

Horizon Foundation Structural Racism Media RFP

Informational Session

April 1, 2024

3 – 4:30 ET

Presented by: Horizon Foundation

Today's Session

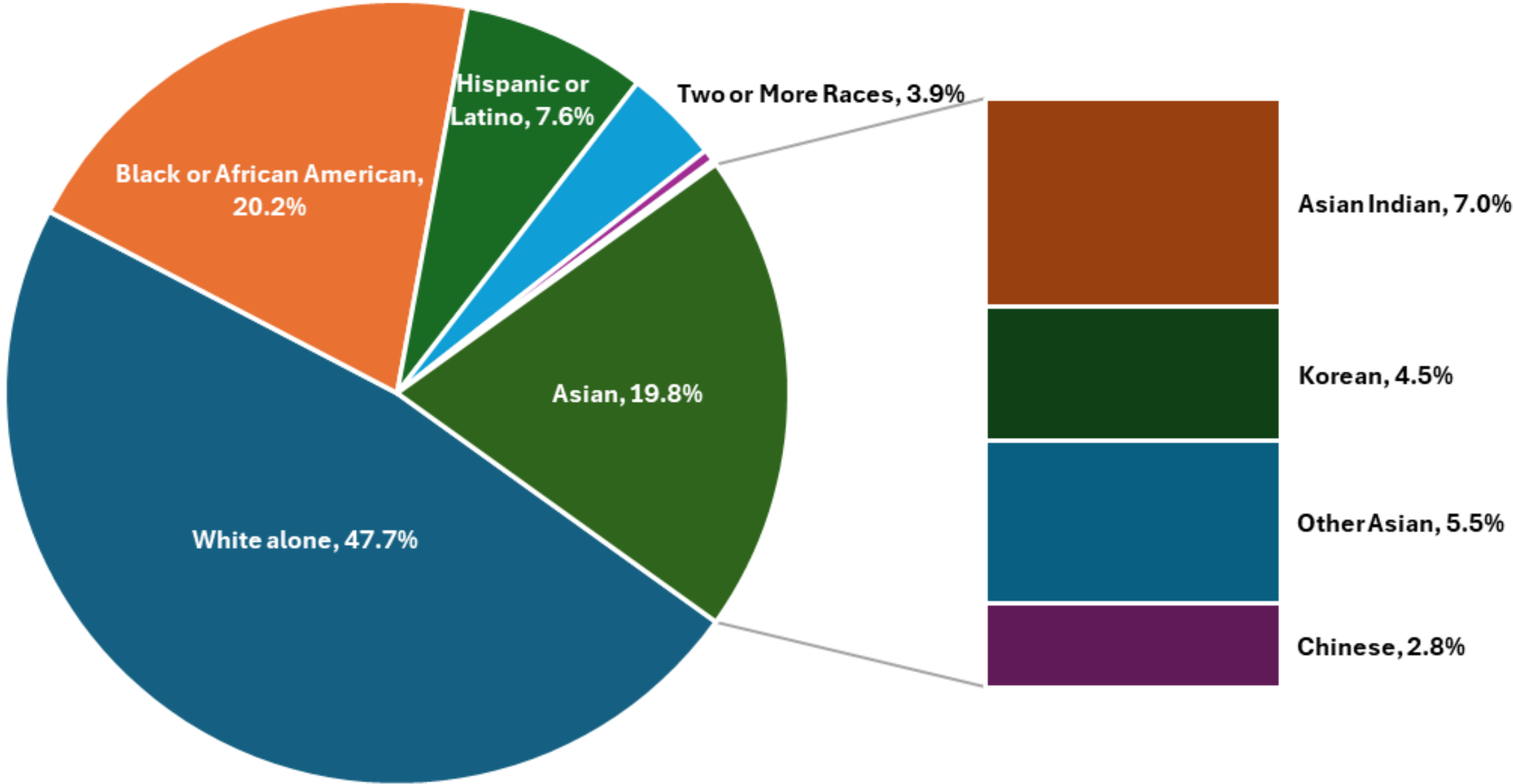


- Provide background on Howard County and the Horizon Foundation
- Review the Foundation's strategic plan
- Review campaign elements and application timeline
- Respond to submitted questions
- Time permitting, respond to live questions

Our Residents



Howard County Population by Race/Ethnicity (2021)
Population Size = 334,529



Our RFP Team



Cat Harmon
Senior Director of Communications



Tiffany Erbelding
Ignited Strategies, Inc.



