

**This document is structured to provide high-level comments to align with the topics of questions received for the informational sessions. Please find the full recordings and slides (with particular questions and more detailed answers) in the main [RFP posting](#).**

- Firm Partnership
  - Above all, we are looking for the right partner. Someone to challenge us (and who we will challenge as well as we iterate together). We want the relationship to be one of shared achievement and learning.
  - Creative freedom is welcome, but keep in mind that we are a 501(c)(3). There is much we can do, but we can't do specific types of electoral work. We can navigate this further during the campaign's development.
  - We will absolutely be involved in strategic decisions and providing input. As discussed in the next section, we plan for regular meetings between the firm and the assigned Foundation project team.
  
- Project Coordination
  - We will have a project team as your primary collaborators and points of communication.
  - The project team will regularly meet with the firm to move the campaign forward together. And that team will take things back to the full Foundation team, as needed, for input.
  - Out of state and non-local firms are welcome to apply – we have successfully worked with non-local firms before. Please budget for approximately 3 in-person meetings in the initial year, to facilitate relationship-building and to kick off the work.
  
- Audience
  - Organizing and policy change are core to our work – and we want to bring that lens to this campaign. Accordingly, the audience will be those most likely to act in future policy work (see more in the Advocacy/Policy section below).
  - These are individuals who see that something needs changing, may agree that something should be done, but may not know what to do about it. We need your help to find who these individuals are and to determine how best to invite them to the table. We are also interested in individuals across demographics – not just in communities of color or those with lived experience, but also in engaging allies.
  - This is where we will look to your input to help us think about how to/where to find this audience.
  - Yes, we sometimes focus our policy efforts at the state level – if that's where the lever is to make change (more on this below). But for the purposes of this campaign, the focus (and audience) should be on Howard County.
  
- Research/Scope
  - While we have some existing research (linked below), an analysis of audiences would be expected as a part of this campaign – to help understand the most effective messaging.
  - The [RWJ work on structural racism and health messaging](#) provides excellent background, which we have referenced in this RFP.
  - The Foundation also captured data on inequities and challenges facing our residents during the most recent strategic planning process. That information can be found below.

- Horizon Foundation data from Strategic Planning Process (scroll down to the section labeled “what we’re learning”):  
<https://hhealthfoundation.org/strategic-planning/>
- Methods/Approach
  - There are no limitations on channels for marketing (though, things should be as Howard County specific as possible). And no preferred ratio of deliverable to traditional media – creativity welcome.
  - We are open to unconventional tactics – but keep in mind that we are inviting broad groups of people into a conversation.
  - When asked about the primary social outlet in the County, we would point to Facebook as likely the highest utilized. Interest in IG is growing (as with other platforms), but, we do have a large population using Facebook.
    - However, this shouldn’t be limiting information. We want you to consider all platforms and why you think they are the right choices (e.g., TV, streaming, YouTube, etc.).
  - We do want this campaign to have its own identity/brand to be recognizable. We want people to know that the Foundation is behind it, but it doesn’t necessarily need to have Foundation branding.
- Budget/Timeline
  - Your budget should include marketing/design services, campaign brand and paid media spend (and any cost to boost content).
  - For launch, we would hope to have something ready around Q2 of 2025.
  - The campaign is intended to be a multi-year partnership with the winning firm. For previous campaigns, this has typically been for 4, 5, or even 10 years. Estimate at least several years of engagement, should both parties wish to continue.
  - We have had several campaigns utilize an annual \$300,000 budget, and that has proven quite effective for reach within Howard County.
- Advocacy/Policy
  - We have strong relationships with our elected officials. Though, the campaign might not necessarily produce ads that say, for example, “Call your council person.” The first year might, instead, lead with something like, “Are you interested in change? If so, join us.” And that will provide a list of people who want to be involved and who we can engage in advocacy work once specific legislation and policy agendas are developed.
    - We don’t yet have specific legislation that we’re working toward. But, look through the information session slides and at the Foundation’s new strategic plan.
    - Together, with our grantees and other partners, we will determine what policy asks to focus on in each of the strategic areas (food, housing, mental health, etc.). We know the future policy topics because they reflect our strategic plan – but we don’t yet know the specific policy actions because we haven’t yet co-created with community.
  - The Foundation’s policy successes - <https://www.thehorizonfoundation.org/policy-successes/>
  - The Foundation’s policy & advocacy work - <https://www.thehorizonfoundation.org/policy-advocacy/>

- The Foundation’s 2024-2028 Strategic Plan -  
<https://www.thehorizonfoundation.org/wp-content/uploads/2024/01/13-Horizon-StratPlan.pdf>
  
- Community Partners
  - We do a lot to foster partnerships and collaborations. Staff each do community engagement in their own way. We also have dedicated community engagement staff that focus on convening and relationship-building – and using those engagements to develop coalitions to drive policy change.
    - We lead with relationship. We first seek to understand the issues and what community groups are working on, and how we can add value to advance our collective mission.
  - The Foundation is used to coalition building. We are also used to assessing and navigating the political and organizational landscape. This campaign will help provide air cover for people to start engaging in the work – making it easier for them sign up to participate in the change
  - The Foundation Impact Report from the previous strategic plan -  
[https://www.thehorizonfoundation.org/wp-content/uploads/2012/04/Impact-Report\\_FINAL\\_for-website.pdf](https://www.thehorizonfoundation.org/wp-content/uploads/2012/04/Impact-Report_FINAL_for-website.pdf)
  
- Impact/Success
  - The focus in the first year is to, as best we can, identify those who are ready, willing and able to engage in making change when it comes to structural racism. These individuals are key to our success moving forward, and we want to drive them to become a part of our coalition/network.
    - We are currently in the process of co-creating specific policy asks and agendas with our grantees and partners. In the meantime, we can direct people to join the overall movement for change – driving them to be a part of the process.
  - We have managed several marketing campaigns in the past. So, good news there – our team understands click through rates and impressions and those types of metrics.
    - But, for this specific campaign, we want to know – what metrics do *you* say will be measures of success in the first year? What will help us know if we have the right audience? What will show that they’ve successfully moved to action? What would you suggest as the measures at each stage and for each flight to assess progress?
  - We recognize engagement can be murky and that everything can’t be measured in detail (e.g., experiences with racism can be coded, or so far-reaching that they are hard to quantify). But, we want to navigate that together. And we’re looking for your suggestions on how to track impact.