

The top half of the page features a dark, textured background with a repeating pattern of geometric shapes (triangles, squares, and rectangles) in a lighter, brownish-gold color. The text 'VANDYKE • HORN' is centered within a thin, light-brown rectangular border.

VANDYKE • HORN

PUBLIC RELATIONS

Michigan Independent Citizens Redistricting Commission (MICRC)

**Response to RFQ for Statewide Communications Services, Excluding Southeast Michigan
Media Market**

April 15, 2021

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VANDYKEHORN.COM

VAN DYKE•HORN – YOUR COMMUNICATIONS PARTNER

About Van Dyke•Horn

Van Dyke•Horn is Michigan's largest minority-owned public relations agency. We are based in Detroit with an office in Lansing. Our firm executes integrated and strategic campaigns that resonate with our clients' industries and stakeholders and throughout their target audiences. We are respected for our skill and integrity and are dedicated to our clients and our community.

Van Dyke•Horn builds on the foundation established by its founders with an over 20-year track record of successfully serving over 100 clients in a wide range of industries and getting results. While we serve clients globally, it is Van Dyke•Horn's philosophy not to just work from Detroit, but to be deeply engrained in our community. Our team of industry experts employs Van Dyke•Horn's relationship-driven philosophy to obtain maximum results for our clients.

Our Experience

Van Dyke•Horn's expertise and experience in successfully elevating public awareness and media attention around important civic and public policy issues is broad and deep.

Michigan Nonprofit Association *Redistricting Initiative*

We currently work with the Michigan Nonprofit Association on their *Redistricting Initiative*, creating all messaging and communications for the MNA as well as 19 other statewide nonprofits, including: an extensive social media campaign, leave-behind documents, public presentations, content for video production, media relations and press events. The Van Dyke•Horn team would have no learning curve to overcome, nor would the graphic designer and video production company with whom we continue to work.

ACLU of Michigan 2020 Voter Education Campaign

Last year, ACLU engaged Van Dyke Horn on an aggressive eight-week "40 Days of Voting" campaign, where we coordinated communications and media efforts for their statewide coalition of over 100 organizations representing historically disenfranchised communities.

Michigan Future, Inc. *Rising Income for All Campaign*

Van Dyke Horn supported Michigan Future on their "Rising Income for All" initiative, galvanizing a statewide coalition of economic development agencies and leadership around widespread understanding of the urgency for Michigan policymakers and business leaders to address dire economic conditions for nearly 40 percent of Michiganders, based on ALICE Project metrics. We knew that to achieve success for the coalition, there needed to be widespread understanding of the issue and we needed to tailor it to diverse statewide organizations and the communities they serve.

Michigan Unemployment Insurance Agency

As the Covid pandemic gripped Michigan and Michiganders lost jobs at historic highs, Michigan's Unemployment Insurance Agency (UIA) urgently reached out to Van Dyke•Horn for assistance in statewide communications. We helped the UIA's leadership communicate in front of primetime local newscasts and primary local news outlets when it was needed most. We helped translate opaque, bureaucratic language into simpler language and easy to understand, helpful messages, via media, website, email and voicemail, to help people receive much-needed unemployment insurance benefits.

United Way of Battle Creek Kalamazoo Region

Van Dyke•Horn is working with the United Way of Battle Creek-Kalamazoo Region on the Catalyzing Community Giving initiative, which is focused on improving outcomes for the city's communities of color. We lead all communications efforts for the campaign, including actively engaging and collaborating with leaders in Battle Creek's Black, Burmese, LatinX and Native American communities.

Health Alliance Plan (HAP)

Van Dyke•Horn continues our multiyear partnership with HAP, delivering statewide media, executive and corporate positioning and communications services. Over the last two years, HAP significantly expanded their services and products from southeast Michigan and Flint to West Michigan and southwest Michigan.

Alzheimer's Association of Michigan

Van Dyke•Horn also delivered statewide communications services for the Alzheimer's Association of Michigan. As a major Michigan nonprofit agency, the Alzheimer's Association is dependent upon statewide fundraising and the largest fundraiser by far is a series of statewide Walks. Van Dyke•Horn raised advance community awareness about the Walks, from the UP to Monroe, with personal stories that resonated in local communities.

