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Ms. Meredith Pennotti, Principal
Red Bank Charter School
58 Oakland Street
Red Bank, NJ 07701

April 8, 2016

Meredith,

It was a pleasure meeting with you recently to discuss the challenges in your school's proposed expansion, as well as providing a tour of your operation. As you consider seeking approval to double the size of enrollment, it is important that your public relations program change the tenor in the community in the upcoming months.

We need to address why 760 people signed a Change.org petition against your plan to accommodate 200 more students. Our communication strategy also needs to continually show how an expanded charter school does not increase property taxes, as well as address falsehoods, such as that your school gets nearly \$2,000 more in per-pupil funding than the Red Bank District Schools.

It seems your opponents are using scare tactics as the main driver, claiming 200 more students in your school will somehow force the traditional public schools to eliminate sports and music. Moreover, a public relations program must quickly and consistently put to bed claims of perceived segregation.

We believe the best strategy to build community support must be done in phases. Phase One, which we explain below, would take place over the upcoming months. We would continually spread good, positive news about kids succeeding in your charter school, as well as elsewhere in Red Bank. We need to end the perception of us vs. them. We need to demonstrate that the charter school represents a cross-section of the community. As such, the charter school supports the entire community.

There are countless public relations opportunities based on your mission of community service, as well as your innovative partnerships. Moreover, as Red Bank Charter School is outperforming many other charter schools in Monmouth County and statewide in an independent capacity, the public should know what is working so well and why.

We look forward to developing content that can be used internally and externally to spread your positive messages. Internally, we will be writing news articles that can be included in newsletters, for social media and for other initiatives to mobilize the school community.

Externally, our focus will be to tell these stories to the media, as well as key decision makers on the borough, county and state levels, to show the school is a positive community resource. It is important to underscore how the charter school is succeeding because of its relationships outside the school walls, in which your students are interacting in the community and doing their part to make Red Bank a better place for all. Yes, this sounds lofty and ideal. But we need to find ways in which we can continually present these types of stories, which will help "soften the ground" for your next attempt for BOE approval.

Additionally, during Phase One, it is crucial to organize and train parents in media tactics so they are ready for the second phase.

The second phase of our strategy focuses on public affairs. It would be a much more intensive public relations program, which would commence when you file your new application with the state and would continue through the decision process and the DOE's ultimate decision. This second phase, in which we would develop and implement a comprehensive plan, would be a daily battle against the rumor mill, continually finding ways in which to vocalize supporters and beat a steady drum about how a Red Bank Charter School is a community-wide resource that helps to strengthen Red Bank and offer choice.

Having worked in the charter school space since 2008, we have seen the shift in attitude about charter schools from being a genuine curiosity to becoming a downright threat to the traditional public school model. Gov. Chris Christie's election in 2009 and his public support for charters have awakened a well-organized opposition that is actively working to obfuscate the success of the charter school sector.

In this haze of misinformation, we must continually and forcefully make our case to a public that is being bombarded with messages that charters have an unfair advantage over traditional public schools and that students are successful only because they are skimmed from public schools. We are well aware of the messages about charters that raise the public ire as well as those that work effectively. Jaffe Communications can help Red Bank steer clear of messaging that would further negatively impact the school.

About Us

Jaffe Communications is well positioned to help. We work for a number of charter schools, non-profits, foundations and businesses in New Jersey, focusing in the areas of education, philanthropy, the environment and telecommunications. The firm comprises former local journalists who have a strong understanding of news and how best to tell your story.

We are proud to be a full-service firm – with specific knowledge of charters – and can be a one-stop resource for you. On staff are social media experts, professional writers, graphic designers, web designers and others continually press for innovative ways in which to communicate in our fast-evolving digital world.

As your public relations arm, the school would get access to an entire team of professional communicators who know the issues surrounding charter schools. There is no need for “ramp up.” Jaffe Communications can begin working for – and helping – the Red Bank Charter School on the first day of engagement.

