongoing communications and marketing support to help you optimize your online presence.

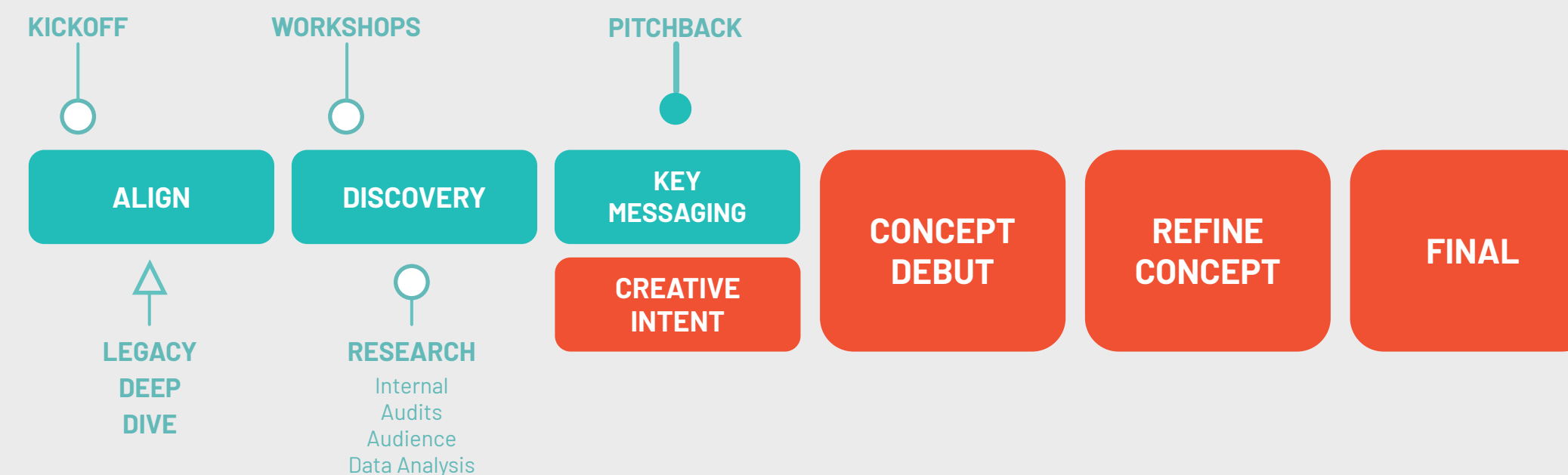
OPTION A

6-7 weeks – \$36k



OPTION B

10-12 weeks – \$82k



Please note that the options mentioned above are further detailed in the following pages. We anticipate refining the exact scope of the project in collaboration with you, ensuring that we align on the most suitable approach. These options serve as starting points for discussion, offering two different approaches that can be further explored and tailored to meet your specific needs.

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BRAND WORKSHOPS

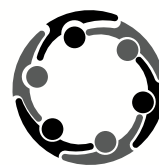
We believe that a brand workshop is a vital step in our collaboration with Marin Healthcare District. This workshop brings our teams together to share knowledge and embark on a transformative journey towards a solution that aligns with your goals and values. By diving deep into your identity and uncovering key insights, the brand workshop sets the stage for a powerful and impactful brand strategy.

TWO (2) WORKSHOPS

- **1) Key Stakeholders Workshop** (3hrs) – 5-7 people.
- **2) Board Members Workshop** (3hrs) – 5-7 people.

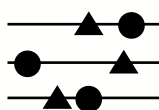
* Attendee Worksheet – 10-15 question survey due 2-days prior to workshop.

ACTIVITIES



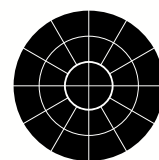
INTROSPECTION

Looking into the future from a brand perspective, we'll challenge you to think about Who You Are, Who You Are Not, and Who You Want To Be. Discover the language that shapes your brand ethos.



DICHOTOMIES

On scales and criteria that shape brands, we'll measure the division or contrast between two extremes that are represented as being opposed or entirely different. Where are you now, and where are you going?



ARCHETYPES

Archetypes unite the human unconscious across cultures and continents, industries and markets.

ROUND TABLE DISCUSSION

Based on insights from above discussion, as well as time left in the workshop, we will discuss any gaps or concerns identified.

AUDIT & MEASURE

MHD & MARIN HEALTH BRAND /SITE AUDIT

- Strategy Audit of your Brand Architecture, Positioning, and Marketing Plan
- Brand Analysis (Visual/Verbal Brand Audit – Content, Print and Digital Ecosystem)
- Marketing Performance Audit (Omnichannel – PPC, SEM, SMM, SEO, PR, OOH, etc..)

PEER AUDIT (3 Direct Peers + 1 InDirect)

- Baseline MHD with your peers from a design, narrative and positioning
- Competitor Digital Analysis and leaderboard across digital touch-points.
- Whitespace Analysis benchmarking leaders, gaps and opportunities

AUDIENCE 360



QUANTITATIVE WEB SURVEY

- One (1) multiple choice 10-15 question survey.
- Client to send survey to secure between n=600 to n=800 responses.
 - This will be large enough for a “statistically significant” analysis and any subgroups of interest (e.g., age, ethnicity, income, etc.)

PRIMARY RESEARCH INTERVIEWS – Three 40min Group Discussions

- During Kick off we will plan how to best use this time. Whether it be a mix of 1:1 interviews, focus groups, or other methods used to gain insights.
- Sessions will be recorded and transcribed, unless requested to be confidential.

DATA ANALYSIS & SECONDARY RESEARCH

- Website analytics, social and any current research client provides will be reviewed.
- We may leverage reports from Statasia and SEM Rush, at no additional charge.
- Other industry reporting tools may have fees associated. We will gain prior approval.