Our Expertise

Additional customized communications services Van Dyke•Horn provides include:

- Public Relations
- Public Affairs
- Industry Relations
- Media Relations
- Issues & Crisis Management
- Community Engagement
- Positioning
- Event Management
- Research
- Social Media

VAN DYKE • HORN – OUR APPROACH

Van Dyke•Horn will draw from its considerable experience and proven expertise to develop and execute, together with the MICRC team, a strategic multimedia public education campaign that elevates and reinforces the importance of citizen engagement in the redistricting process, specifically participation in upcoming public hearings.

We have created and executed numerous successful public education and engagement campaigns for an array of clients including educational institutions, public utilities, government agencies, foundations and nonprofits. Our Detroit office has handled several game-changing, issue-awareness campaigns in Southeast Michigan, and our Lansing office works closely with statewide media and collaboratively with government stakeholders as well as State offices.

As previously mentioned, we are currently partnering with the Michigan Nonprofit Association in their *Redistricting Initiative*, an education, communications and engagement project that supports 20 nonprofit cohort members. The common thread in our success is our ability to understand what resonates with each audience, and then tailor our approach and messaging so that audiences are effectively engaged, understand the benefits and are motivated to act.

Van Dyke•Horn typically takes a tiered approach that strategically segments audiences, establishes best ways to reach and engage those audiences, provides impactful information tailored to those audiences and then provides information, resources and training for allied organizations, surrogates and volunteers to effectively engage those audiences.

We will also develop shared benchmarks for the campaign's success, which will allow us to track our progress and, when necessary, pivot our strategies throughout the campaign to make sure we are continually working towards a common, metrics-driven goal.

Campaign Planning

Onboarding, Communications Audit and Research

Van Dyke•Horn typically approaches most new client relationships with an organizational and communications audit. Our recent conversations with the MICRC, in addition to ongoing work on the MNA *Redistricting Initiative*, have provided us considerable background and experience which will help us onboard and mobilize quickly. In coordination with MICRC, we will identify best messages to generate media engagement as well as public interest and participation at the upcoming public hearings. We will assess strengths and gaps to inform our public education and outreach plan. Our assessment will include the following elements:

- Demographics
 - Stakeholder relationships
 - Content – communication/messaging materials, media profile, web and social presence
-

Strategy Development

Once Van Dyke•Horn has developed a framework for how opportunities for this effort can be positioned in communities statewide, and what resources and tools are available, we will integrate this information into a detailed multimedia campaign strategy. Our tiered approach prioritizes population hubs, focusing on southeast Michigan, to drive media awareness and public engagement in the public hearing process.

Support Material Development

Van Dyke•Horn will work with the MICRC communications officer to develop the materials outlined below. We will also work with a partner vendor, as needed, to translate materials into languages including Spanish, Arabic, Bengali and others as identified.

Key Messages

Van Dyke•Horn has been steeped developing best messaging for citizen engagement in Michigan's redistricting public information campaign over the last four months. We have created approved messaging for a wide range of audiences, uses and specific engagements. Collaborating with the MICRC, messages will include:

- A simple description of what redistricting is
- Why Michigan's residents should participate in public hearings
- A simple "how-to" give public comment
- How community and civic leaders can help drive public engagement
- Historical context, elevating the value and importance of the redistricting process.

Frequently Asked Questions (FAQs)

Van Dyke•Horn will provide MICRC with frequently asked questions and defined answers about redistricting in Michigan.

One Pager

Van Dyke•Horn will develop a one pager that will provide a brief overview of the redistricting process, why it matters and how to engage.