Kerry Darragh
Senior Communications Officer



Nikki Highsmith Vernick
President and CEO



Kenitra Fokwa Kengne
Program Director



Glenn Schneider
Chief Program Officer

Our History



Horizon Foundation Giving



\$78 million

Invested in public health since 1998



400+ initiatives
supported since 1998



Horizon Foundation Experience



Policy Successes

Laws (State/local), Policies, Systems, Budgets



Staff Expertise

Multiple media campaigns;
Millions (\$) over past 13 years

Strategic Planning Priorities



- ❑ **Reflect the Foundation.** Capture our north star(s), how we approach the work, and how we want to be held accountable
- ❑ **Center community voice.** Reach voices unheard and systematically excluded to amplify community need
- ❑ **Co-create.** Develop equitable decision-making approaches and foster a culture of inclusion and belonging
- ❑ **Thoughtfully commit.** Elevate issue areas that respond to community need and align with partnerships, resources, and niche

Vision & Mission



OUR VISION

*We envision a
Howard County free from
systemic inequities, where all
people can live abundant
and healthy lives.*

OUR MISSION

*To work side-by-side
with community to
build power, advocate for
policy change and
dismantle structural racism
to achieve better health for
everyone in Howard County
and greater Maryland.*



IMPACTFUL

We act with intentionality and draw upon lived experience, research and data to drive positive health outcomes in our community.

TRUSTWORTHY

We work to earn trust by building relationships through sincerity and vulnerability.

ANTI-RACIST

We challenge and transform policies, behaviors and beliefs that perpetuate systemic racism and other intersecting forms of oppression.