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PERSONAS

KEY AUDIENCES

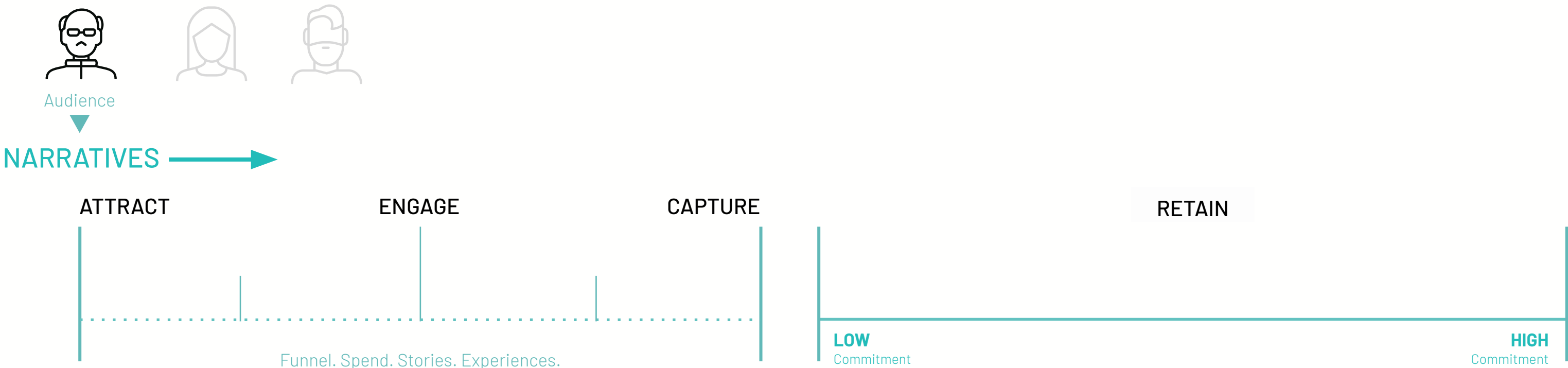
Based on our primary and ethnographic research during the Discovery Phase, we will **develop up to three (3) key persons**. With consideration given to the framework provided in the Key Messaging (to the right), we may also suggest additional personification tools that will help you better understand the motivations of your audience.

Our experience in audience analysis, behavioral science, consumer research, and strategic writing deeply informs our approach to personas. Organizations such as Nike and Umpqua Bank have hired us to build lead generation tools for cross-functional teams in sales, client relations, and marketing.

In the case of **MHD** we believe our persona work will **A)** help new staff approach potential consumers, **B)** challenge and invigorate the institutional knowledge of your current team, **C)** give you insight into the emotional and psychological drivers of target consumer groups, and **D)** assist in marketing strategy—all shaped into a beautifully logical and engaging visual design.

DELIVERABLES

- VOICE OF THE AUDIENCE**– Upon request, all research provided, including interview transcripts.
 - Synthesis presentation with narrative themes and takeaways from interviews.
- PERSONA** – A one-page visual and narration for each persona, *including*
 - Persona Journey Framework – Concepts and strategies to Attract, Engage, Capture and Retain.
 - Psychographics Analysis (motivations, reservations, drivers, forces, macrorends)



BRAND DNA

KEY MESSAGING

Key messaging is the foundation of MHD's communication strategy, setting the direction for their narrative and branding. It goes beyond marketing copy or slogans, serving as a strategic verbal design that underpins all campaign efforts. Crafted to resonate with all personas, the messaging revolves around the big idea of the organization. It differentiates MHD and captures the unique value they bring, while ensuring consistency and resonance across all touchpoints. This key messaging will guide the development of their brand narrative, influencing the tone, language, and style used in communication channels.

By integrating strategic key messaging into MHD's branding, a compelling and impactful presence can be achieved. The messaging acts as a compass, guiding the narrative and positioning of the organization. It captures the attention of diverse personas and communicates the overarching vision, purpose, and values. Consistency in messaging across all channels reinforces a strong brand image. The strategic messaging drives engagement and inspires action, showcasing MHD's unique value and fostering meaningful connections with their audience.

DELIVERABLES

- KEY MESSAGING**
 - Positioning and Manifesto (Soulful 2-3 paragraphs that sets strategic creative direction)
 - Promise, tagline and call to actions – *as needed*.
 - Messaging matrix and high level information architecture to meet persona and business goals
 - Voice and tone guidelines (Finalized during the Creative Phase 02)



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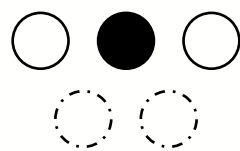
CREATIVE DIRECTION (Activities)

Moving the demand curve starts with fundamentally understanding your audience, the competitive landscape, and your own unique story. The Creative North Star brings clarity and alignment to the entire campaign, charting the course that helps guide the work, align the wide array of deliverables and create a system that brings impact and results. The North Star keeps everyone focused on the brand promise and a guiding set of standards that the will help the deliver the value and experience to the audience in a consistent and effective way across the brand and site.



CREATIVE INTENT

- Three (3) diverse mood boards, based on manifesto to set overall creative direction
- Client to provide feedback towards one (1) direction for concept development



CONCEPT DEBUT

- 3-5 concepts visualized across ~3 'key-asset' mockups per concept
- Client to provide feedback towards two (2) directions for further study



CONCEPT REFINEMENT

- Refinement of two (2) concepts visualized across ~7 'key-assets' per concept.
- Client to provide feedback towards final direction and roll out of all 'key-assets'.



FINAL DIRECTION - All Deliverables in proposal will be based off this direction.

- Refinement of one concept visualized across all 'key-asset' mockups per concept.
- *A minimum two reviews of all key assets. If another meeting is needed, we will schedule a follow up.*