Communications Toolkit

Van Dyke•Horn will work with the MICRC communications officer to utilize the materials above as well as develop other materials to create a campaign communications toolkit. Many elements of the toolkit can be updated, targeted and distributed to the media at each public hearing. The toolkit can include the following elements:

- Talking points
 - One-pager
 - Sample social media and e-newsletter content
 - PowerPoint presentation
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- Sample op eds or letters to the editor
- Copy for print advertising
- Copy for radio advertising
- Digital assets such as video and sharable graphics

Campaign Implementation

To effectively galvanize the campaign and prepare for a heightened level of media and engagement activity, Van Dyke•Horn will plan a virtual kick-off meeting with the MICRC and all stakeholders to announce the campaign, outline the communications plan, and present the communications toolkit.

Community Relations

Van Dyke•Horn will identify community groups and leadership to act as surrogates to help garner media coverage and generate overall public awareness about the importance of attending and providing public comment at the MICRC's public hearings. We will share the communications toolkit with them; provide media training, as needed, and be there to connect their voices to the media and assist them in whatever they need to help generate widespread media and public attention to the public redistricting process.

Media Relations

Van Dyke•Horn will develop a comprehensive statewide media relations strategy that is sequenced with the scheduling of the redistricting meetings. We will lead strategy and work closely with the MICRC communications officer to develop materials and support media relations implementation. An outline of our media relations tactics is below.

Media engagement

Van Dyke•Horn will engage statewide media outlets to place stories focused on the need and value of resident engagement in the redistricting process. We will also work with media to focus on the distinct dynamics of historically disenfranchised and politically disengaged communities in this process and how their engagement and voices in the public hearings process can have an invaluable impact on the MICRC.

A representative of the Van Dyke•Horn team will attend each public hearing in June to assist in media relations. While media coverage is impossible to guarantee, Van Dyke•Horn has deep relationships and decades of experience with Michigan media, large and small, especially in the Southeast Michigan media market.

Editorial boards

Van Dyke•Horn will seek community leaders and statewide influencers to speak to editorial boards about the importance of citizen engagement in the public hearing process. We will provide talking points and any training, as needed, and leverage any editorial board success via our social media campaign, using best clips and soundbites.

Op-eds and letters to the editor:

Op-eds and letters to the editor will be developed for/by influencers across the state. Van Dyke•Horn will coordinate with the MICRC to identify individuals who would be best influencers in key communities.

Ethnic/Minority and community content marketing:

Some publications that target key audiences do not have the capacity to produce most of their content, such as small, local newspapers, and ethnic publications like the Arab American News, Michigan Chronicle and Latino Press. To ensure these audiences are informed, we would consider developing content about the campaign, securing translations as needed and seeking placement.

Social Media

Van Dyke•Horn will provide ongoing social media strategy to ensure that the MICRC is sharing the most up-to-date, relevant and compelling content on an ongoing basis. We may also want to consider a hashtag strategy for this campaign specifically to help aggregate content statewide to one source.

Additionally, Van Dyke•Horn can consult on a highly targeted social media advertising campaign. This will be critical in reaching the younger voting population and being able to highly concentrate messaging to our key target audiences. Our targeting strategy will include geofencing key communities as well as targeting based on key demographics and interests.

Video

We understand that the MICRC intends to release a separate RFP for video services soon. Currently, Van Dyke•Horn is working in tandem with a video production company, Velocity Cow, to create a short, eye-catching, easy-to-understand video for Michiganders about redistricting and how they can engage in the process. Because there is a significant education curve in both understanding what redistricting and the MICRC is, followed by graphically summarizing that information into a 30-45 second commercial, we highly recommend that the MICRC strongly consider working with Velocity Cow. We know they can hit the ground running on the topic and it would ensure ongoing, seamless collaboration between the two agencies.

Campaign Measurement

Van Dyke•Horn will work with the MICRC to develop metrics-driven benchmarks and goals for this campaign. Van Dyke•Horn will provide metrics reports biweekly, so we can monitor progress and assess where we need to adjust the strategy. Our campaign metrics will include:

- **Earned media**
Our earned media metrics track audience reach, location and other demographics, advertising value equivalency and sentiment (positive, negative, neutral.)
- **Social media**
Depending on the platform our metrics track engagement and reach as well as demographics including gender, age, household income, geography.