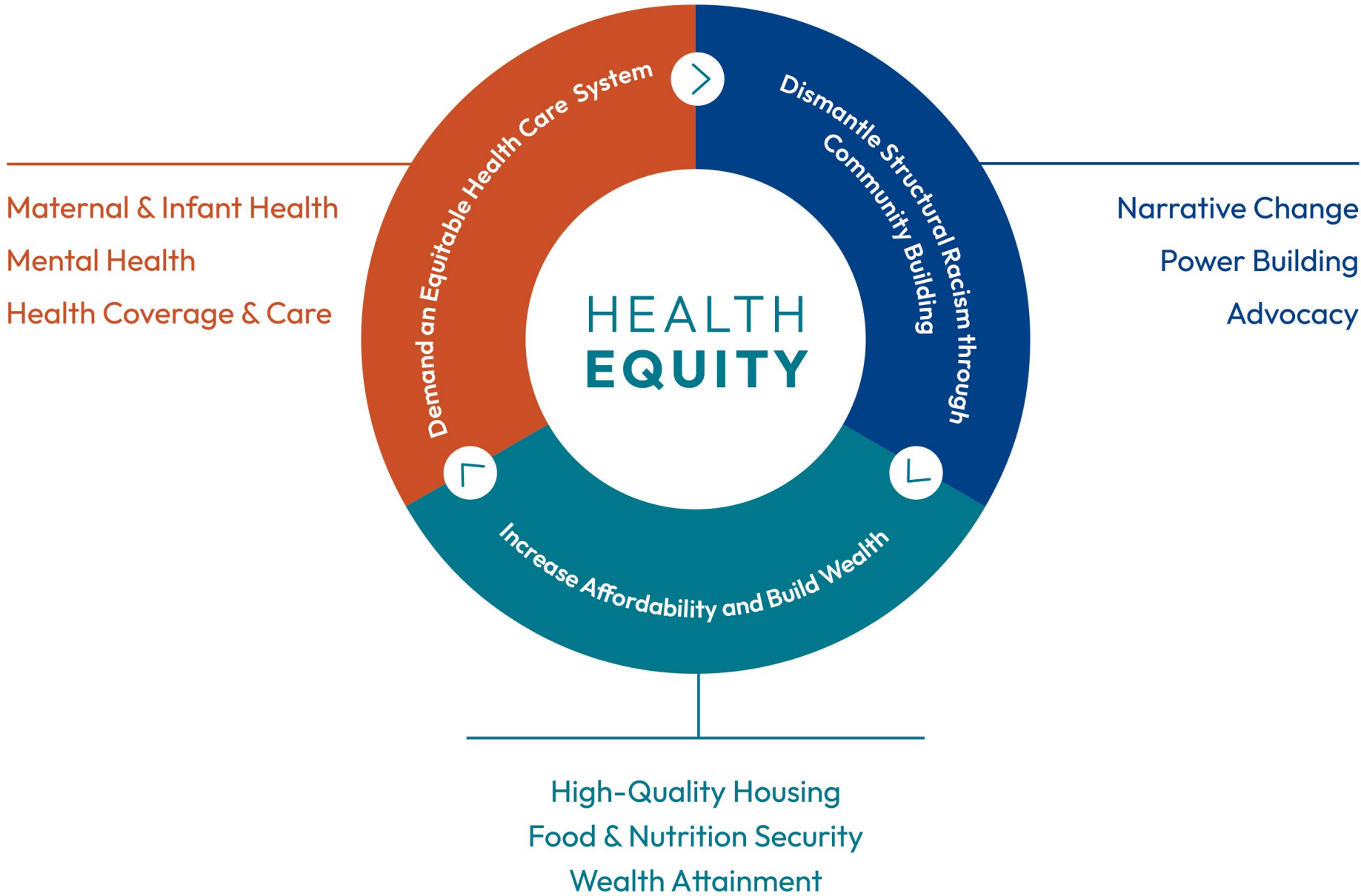
COURAGEOUS

We acknowledge and use our privilege to influence others, dispel harmful narratives and demand change.

CATALYTIC

We build and share power to foster coalitions that advance health equity.

Focus Areas



The Treetop View



- Centuries of racism have defined and created many of the inequitable structures that exist in our society today, and have led to significant health disparities.
- We view health disparities through the lens of racial equity.
- We are committed to working to remove structural, institutional and systemic racism that continues to exist in the health, social, and economic systems in our community.
 - *This includes, for example, racism that is embedded in laws, regulations, policies, and governmental agency budgets.*

Goal and Audience



- **GOAL:** Engage residents in a conversation on **structural racism**, and how it drives health inequities – and invite them to join a network of partners working together to dismantle structurally racist systems and policies that drive health inequities.
 - *The Foundation has a history of driving policy change. This campaign will set the stage for future policy campaigns and advocacy work in future (2025 and beyond)*
- **AUDIENCE:** Those most likely to engage and act, with an understanding of the impact structural racism has on health outcomes or an interest to grow their understanding.
 - *E.g., allies who want to support the work, or individuals with lived experience*



Our Draft Framework (But You Can Help Us Evolve!)

We know you want everyone in Howard County to live an abundant and healthy life.
(Focus on shared values)

But did you know this isn't the reality? (Show where structural racism exists, and how it is affecting the health and wellbeing of real people in Howard County)

Let's take action - here's what you can do to drive change. (Call to action, and to partner with the Horizon Foundation; builds community network)

Proposal Elements



- **Agency Overview**
- **Details of Proposal (including message development/research, marketing approach, and evaluation)**
 - Proposal should incorporate marketing mediums (e.g., paid media, social media, collateral, etc.), and address the Foundation's additional considerations to respectfully engage community, elevate local experiences and center structural racism.
- **Budget and Budget Narrative**
- **References**
- **Disclosure and Conflict Statement**
- **Required and Optional Appendices**

Timeline



	Task	Deadlines
1	RFP released	March 20, 2024
2	Informational Sessions	April 1, 2024
		April 8, 2024
3	Notification of Bidding to Foundation by Interested Firms	April 15, 2024
4	Detailed Proposal Due (no more than 20 pages, excluding appendices)	May 20, 2024
5	Notification of finalists	Week of July 1, 2024
6	Interviews with 3 to 4 Finalists	Weeks of July 15 and July 22
7	Award Decision	July 26, 2024
8	Project Start Date	August 1, 2024

What Are We Looking For?