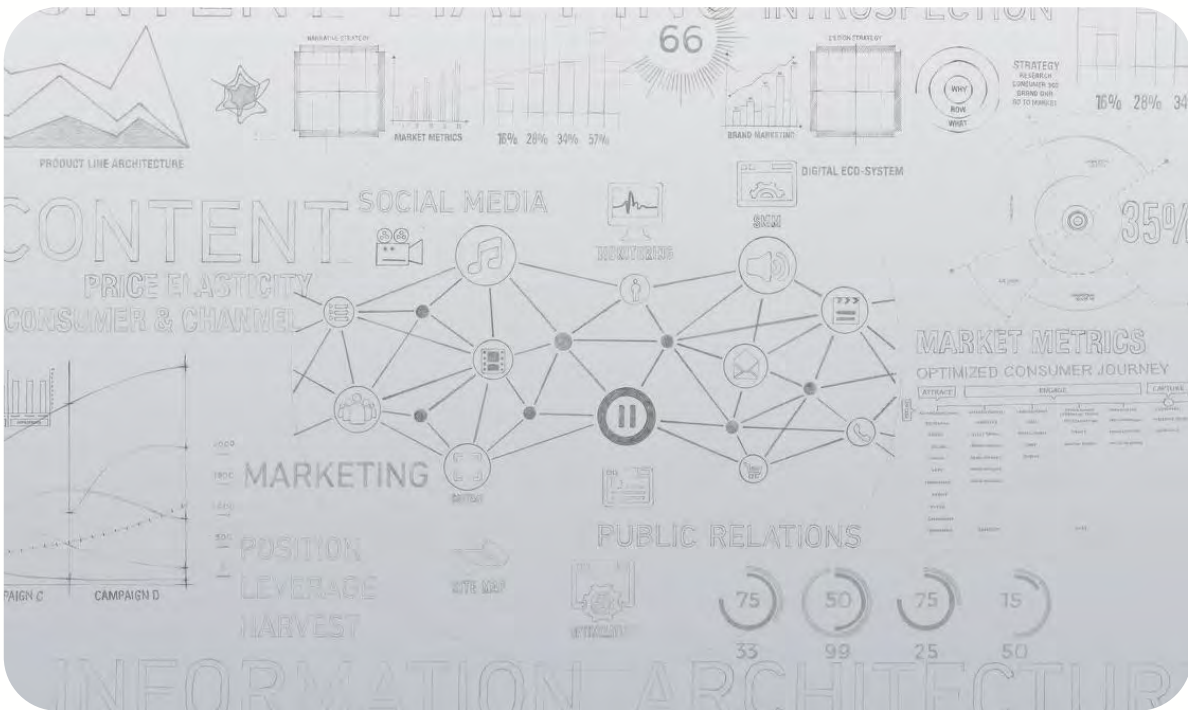
KEY ASSETS

IDENTITY SYSTEM

- **Brandmark System**
 - (1) **Symbol** -Logo artwork (as needed)
 - (1) **Wordmark** - Designed typeset brand name
 - (1) **Brand Lockup** -Designed icon and wordmark combined
- **Brand Visual System**
 - Colors, Type, Brand Elements/ Patterns (as applicable)

PROTOTYPES & TEMPLATES

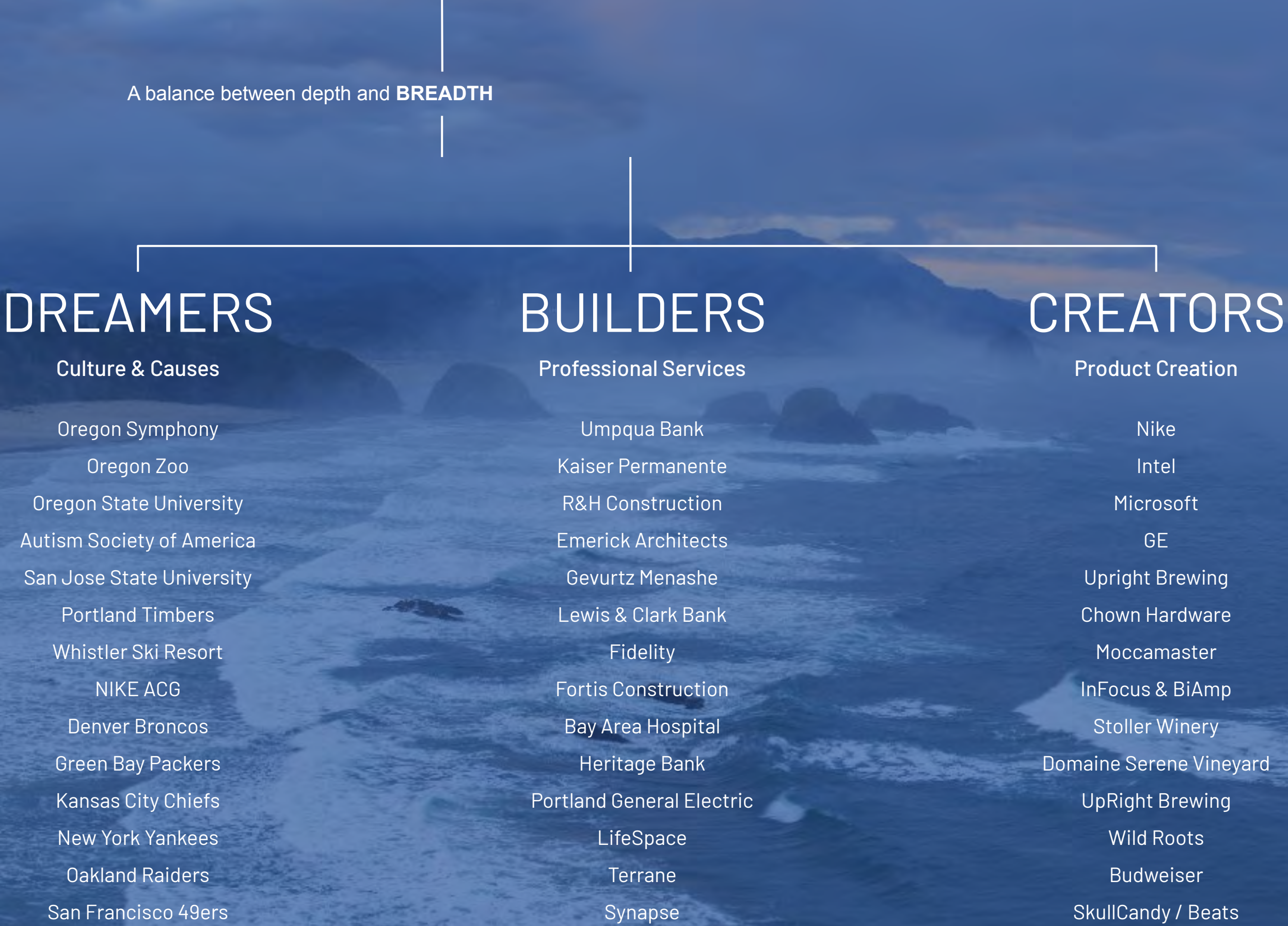
- **Stationery** - Business card and letterhead template
- **Awareness Ads** - 3 ad sizes to be determined later.
- **Website** - above the fold design to demonstrate logo.
- **Swag** - One swag item to be determined later.
- **Signage** - Mockup based on client specifications.



Breakthroughs come from the cross-pollination of
experience, ideas, and expertise.