VAN DYKE•HORN – THE MICRC TEAM

The Van Dyke•Horn team knows public information and engagement and is passionate about this effort. Of our 14 highly skilled team members in Detroit and Lansing, the following associates have been assembled to support this campaign. If and when necessary, we can access the expertise and support of all agency members to ensure the success of this campaign.

- Peter Van Dyke, CEO - Oversight and strategy
- Maureen Saxton, Senior Account Executive - Statewide media and campaigns; strategic communications
- Ashleigh Dandridge, Account Executive - Messaging, Southeast Michigan/Metro Detroit media, communications
- Fernanda Bottini, Junior Account Executive - Media and marketing support

Principal Project Personnel

Key VDH Staff Members and Roles	Qualifications and Experience
<p>Peter Van Dyke <i>CEO</i> <i>Oversight and strategy</i></p> <p>Related Clients/Projects</p> <ul style="list-style-type: none"> • City of Flint • Detroit Future City • Downtown Detroit Partnership • Hudson-Webber Foundation • Invest Detroit • LISC Detroit • United Way of Battle Creek Kalamazoo Region 	<ul style="list-style-type: none"> • Peter has 20 years of experience in public relations, communications, marketing and community outreach. • Peter currently leads a team of 14 remarkable and diverse practitioners at Van Dyke•Horn, setting the agency’s mission, business objectives, brand, goals and strategy in order to continue driving the firm’s 22-year legacy of impact for clients and the community. • Peter leads many of the firm’s clients, particularly those in the real estate and property development industry focused in Southeast Michigan. • Peter acquired Van Dyke•Horn in 2016, with his business partner Marilyn Horn, from his then employer Berg Muirhead and Associates, founded by long-term government communications officials Bob Berg and Georgella Muirhead.

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Maureen McNulty Saxton
Senior Account Executive
Statewide media and campaigns;
strategic communications

Related Clients/Projects

- Michigan Nonprofit Association
- Health Alliance Plan (HAP)
- ACLU of Michigan
- Alzheimer’s Association of Michigan
- State of Michigan – Unemployment Insurance Agency
- Michigan Future, Inc.
- Alliance of Michigan Energy Consumers

- Maureen brings over two decades of communications experience to the Van Dyke•Horn team, with extensive background in public policy, integrated media relations campaigns, and stakeholder communications for a variety of organizations.
- Based in Lansing, Maureen combines her previous experience in state government, both internally and with aligned organizations, with extensive expertise in the Southeast Michigan and statewide media markets.
- Over the last two years, Maureen’s clients have primarily included coalitions and associations for whom she provides strategic counsel, stakeholder engagement, and targeted outreach to a broad spectrum of current and potential stakeholders.

VAN DYKE•HORN – COST PROPOSAL

A comprehensive statewide information and advocacy campaign of this scale and timeframe requires us to quickly mobilize a strong level of resources to ensure its success. We understand that at this time there is a specific budget assigned for communications. We are happy to provide our nonprofit rate to support this campaign, which is a 10 percent reduction on our hourly rate. We are confident we can provide a strong level of support for this critical work. Van Dyke•Horn proposes a project fee of \$54,000 which is detailed by task in the pricing matrix on the following pages.

Van Dyke Horn’s rate card (before the reduced rate) is below.

CEO.....	\$285
Senior Account Executive.....	\$165
Account Executive.....	\$135
Junior Account Executive.....	\$95

Upon further discussion with the MICRC regarding resources available to dedicate to this campaign, we can develop a supplemental budget that allots for the following services:

- Graphic design
- Advertising
- Video

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TASK 1: Project Management				
<u>Title</u>	<u>Rate</u>	<u># of hrs</u>	<u>Total</u>	
CEO	285	5	\$ 1,425.00	
SAE	165	40	\$ 6,600.00	
AE	145	10	\$ 1,450.00	
JAE	95	10	\$ 950.00	
				\$ 9,145.00
TASK 2: Public Hearings - Prep				
<u>Title</u>	<u>Rate</u>	<u># of hrs</u>	<u>Total</u>	
CEO	285	5	\$ 1,425.00	
SAE	165	15	\$ 2,475.00	
AE	145	20	\$ 2,900.00	
JAE	95	30	\$ 2,850.00	
				\$ 9,650.00
TASK 3: Public Hearings – Attendance & Media assistance				
<u>Title</u>	<u>Rate</u>	<u># of hrs</u>	<u>Total</u>	
CEO	285	0	\$ 00.00	
SAE	165	10	\$ 1,650.00	
AE	145	20	\$ 2,900.00	
JAE	95	30	\$ 2,850.00	
				\$ 7,400.00
TASK 4: Message and Materials Development				
<u>Title</u>	<u>Rate</u>	<u># of hrs</u>	<u>Total</u>	
CEO	285	5	\$ 1,425.00	
SAE	165	20	\$ 3,300.00	
AE	145	20	\$ 2,900.00	
JAE	95	20	\$ 1,900.00	
				\$ 9,525.00

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TASK 5: Media Relations				
<u>Title</u>	<u>Rate</u>	<u># of hrs</u>	<u>Total</u>	
CEO	285	5	\$ 1,425.00	
SAE	165	25	\$ 4,125.00	
AE	145	40	\$ 5,800.00	
JAE	95	40	\$ 3,800.00	
				\$ 15,150.00
TASK 6: Community Partnerships				
<u>Title</u>	<u>Rate</u>	<u># of hrs</u>	<u>Total</u>	
CEO	285	5	\$ 1,425.00	
SAE	165	20	\$ 3,300.00	
AE	145	20	\$ 2,900.00	
JAE	95	20	\$ 1,900.00	
				\$ 9,525.00
TOTAL before nonprofit rate				\$ 60,395.00 - 10% nonprofit discount
TOTAL				\$ 54,000.00

This pricing matrix reflects a much broader area to cover than southeast Michigan alone. While Detroit is a much larger media market than the rest of the state, there are far more media regions and cities that we will need to engage in. The matrix includes the design of all press releases, PDFs – basically all general written materials.

As noted above, the pricing matrix does not include more involved graphic design pieces. In our current work on the MNA's *Redistricting Initiative*, we work with our graphic designer partner Global Design, based in Ann Arbor. To give the MICRC a sense of cost for graphic design:

Global Design's hourly rate: \$80/hour. Invoices for MNA *Redistricting Initiative* for each of the last two months has been approximately \$5,200.

VAN DYKE • HORN – TERMS AND CONDITIONS

Out-of-Pocket Expenses

Agency's routine out-of-pocket expenses—for items such as photocopies, incidental postage, faxes, telephone calls and the like—will be covered as part of professional service fees.

Significant out-of-pocket expenses, including but not limited to: PR Newswire and media, copying costs (in excess of 10 pieces at \$.59 per copy), postage charges (in excess of 10 pieces), telephone charges and mileage (\$.50 per mile), travel and lodging are reimbursable expenses and will be billed in addition to professional fees. Expenses in excess of \$250 will be submitted to the client as an "expense authorization" for prior approval. All billable expenditures will include a 15 percent handling fee. Any large items ordered by our agency under your direction and authorization will be billed directly to you.

Production Costs

Professional service fees do not cover production costs, such as graphic design and artwork charges, photography, audio-visual, printing, catering charges, purchasing advertising time or space, film and video production and entertainment. Production costs are reimbursable expenses and will be described in an "expense authorization" that will be submitted to you for prior approval and billed in addition to the professional fees.

Conditions

Van Dyke•Horn has delivered many successful communication and media strategies for our clients, and we will strive to devise the most effective campaign for this project; however, with the uncertainty of media response, we cannot guarantee results.

Our agency agrees to respond quickly to client inquiries whether by telephone, in person, fax or by email. We recognize the need to maintain the confidentiality of information, work papers and reports, if and when provided to our agency by the client, and agrees to take steps as necessary to preserve all confidentiality.

Modifications of Agreement

This document is intended to be a full and complete agreement between both parties. This agreement can be modified only in writing, signed by both parties.

Services Agency will not provide

Van Dyke•Horn will not participate in any activities we determine to be immoral, illegal or in violation of the Public Relations Society of America's code of professional standards.