- **Thought Partner:** Can help us navigate and iterate around the complexities of this work.
- **Knowledge/Experience:** Understands the impact of structural racism and (if possible) has experience leading similar campaigns.
 - Open to firms that do not specifically have experience with health campaigns
 - Seeking firms with experience working in diverse communities, and driving *action*
- **Refine and Align Foundation's Role:** As both humble and open, and also as a catalytic change leader.
- **True Marketing and Communications Campaign**
- **Multi-year Partner**

What We Are Not Looking For?



- Campaign ideas that are not marketing/media campaigns. For example:
 - *Public relations and earned media driven campaigns*
 - *Campaigns focused on community education and trainings*
- Partnership with firms engaged with any organizations on the Southern Poverty Law Center's list of designated hate groups
- Campaigns that focus on things other than structural racism (e.g., heavily geared toward addressing individual beliefs)

We Are Open To...



- **Organizations wishing to partner together**
 - Should clearly demonstrate how partnership has/will work smoothly
- **Other ideas and approaches**
 - Provided they still align with marketing and communications
- **Application through conflict shops**
 - With provided detail and the reason for the anticipated conflict
- **Creativity!**

Selection Criteria



- **Experience**
 - Track record of successful work on similar past campaigns
 - Expertise in conducting the work
 - References

- **Strategy**
 - Approach to meeting the campaign goals
 - Addresses campaign considerations throughout RFP

- **Budget**
 - Consistent with approved budget and value offered

- **Presentation**

Evaluation Process



- **May 20: Proposals Received**
- **Internal Review – Horizon Foundation Staff**
 - Submissions refined to 7 to 10 semi-finalists
- **External Review – Board and Community**
 - Committee of community members, and Horizon Foundation trustees provide recommendations on 3 to 4 finalists
- **Week of July 1: Finalists Selected and Invited for Interview**
- **Weeks of July 15 and 22: Finalist Interviews**
- **By July 26: Award Decision**



Q&A

Submitted Questions: Process



1. Will other partners (i.e. researchers, evaluators) be involved in this process? Or are you hoping the chosen marketing partner will include these services in the scope of work?
2. Do you have existing language demographic information?
3. Can a communications firm work with a creative and media planning/buying partner?
4. How does the Foundation view the involvement of subcontractors in the project, particularly in areas requiring specialized expertise?
5. Will it be possible to get a list of contacts and firms who participate in the two sessions?
6. Given the detailed timeline from RFP release to project start, are there any known challenges or constraints that could affect the project's timeline?

Submitted Questions: Firm Relationship



1. Can the Foundation elaborate on the importance and evaluation of cultural competency within the bidding agencies, especially regarding racial equity and health inequities?
2. How important is it for the bidding agency to have local Howard County experience or connections versus national campaign experience?
3. How does the Foundation envision the role of the selected firm in terms of being a thought partner? Are there specific expectations regarding collaboration and input on strategic decisions?
4. To what extent is creative freedom allowed in proposing innovative approaches to the campaign, and are there any boundaries or constraints we should be aware of?

Submitted Questions: Project Coordination



1. What internal staff resources will you be able to contribute to this project?
2. Who will we be working with to develop campaign content, assess audience level of knowledge and evaluate progress?
3. What does the feedback loop look like between the Foundation and the selected agency throughout the campaign's lifecycle? How are adjustments and iterations managed?

Submitted Questions: Audience



1. For the “already somewhat engaged” audience for this campaign, does the Foundation have existing data or insight as to the specific demographics or population details of this audience? Or would you be looking to the awarded vendor to further define those audiences?
2. Given the campaign's focus on those somewhat engaged in racial equity, how does the Foundation define and identify this target audience within Howard County? Are there specific demographics or psychographics to focus on?
3. Has the Horizon Foundation identified key neighborhoods within Maryland that will be the focus of this campaign or will it be state-wide?
4. How would the Horizon Foundation plan to tailor its marketing messages to resonate with different demographic groups within key neighborhoods, considering factors such as age, race/ethnicity, and socioeconomic status?
5. Given the campaign’s focus, do you have any insights into priority audience segments, like age, race, or immigrant populations as a priority?

Submitted Questions: Research/Scope



1. Do you have existing research/data that will be made available to assist with identifying priority audiences, or would an in-depth analysis of audiences be an expected part of the scope of work for this engagement?
2. You mention that there will be a focus on Howard County, but also a desire to reach greater Maryland. Do you have a sense of how you intend to allocate resources between implementation in Howard County and the state?
3. How much emphasis does the Foundation place on primary vs. secondary research for message development and audience segmentation? Is there existing research available to bidders?
4. You mention the potential of using quantitative methods to develop effective messaging. Have you conducted market research on Howard County demographics/audience in the past the partner can use as a baseline?