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CLICK for CASE STUDIES and/or SITE REVIEW



Oregon Wine

Rebrand and global communications plan/campaign



Worldly

Rename/rebrand and global campaign



Autism Society of America

Rebrand and national campaign



CRAFT 3

Rebrand, web and regional communications plan/campaign



GOLDEN HEART FUND

Brand, web and campaigns



KAISER PERMANENTE

Dental Division – Campaigns, Content and web

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Agency Fit

“Team” may seem a somewhat overworked notion, but it is one of particular relevance to WATSON. It represents our demand for excellence, creativity, innovation and collaboration. We couldn’t be prouder of the people we have assembled, and have no doubt of our abilities to take on the creative challenges of MHD. We feel this team brings together a unique combination of perspectives and experience over a range of skills – strategy, design, development, media buying, campaign management and so on.

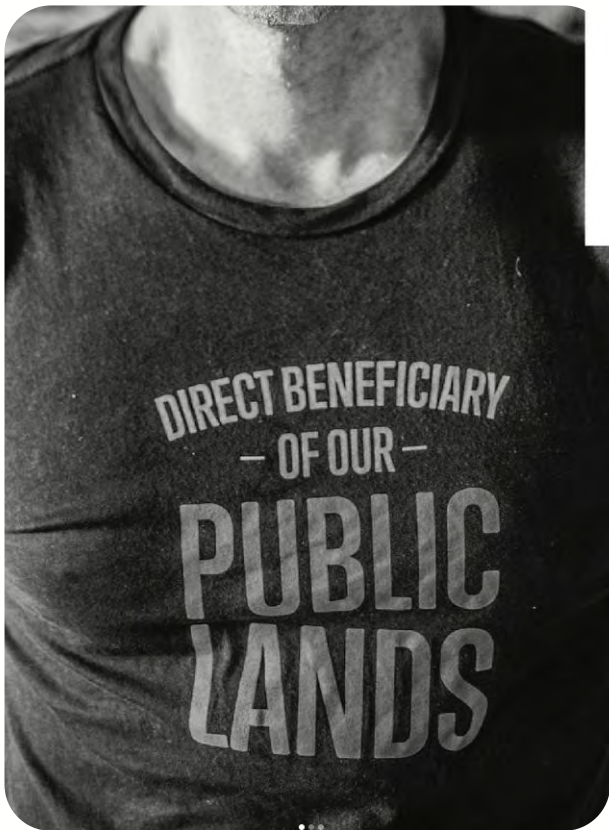


CORE VALUES

- Integrity first.
- Anticipate the need.
- Every voice counts.
- Innovate over invent.

TEAM

- 35 Full time in all US times zones
- 50% of diverse backgrounds
- 50% Leadership are women
- Strong bench of global partners





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MANAGEMENT APPROACH

Our process creates impact. One of Watson Creative’s guiding maxims states, “The first minute of a project is as important as the last.” At Watson, pre-planning is one of our strengths, as well as collaboration with key stakeholders. We have a set of tried-and-true tools, activities, and discussions that help us baseline core account information that is shared with the staff so it’s always at our fingertips. The kickoff meeting is essential not only for initial buy-in, but to ensure that goals and strategies of the project are fully aligned.

Project Initiation: We have a set of tried-and-true tools, activities, and discussions that help us baseline core account information that is shared with the staff so it’s always at our fingertips. The kickoff meeting is essential not only for initial buy-in but also to ensure that the goals and strategies of the project are fully aligned.

Project Governance: To ensure efficient and well-organized project management, our agency follows a robust project governance framework centered around the RACI Matrix. The RACI Matrix, which stands for responsible, accountable, consulted, and informed, is a comprehensive list created by our experienced project managers. It identifies and defines the roles and responsibilities of team members involved in the project. Each team member is assigned a specific role, clarifying who is responsible for executing tasks, who is accountable for overall project success, who should be consulted for their expertise, and who should be kept informed about project updates. By establishing clear accountability and communication channels through the RACI Matrix, we streamline decision-making, foster collaboration, and ensure effective coordination among team members.

Project Planning: At our agency, we believe in a flexible approach to project planning that combines the strengths of both waterfall and agile methodologies, depending on the specific project requirements. Our philosophy centers around the effective collaboration and coordination of activities to ensure successful project outcomes. To facilitate this, we leverage a powerful tool called a Visual Work Plan (VWP), which allows us to visualize and plan deliverables and activities across different phases, spanning days, weeks, and months. This tool enables our internal team to collaborate seamlessly, aligning their efforts and tracking progress in a transparent manner. At the onset of a project, we meticulously plan out all activities and deliverables, while also reserving the necessary resources. We recognize the importance of early client involvement, and therefore, we actively engage with our clients to ensure that the project schedule and feedback loops are aligned with their needs and expectations. This proactive approach to project planning allows us to establish a solid foundation, promoting effective communication, timely feedback, and smooth project execution.

Communication and Reporting: We believe a cadence of pre-scheduled weekly or bi-weekly meetings is needed to ensure success for all projects. Regular client meetings help us track progress, review any feedback you may have, and continue to discuss goals for projects. Most clients prefer to meet over Zoom or Google Meets, but phone calls and in-person meetings are also welcome.

Stakeholder Management: We understand that relationship building needs to take place early on in projects and are excited to work with your staff to help bridge those relationships. Watson will develop communication strategies to connect to specific people or organizations by identifying the issues that are important to those entities. Establishing common ground, reverse engineering communications and channels to connect with the entities, and then gaining their support for materials developed through planning and leveraging the relationships.


Change Management: At our agency, we firmly believe in proactive change management to ensure project success and minimize surprises. We understand that strategies may evolve, budgets may need adjustments, client-side staff may change, and visions may shift over the course of a project. To address these potential changes, we have implemented a robust change management process. We prioritize open and transparent communication, ensuring that any shifts or modifications are documented promptly. If changes arise, we follow a systematic approach by capturing the requests, issuing change orders, and updating relevant project documentation. This proactive approach allows us to adapt swiftly, keeping all stakeholders informed and aligned with the revised project direction. By addressing changes in a structured and transparent manner, we maintain project momentum, manage expectations, and deliver successful outcomes that meet evolving needs.

Risk Management: As a trusted partner for large financial institutions, we recognize the critical importance of security, confidentiality, and compliance with consumer data laws. Our agency has developed robust practices and protocols to safeguard the sensitive information of our clients and their customers. We have a deep understanding of the unique risks and challenges within the financial industry, allowing us to proactively identify, assess, and mitigate potential risks throughout the project lifecycle. Our risk management approach includes implementing stringent security measures, adhering to industry best practices, and complying with relevant regulations and standards. We prioritize data privacy and confidentiality, ensuring that all necessary safeguards are in place to protect the integrity and confidentiality of information. By integrating risk management into our processes, we provide our clients with the assurance that their valuable assets and sensitive data are well-protected, fostering trust and confidence in our partnership.