Jaffe Communications works on a monthly retainer basis. The fee is based on the anticipated amount of hours estimated each month to provide the level of quality service that clients expect. We appreciate the general “Scope of Work” you provided during our introductory meeting, as it allows us to gauge what resources need to be earmarked to ensure your school has a strong and ongoing communication presence over these critical months.

For Phase One, we require a budget of \$4,500 a month, excluding any out-of-pocket expenses that may be incurred at your direction, such as printing and postage. This phase would begin May 1 and run through the fall.

The scope includes:

- Working with school officials to identify opportunities to meet with the media and decision makers on the municipal, county and state level. Jaffe Communications proposes a weekly meeting or phone call to discuss status and ensure priorities are focused.
- Developing all collateral materials required for a campaign, such as a fact sheet, Q&A, relevant images, bios of school leaders and a collection of positive news articles about the school.
- Establish a parent/community engagement committee, whose role is to work with school officials to establish relationships with Red Bank stakeholders who can underscore to the media and other decision makers about the enormous value of Red Bank Charter School and its success working with others in the borough. This committee would also recruit other parents and work with Jaffe Communications to train media savvy members who can write letters to the

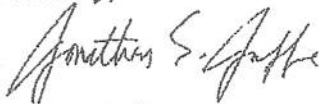
editor, write op-eds, make positive comments and rapidly respond to negative comments via social media and news websites. This training can take place during Phase I, so that the parents are prepared for the imminent battles that will come during Phase II.

- Provide media training and other resources for school officials who are meeting with the public as part of this campaign. Again, for Phase One, the focus is raising all ships in the Red Bank community, not just the charter school.
- Work with Trustee Caryn Cohen as the "press office" for the school, in which Jaffe Communications will regularly monitor local news and social media and to look for opportunities to insert the charter school in the news cycle. In addition, we publish a morning news briefing that reaches 10,000 stakeholders in New Jersey. We will look for ways in which to highlight the school as part of the coverage. Moreover, we will be prepared for any "crisis communication" issue that may arise at the school and stand ready to serve as a steady and consistent resource for you.

Our first step is to work with you to develop a calendar of deliverables for the upcoming months, as part of Phase One. As you mapped out in our meeting, we will identify possible media opportunities and other ways in which the school can interact with the public. We expect there to be plenty of front-end work on this program, as we work together to develop it from scratch. It is a challenge that we consider an opportunity, and look forward to working closely with you.

Thank you for considering our proposal and for the comprehensive tour of the school. We look forward to answering your questions as you undertake your search for the right public relations firm to move you through the BOE process. We also look forward to reviewing the communication plan that has already been developed to see what we can implement in our program, ensuring it is as comprehensive and effective as possible.

Sincerely,



Jonathan Jaffe
Managing Principal
Jaffe Communications, Inc.

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Ms. Meredith Pennotti, Principal
Red Bank Charter School
58 Oakland Street
Red Bank, NJ 07701
May 24, 2016

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For Phase One, we require a budget of \$3,300 per month, excluding any out-of-pocket expenses that may be incurred at your direction, such as printing and postage. This phase would begin June 1, 2016.

The scope includes:

- Working with school officials to identify opportunities to meet with the media and decision makers on the municipal, county and state level. Jaffe Communications proposes a weekly meeting or phone call to discuss status and ensure we are priorities are focused.
- Developing all collateral materials required for a press kit, such as a fact sheet, Q&A, bios of school leaders and a collection of positive news articles about the school.
- Development of a community assessment report to show possibilities for engagement.

- Establish a parent/community engagement committee, whose role is to work with school officials to establish relationships with Red Bank stakeholders who can underscore to the media and other decision makers about the enormous value of Red Bank Charter School and its success working with others in the borough. This committee would also recruit other parents and work with Jaffe Communications to train an Army of media savvy members who can write letters to the editor, write op-eds, make positive comments and rapidly respond to negative comments via social media and news websites. This training can take place during Phase I, so that the parents are prepared for the imminent battles that will come during Phase II
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