Submitted Questions: Methods/Approach



1. Is there an interest in earned editorial to raise awareness of this campaign in Howard County, or should the proposal cover paid and social media only?
2. Will the Foundation work to deploy an advisory council or is the selected entity responsible?
3. How open is the Foundation to exploring unconventional or disruptive messaging tactics to engage the community, considering the sensitivity of the subject matter?
4. Are there specific digital platforms or technologies the Foundation is interested in leveraging for this campaign, considering the target audience's media consumption habits?
5. Are you interested in a distinct new brand for this campaign or will it align visually with the Foundation's existing brand? Will the new campaign include a logo and campaign name?
6. Could you elaborate on the expected deliverables' scope regarding digital vs. traditional media balance? Is there a preferred ratio or focus area?

Submitted Questions: Budget/Timeline



1. Is there a specific percentage of the initial budget of \$300,000 for the first 12 months that the Horizon Foundation would prefer to see dedicated to the purchase of paid media?
2. Could you provide more guidance on how the \$300,000 budget should be allocated across different campaign elements (e.g., market research, media buying, creative development)?
3. Is the \$300,000 budget inclusive of both marketing/design services to develop a campaign brand and paid media spend?
4. If a paid media plan is developed during this 12 month campaign, will there be additional budget to execute the ad/engagement campaign beginning in 2025?
5. Does your timeline have flexibility to allow for 6 months of planning and 12 months of implementation? Could the budget be increased to allow for this increase in timeline?
6. Do you have an ideal timeline in mind for campaign launch? The initial contract is for 1 year, but is there anything to share about the target launch date (e.g., be in-market by Jan. 1, 2025)?

Submitted Questions: Advocacy/Policy



1. Is there already a short list of specific legislation or systemic issues to educate the community on at this time?
2. As noted on page 2, one of the end goals is to build a community network. Has the Horizon Foundation identified existing behaviors around policy and advocacy for that community network to take in the first year of the campaign?
3. Can the Foundation share insights or learnings from previous advocacy work and policy successes that could inform this campaign's strategy?
4. In addition to educating Howard County residents about the impact of structural racism on real people in their community (and elevating Horizon Foundation's reputation as a change leader for racial equity), can you share any additional information about specific actions the Foundation wants to drive residents to take through this campaign?

Submitted Questions: Community Partners



1. Could you elaborate on your approach to fostering partnerships and collaborations with community organizations, advocacy groups, and other stakeholders to amplify the impact of the structural racism media campaign and mobilize collective action?
2. Can you elaborate on your relationships and partnerships with folks in the policy space? If the strategic intention is to drive policy change, are there existing relationships or channels the partner can leverage for this campaign?
3. Appreciate lifting up stories and voices from the community as part of the campaign. Can you share more about the kinds of relationships the Foundation has with those desired voices? Are there any storytelling assets already in place? For example, SMEs, human interest stories, campaign sub-brand/icon/url/taglines, healthcare institution/provider case studies, or community partners (e.g., places of worship, barbershops, etc.).
4. Who are the community partners we will be driving audiences toward in the CTA phase of the campaign?

Submitted Questions: Impact/Success



1. What are some examples of successful campaigns that inspire this vision?
2. What about the Emotional Support Human campaign was most successful? What learnings from that apply to this campaign?
3. What specific outcomes and metrics does the Foundation envision using to measure the campaign's success, especially regarding community engagement and policy influence?
4. How will the Horizon Foundation test engagement with the target audience?
5. How do you plan to address potential challenges or resistance that may arise from certain segments of the community in response to the campaign's messaging on structural racism and health inequities? How will the Foundation navigate any potential backlash or misconceptions while staying true to its mission and goals?

Next Steps



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5-10 MINUTE BREAK

Foundation staff will remain on the webinar to answer additional questions.

Firms are encouraged to take this time to look through the RFP, talk internally and identify any further questions.

When we resume, the Foundation will field any additional questions until the session ends.

Feel free to add questions to the Q&A as they arise.