Project Tracking and Reporting: We review project progress and roadblocks at the top of each client meeting. We review the VWP, discuss progress and develop sprints towards the next milestone. For Campaigns, we have reporting tools we either share during meetings or provide automated access for our clients to review at their discretion.



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- Scope
- Work
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- Misc 

DIVERSITY IN EMPLOYMENT

Watson Creative is grounded by the belief that new ideas come from the diversity of our staff. To ensure our services are free of barriers, employee diversity is an integral part of Watson Creative’s business practices.

Watson Creative is an Equal Opportunity Employers (EOE). Qualified applicants are considered for employment without regard to age, race, color, religion, sex, national origin, sexual orientation, disability, or veteran status. If a candidate needs assistance or an accommodation during the application process because of a disability, it is available upon request.

Proactive accommodation is provided, where necessary and reasonably practical, to provide ways that support the employee’s dignity, worth and productivity, or to hire or retain qualified employees disabled through either injury or illness, or otherwise belonging to groups protected under the applicable Human Rights Code.

DEIJ

We prioritize DEIJ in our agency, both internally and in project teams. Diverse perspectives and experiences drive creativity and benefit clients. Our comprehensive DEIJ program fosters inclusivity through education, training, and policy assessments. When forming teams, we actively seek diverse backgrounds and collaborate with organizations focused on talent acquisition. DEIJ is integrated throughout the project lifecycle, fostering an inclusive and collaborative environment. In summary, our agency values DEIJ, implementing it in our practices and project teams for exceptional results.

SUSTAINABILITY PRACTICES

At Watson Creative, we are committed to integrating sustainability into every aspect of our business operations, from our daily practices to our choice of business location and clients. In the realm of print, which is an essential part of our industry, we prioritize using environmentally-friendly paper fiber. Our print specifications always include the selection of recycled paper with soy-based inks. Additionally, whenever possible, we actively seek out paper that carries the Forest Stewardship Council (FSC) certification, demonstrating responsible sourcing of the paper.

When it comes to our business location, we have deliberately chosen the Leftbank Building on NE Broadway. This historic building not only exudes charm and character but has also undergone a renovation that prioritized sustainable materials and building practices. The decision to occupy this space aligns with our brand, vision, and values, as we believe in walking the talk when it comes to sustainability.

Furthermore, we are proud to have collaborated with Nike Sustainability on a significant environmental project for their Beaverton campus. This partnership allowed us to contribute our expertise in sustainable practices to create a positive impact on their operations. Additionally, Matt Watson, our CEO, is honored to serve on the Board of Directors for the Lloyd EcoDistrict, furthering our commitment to advancing sustainability initiatives within our community.

In summary, sustainability is deeply ingrained in our business ethos. We make conscious choices in our print materials, prioritize sustainable building practices in our choice of location, and actively engage in meaningful collaborations and leadership roles within the sustainability sphere. By integrating sustainability practices into our daily operations, we strive to create a positive environmental footprint and inspire others to join us in building a more sustainable future.

SUPPLIER DIVERSITY

At our creative agency, we are committed to fostering diversity and inclusivity not only within our own organization but also in our extended network of staff, freelancers, and partners. To support this mission, we have established a robust Supplier Diversity Program. We actively engage with a range of diversity networks and organizations, such as Black Girls Code and ELI (Emerging Leaders Internship), among others, to source talented individuals and form partnerships. These collaborations not only enable us to access a diverse pool of creative professionals but also provide opportunities for underrepresented groups to thrive in the industry.

One key aspect of our Supplier Diversity Program is our collaboration with ELI, where our CEO, Matt, plays a pivotal role. Through this partnership, we are actively involved in mentoring and providing internship opportunities to emerging leaders from diverse backgrounds. We believe in investing in the next generation of talent and empowering individuals who may face barriers to entry in the creative field. By participating in programs like ELI, we create pathways for aspiring professionals to gain hands-on experience, develop their skills, and contribute to our industry.

Furthermore, our Supplier Diversity Program extends beyond talent sourcing to encompass partnerships with diverse suppliers and vendors. We actively seek out minority-owned, women-owned, LGBTQ+-owned, and other underrepresented businesses as potential partners for our projects. By doing so, we promote economic empowerment and provide opportunities for diverse entrepreneurs and enterprises to thrive. We recognize the value of diverse perspectives and the positive impact they have on our creative process, client relationships, and overall business success.

In summary, our Supplier Diversity Program is rooted in our commitment to diversity, equity, and inclusion. By leveraging various diversity networks, collaborating with organizations like ELI, and seeking out diverse suppliers, we cultivate an ecosystem that embraces different voices and perspectives. We firmly believe that a diverse and inclusive network strengthens our agency, fosters innovation, and enables us to deliver exceptional creative solutions to our clients.



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TEN REASON **MARIN HEALTHCARE DISTRICT** SHOULD HIRE WATSON CREATIVE

Innovative and Agile Approach: At Watson Creative, we embrace an independent and entrepreneurial spirit, allowing us to take risks, adapt quickly, and bring fresh and innovative ideas to the table for MHD projects. We are always at the forefront of changing market trends.

Nonprofit Board Membership and Board Experience: Our team actively contributes to various boards, including prestigious organizations such as Oregon State University, Lloyd EcoDistrict, Save Bend Green Spaces, Latino Network, Regional Arts and Culture Council (Matt serves as Secretary), and Oregon Ballet Theatre (Matt serves as Vice Chair). This board experience gives us valuable insights and a deep understanding of nonprofit organizations, including their unique challenges and goals.

Nonprofit Expertise: Our team primarily consists of senior staff members who possess extensive experience working with nonprofits. We understand the specific needs and objectives of organizations like MHD, both from an agency perspective and as former clients ourselves. This expertise allows us to deliver tailored strategies and impactful campaigns.

Cultural Diversity and Language Skills: We take pride in our diverse team, which includes members from various cultural backgrounds. Many of our staff members are fluent in languages other than English, enabling us to effectively communicate and connect with diverse audiences and communities on behalf of MHD.

Watson Knows Marin: With extensive experience in the Bay Area and Marin County, Watson Creative has built a diverse portfolio working with various organizations, including wineries, entrepreneurs, Bank of Marin, The Golden Heart Fund, and numerous other Bay Area entities spanning the technology and non-profit sectors. While our office in Sausalito, CA is currently undergoing a transition to Napa, we maintain a dedicated full-time staff in the Bay Area, ensuring our presence and commitment to serving clients in the region.

We know Health: Drawing on Matt's extensive experience at Nike, as well as collaborations with organizations like Kaiser Permanente, Watson Creative has established itself as a trusted partner in the realm of sports and health. Through decades of dedicated work and brand stewardship, we have forged enduring relationships with clients in this sector. Our expertise extends to working with notable entities such as the Autism Society, Oregon Health Plan, and memory care providers, among others. By leveraging our experience and commitment to quality, we have consistently delivered impactful solutions that align with the unique needs and goals of organizations in the sports and health domains.

Social Responsibility and Philanthropy: At Watson Creative, we strongly believe in giving back to society. We actively invest our time and resources in volunteering, charitable causes, and fundraising efforts. By partnering with us, MHD can align with a socially responsible agency that shares its commitment to making a positive impact on the world.

Nationwide Presence: Although based on the West Coast, we have a distributed team across the United States. This geographic diversity allows us to tap into local insights and perspectives from various regions, ensuring that our campaigns for MHD are tailored to resonate with different audiences across the country.

Global Perspective: We encourage our team members to travel and explore the world, fostering a global perspective. Currently, some of our staff members are based internationally, including Spain and Colombia. These experiences provide them with valuable cross-cultural insights that enrich our creative thinking and help us bring a fresh approach to our work for MHD.

Long-Term Relationships: We are proud of our track record in building and maintaining long-term relationships with our clients. Our first client is still with us today, and our second client remains a valued partner as well. Most of our work comes from existing relationships or referrals, reflecting the trust and satisfaction our clients have in our services. By choosing Watson Creative, MHD can rely on a partner committed to delivering excellent results and nurturing lasting partnerships.

TESTIMONIALS & PRESS

The strongest form of persuasion in business is the endorsement of trusted sources, much like a lighthouse guiding ships to safety. We rely heavily on referrals to grow our business, using customer testimonials and links to social proof as our beacon. We are happy to arrange direct conversations with them during the closing process to provide added assurance.

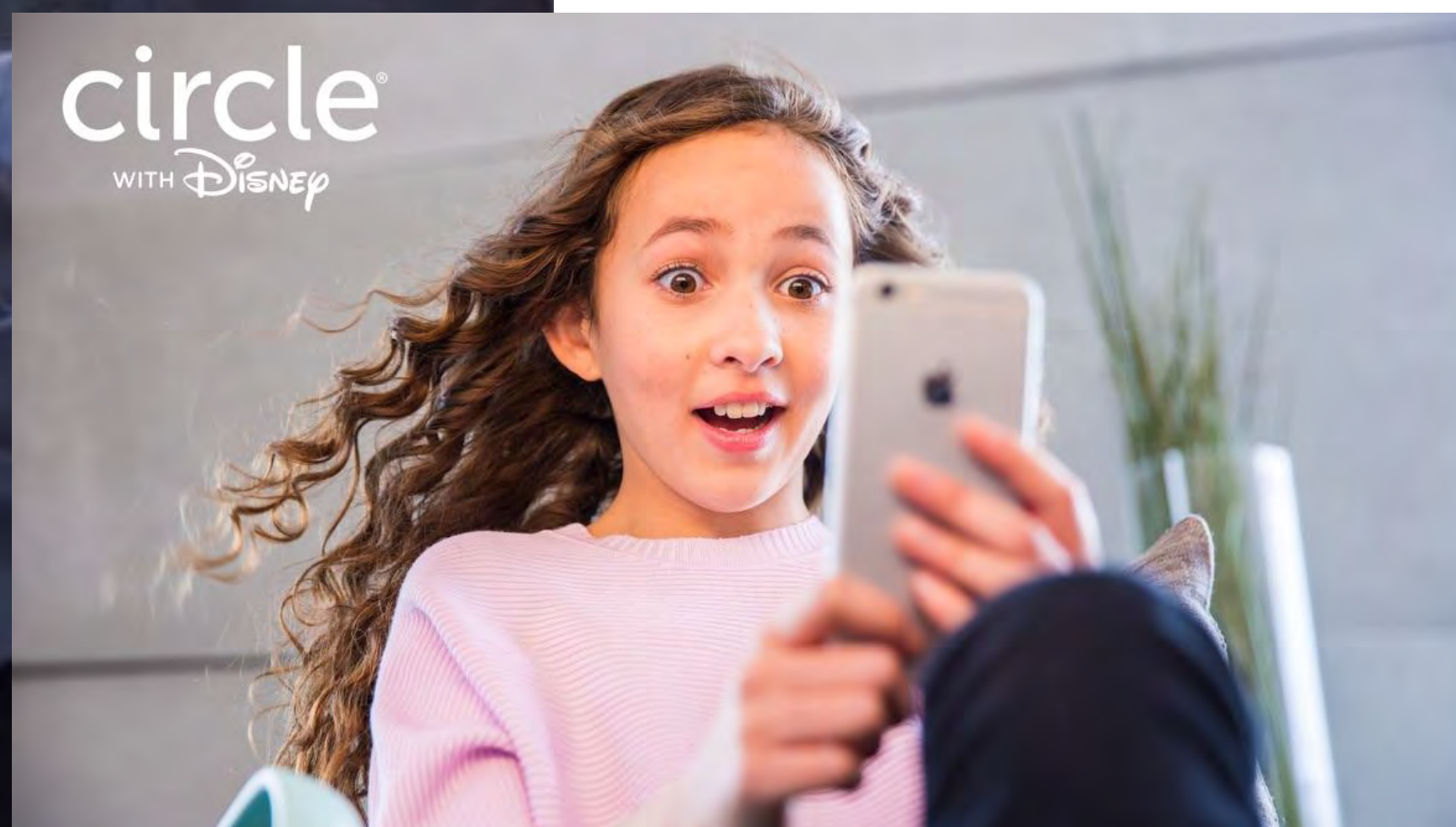


"Matt and his team significantly contributed to the clarity and focus of Circle's purpose and platform for innovation with Disney. They conducted a thorough primary research study in five cities across the United States, including Brooklyn, Orlando, Salt Lake City, San Francisco, and Portland. Their insightful findings led to a comprehensive overhaul of our technology offerings, market positioning, and communication strategy."

Thanks to their innovative ideas and strategic approach, we were able to align our technology with various national parent groups, win several awards, establish a partnership with Disney, and secure a major deal with T-Mobile. While many marketing agencies have a good understanding of the world of marketing apps, the team at Watson helped us market something much more meaningful: a movement towards building stronger families and empowering parents and children to make informed and healthy choices."

Jinny Lam

CMO at Circle by Disney. Currently at Tillamook Cheese.



"Matt and his team significantly contributed to the clarity and focus of Circle's purpose and platform for innovation with Disney."



When I first started with the Rainier Club, I knew we were going to need a relaunch soon, especially after the pandemic hit. We couldn't assume people in Seattle knew about us anymore, and we really needed more awareness to help grow our membership. When I first came across Watson Creative, I knew I liked them immediately. Their progressive values and ideas were clearly reflected on their website, and they also had an edge about them that I really liked. Who they were and what they stood for was very apparent from the beginning.

This was especially important to me because one of the main problems we faced was not feeling like we had a real brand identity. We needed to figure out who we were and learn how to embrace it before we could move forward successfully. Matt and his team visited the Rainier Club and were able to get a feel for our brand first-hand. They knew exactly what questions to ask, and were able to guide us through an exercise that helped us discover who we wanted to be. We were able to cancel out concepts that we didn't want to go towards, and we found new components that were essential for shaping the future of the Rainier Club. This was a critical foundation that the Watson team set for us before they even dove into the actual marketing plan.

In the marketing plan, the team identified personas that were not the traditional personas we were expecting. These personas were evolving and changing. This became a crucial concept in our campaign plan. They also presented us with three different taglines that were exactly what we needed. They took the time to get to know who we were and brought out the best in us. They proved to us that they really care about the companies they work with. I recommended anyone who is considering working with Watson to sign up before they're fully booked!

GERALDINE ROJALES

*The Rainier Club
Director of Membership Engagement*

“Since the brand campaign launch, our inbound sales and referrals are better than before Covid. More importantly, the ‘fit’ of the prospective members are much more inline with our club values, and younger demographics.”



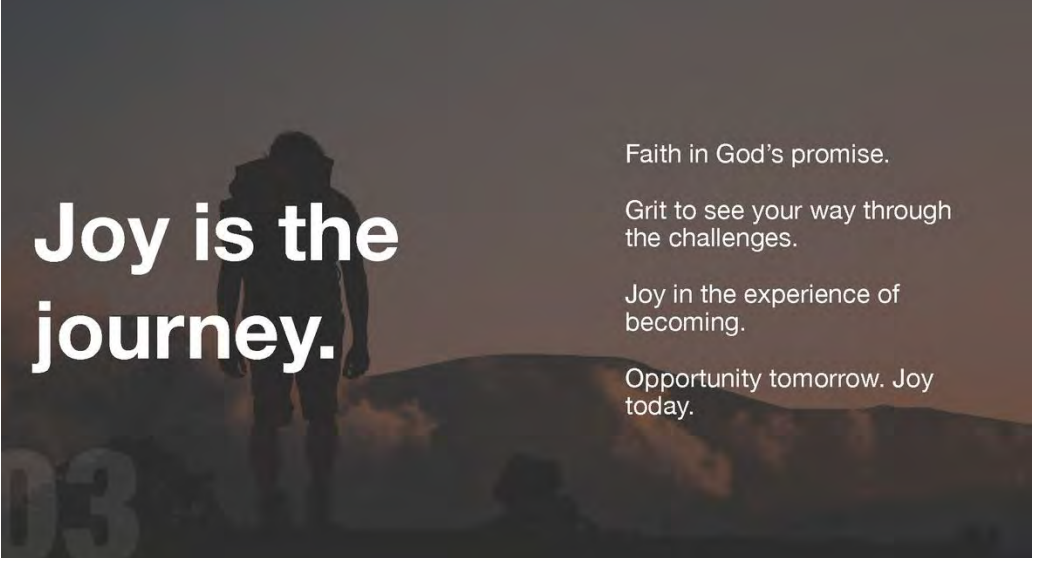
"The Watson team was the best collaborative partner...they spent time with our team, listened to stakeholders, workshopped with our employees and customers, and understood the competitive landscape. All the pre-work with our team to understand who we are and where we want to go was critical to the outstanding deliverables they crafted for us. The Watson team was fantastic to work with and helped us make a leap in our messaging."

Vanessa Spier
George Fox University
Executive Director of Marketing Communications



PRIORITY DECISION
APPLICATION DUE

Feb. 1



Or.

Choose True Character



After a very competitive RFP process, we chose the team at Watson to help us meet a deeply complex challenge: to create and express an inclusive, authentic identity for Oregon Wine that will cultivate a singular sense of pride, shared purpose, and direction forward for Oregon’s 900 wineries and more than 1,300 wine grape growers—ultimately elevating Oregon wine on the world stage. **No small feat for any agency.** The research, insights, messaging, and design that Watson delivered have exceeded our expectations. Not only does the work encompass a wide range of personalities, wine styles and geographies, but it does so in a way that will highlight Oregon’s “True Character” will leave an impact on the Oregon wine industry as a whole for decades to come.

Tom Danowski
Executive Director at Oregon Wine



Watson Creative has been able to bring gravity to our goals for a next-level membership strategy. They took the time to truly understand our legacy, fans and future vision of our franchise, including our move to San Jose. Their creative and results exceeded our expectations.

Dustin Albertson

Director, Premium Services

I've enjoyed working with Matt and his team. Irreverent, creative and holistically considering every digital touchpoint, but more importantly, every on ground experience for our members. They have deepened what it means to be part of the Faithful 49, and created boutique communications for the variety of membership audiences we serve.

Benjamin Mayberry

Director, Creative & Brand

Watson has worked with us for seasons on helping us target and grow our membership, corporate sales and ticket sales. Their work is both creative and exceptionally strategic. They are easy to work with and have truly been partners we can trust to not only help us out in a pinch, but to also vocalize concerns – pushing us to progress.

John Lynch

General Manager – San Francisco 49ers



“Their work is both creative and exceptionally strategic.”

23% Increase in Corporate Ticket Memberships

40% increase in early attendance (30-minutes) prior to kick off- Producing a 89% increase in food & beverage spend

Website dwell time 6.5 minutes, up 300%

Projected to have over 2M members by the end of 2018-2019 NFL season – Exceeded goal by October of 2018

Season membership renewals have increased 17% year-over-year

Watson's contributions to the mission of the Nike has helped us set narrative direction and strategies with key audiences in throughout North America and EMEA – designing unique, meaningful experiences. Touching the hearts of consumers, employees and members as well as the local community.

I've known Matt for 20 years. One of the best and brightest.

Angela Snow

NIKE // VP of Design & Innovation



W





W | Thank you.

PORTLAND
240 N Broadway
Portland, Oregon 97227

(45.534810, -122.668390)

BEND
2900 NW Clearwater Dr
Bend, OR 97703

(44.044140, -121.327171)

SAN FRANCISCO
650 E Blithedale Ave
Mill Valley, CA 94941

(37.900220, -122.527270)

Tab 8

allen creative group



A BRAND SAVVY GRAPHIC DESIGN AGENCY



Founded in 2008, ACG consistently strives to exceed our clients' expectations and deliver best-in-class visual solutions that drive results. We provide the creative talent and expertise of an oversized ad agency – without the formality and price tag. We are upbeat, and work nimbly. As a result, we are quickly considered not just a vendor, but a trusted extension of our clients' marketing teams.

what we do

branding + strategy

logo design
brand development
brand implementation

print

collateral design
ad campaign design
sales materials design
display graphics
event design
infographics
content development

digital

website design
social graphics design
infographics
content development

our clients



logo development

LB COMMUNICATIONS

This consultancy needed a logo that reflected their niche – technology implementation for emergency response centers. The target market is specifically first responders who rely on this technology to save lives. This required a mark that communicates their expertise, emergency response, and the communications network as a vital aspect of the service.



logo development

CMATI

This new non-profit research clinic, The Child Music & Art Therapy Institute needed a logo that communicates the sweetness of a child and the hope and happiness music and art offers them. Building upon an already thriving for-profit business, the founder opened this Institute in order to offer the same state-of-the-art expressive therapy services to underserved communities.



logo development

INTUITIVE MORTGAGE

This mortgage company focuses on offering their services in a friendly manner, taking out the intimidation of the process. Specializing in first-time home buyers, they wanted a logo that inspired hope, happiness and fulfilling the dream of home ownership. Their expertise lies in finding creating funding vehicles for those who thought home ownership would not be possible.



Intuitive Mortgage



logo development

WORCESTER MULTI, INC.

This mark was developed based on strict architectural guidelines! This real estate brokerage specializes only in the Worcester Multi-Family market. The owner wanted an accurate rendering of the historical “three-decker” home unique only to Worcester. The brand has built a following and clearly identifies this company’s niche.



WORCESTER MULTI



logo development

MARKEM IMAJE

When two major competitors in the traceability industry merged, a new logo that both entities could get behind was imperative. This logo needed to retain the existing strong brand equity of both companies while promising the power of their union. The result was a clever mark that reflects the “assembly” line, people and a sense of unity. This mark was quickly loved and adopted by all. The strong logo is stamped on all equipment and stands out on factory floors.



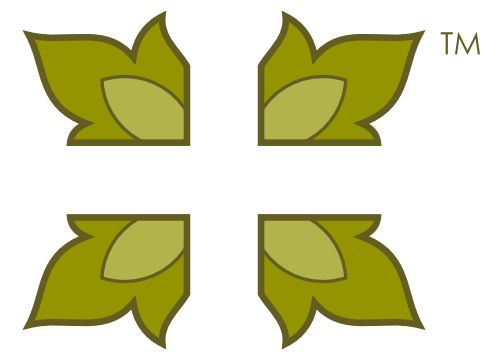
markem·image



logo development

ST HELENA HOSPITAL

The St. Helena Hospital logo was designed to portray the state-of-the art medical services combined with a faith driven mission, located in the beautiful Napa Valley. A full rebrand and logo system was built upon this mark.



ST. HELENA HOSPITAL
N A P A V A L L E Y



Healthcare District Logo Development Process



STEP 1

Client Discovery

Questionnaire will be provided to survey stakeholders prior to kick-off meeting. Kick-off will then be held to discuss questionnaire results and discuss initiative. This step will help target the logo concept design process.



STEP 2

Research

Allen Creative Group (ACG) will use results from questionnaire and kick-off meeting and begin to research competitors, service landscape, and any other identified areas of consideration.



STEP 3

Mood Board

Based on research results, ACG will develop a mood board that will tell a story about the feelings and tones the brand will rely on. Stakeholders will provide input and ACG will begin logo design on moodboard feedback.



STEP 6

Final Logo Library & Style Guidelines

ACG will supply stakeholders with a comprehensive digital logo library to be used in all marketing platforms. ACG will also supply stakeholders with a one-page style guide defining fonts, color palette and logo usage parameters.



STEP 5

Logo Refinement

ACG will execute design revisions to selected logo approach.



STEP 4

Logo Concepts Presentation

ACG will meet with stakeholders to present initial logo concepts and collect input. ACG will use input to refine select logos.



Healthcare District Logo Development Proposal

OPTION 1

- ACG will perform a client discovery and conduct research in order to pin-point differentiating factors and focus the design process.
- ACG will present stakeholders with moodboard to ensure brand and vision are aligned before commencing design process.
- ACG will present 3 initial logo design options to stakeholders. Upon presentation, one logo direction will be selected to further refine.
- ACG will execute three rounds of creative revisions to selected logo direction.
- Upon approval, ACG will develop necessary orientations of finalized logo if necessary (horizontal, vertical, black and reversed).
- ACG will supply a comprehensive digital logo library of final logo and all orientations, colors and formats for use in print and digital applications.
- ACG will supply a logo style specifications sheet defining color palette, fonts and logo variations.

ESTIMATED COST

\$12,000

OPTION 2

- ACG will perform a client discovery and conduct research in order to pin point differentiating factors and focus the design process.
- ACG will present stakeholders with moodboard to ensure brand and vision are aligned before commencing design process.
- ACG will present 5 initial logo design options to stakeholders. Upon presentation, two logo directions will be selected to further refine.
- One round of creative revisions will be executed to two logo finalists.
- One logo direction will be selected by stakeholders.
- ACG will execute three rounds of creative revisions to selected final logo direction.
- Upon approval, ACG will develop necessary orientations of finalized logo if necessary (horizontal, vertical, black and reversed).
- ACG will supply a comprehensive digital logo library of final logo and all orientations, colors and formats for use in print and digital applications.
- ACG will supply a logo style specifications sheet defining color palette, fonts, logo variations, defined logo safe space, logo "dos and don'ts" and third party logo lock up parameters.

ESTIMATED COST

\$15,000

Creative revisions exceeding estimated rounds will be billed at \$125/hour.