

*Technical Proposal Packet*

# Quality Early Care and Education Outreach and Promotion Campaign



## RESPONSE SIGNATURE PAGE

Type or Print the following information.

PROSPECTIVE CONTRACTOR'S INFORMATION			
Company:	Güd Marketing		
Address:	1223 Turner St., Ste 101		
City:	Lansing	State: MI	Zip Code: 48906
Business Designation:	<input type="checkbox"/> Individual <input type="checkbox"/> Sole Proprietorship <input type="checkbox"/> Public Service Corp <input type="checkbox"/> Partnership <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Nonprofit		
Minority and Women Owned Designation*:	<input type="checkbox"/> Not Applicable <input type="checkbox"/> American Indian <input type="checkbox"/> Service Disabled Veteran <input type="checkbox"/> African American <input type="checkbox"/> Hispanic American <input checked="" type="checkbox"/> Women-Owned		
	<input type="checkbox"/> Asian American <input type="checkbox"/> Pacific Islander American		
	AR Certification #: <u>*Nationally Certified*</u> * See <i>Minority and Women-Owned Business Policy</i>		

PROSPECTIVE CONTRACTOR CONTACT INFORMATION			
<i>Provide contact information to be used for solicitation related matters.</i>			
Contact Person:	Deborah Horak	Title:	Principal
Phone:	517-853-3870	Alternate Phone:	517-281-4007
Email:	gudbusiness@gudmarketing.com		

CONFIRMATION OF REDACTED COPY
<input type="checkbox"/> YES, a redacted copy of submission documents is enclosed. <input checked="" type="checkbox"/> NO, a redacted copy of submission documents is <u>not</u> enclosed. I understand a full copy of non-redacted submission documents will be released if requested.  <i>Note: If a redacted copy of the submission documents is not provided with Prospective Contractor's response packet, and neither box is checked, a copy of the non-redacted documents, with the exception of financial data (other than pricing), will be released in response to any request made under the Arkansas Freedom of Information Act (FOIA). See Solicitation Terms and Conditions for additional information.</i>

ILLEGAL IMMIGRANT CONFIRMATION
By signing and submitting a response to this <i>Solicitation</i> , a Prospective Contractor agrees and certifies that they do not employ or contract with illegal immigrants and <b>shall not</b> employ or contract with illegal immigrants during the term of a contract awarded as a result of this solicitation.

ISRAEL BOYCOTT RESTRICTION CONFIRMATION
By checking the box below, a Prospective Contractor agrees and certifies that they do not boycott Israel and <b>shall not</b> boycott Israel during the term of a contract awarded as a result of this solicitation.  <input checked="" type="checkbox"/> Prospective Contractor does not and <b>shall not</b> boycott Israel.

**An official authorized to bind the Prospective Contractor to a resultant contract shall sign below.**

The signature below signifies agreement that any exception that conflicts with a Requirement of this *Solicitation* may cause the Prospective Contractor's response to be rejected.

Authorized Signature:  Title: Principal

Printed/Typed Name: Deborah Horak Date: February 17, 2023

## SECTIONS 1 – 4: VENDOR AGREEMENT AND COMPLIANCE

- Any requested exceptions to items in this section which are NON-mandatory **must** be declared below or as an attachment to this page. Vendor **must** clearly explain the requested exception, and should label the request to reference the specific solicitation item number to which the exception applies.
- Exceptions to Requirements **shall** cause the vendor's proposal to be disqualified.

By signature below, vendor agrees to and **shall** fully comply with all Requirements as shown in this section of the bid solicitation.

Authorized Signature: \_\_\_\_\_



*Use Ink Only.*

Printed/Typed Name: Deborah Horak

Date: February 17, 2023

Contract Number \_\_\_\_\_  
Attachment Number \_\_\_\_\_  
Action Number \_\_\_\_\_

## CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: SUBCONTRACTOR NAME:

☐ Yes ☒ No

IS THIS FOR:

Goods? ☐ Services? ☒ Both? ☐

TAXPAYER ID NAME: Gud Marketing, INC.

YOUR LAST NAME: Horak FIRST NAME Deborah

M.I.: L

ADDRESS: 1223 Turner St., Ste 101

CITY: Lansing

STATE: MI

ZIP CODE: 48906

COUNTRY: USA

**AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:**

### FOR INDIVIDUALS \*

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse is a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (✓)	Name of Position of Job Held (senator, representative, name of board/ commission, data entry, etc.)	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	Relation
			From MM/YY	To MM/YY		
General Assembly						
Constitutional Officer						
State Board or Commission Member						
State Employee						

☐ None of the above applies

### FOR AN ENTITY (BUSINESS) \*

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (✓)	Name of Position of Job Held (senator, representative, name of board/ commission, data entry, etc.)	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?	
			From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%) Position of Control
General Assembly						
Constitutional Officer						
State Board or Commission Member						
State Employee						

☒ None of the above applies

Contract Number \_\_\_\_\_  
Attachment Number \_\_\_\_\_  
Action Number \_\_\_\_\_

## Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a state agency I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM**. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

*Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.*

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the **CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM** completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

**I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.**

Signature Deborah Horak Title Principal Date 2/17/2023

Vendor Contact Person Deborah Horak Title Principal Phone No. (517) 853-3870

Agency use only

Agency Number 0710 Agency Name Department of Human Services Agency Contact Person \_\_\_\_\_ Contact Phone No. \_\_\_\_\_ Contract or Grant No. \_\_\_\_\_

# ***Affirmative Action Program***

## **EEO Recruitment Strategies**

Strategy: Gud Marketing Inc. will make a good faith effort to recruit a diverse group of employees and provide equal opportunity for minorities, women and disabled persons to become competitive in state contracting opportunities. Gud Marketing Inc. will advertise positions in media outlets that will provide information and access to the underserved populations.

## **EEO Selection Strategies**

Strategy: Gud Marketing Inc. will utilize procedures, processes and techniques that are fair and do not have an adverse impact on minorities, women or disabled persons. Perspective employees will not be excluded from the hiring process due to race, color, religion, sex (including sexual harassment), national origin, disability, age (40 years old or more), military status, and veteran status.

## **EEO Placement/Orientation**

Strategy: Gud Marketing Inc. will provide newly hired employees with basic employment information during the first couple weeks on the job. New employee position descriptions, fringe benefits information, policies, procedures, and EEO are a few of the topics, which should be covered. Employees will not be denied fringe benefits and or opportunities for promotion based on race, color, religion, sex, national origin, disability, age (40 years old or more), military status and veteran status.

## **EEO Performance Evaluation**

Strategy: Gud Marketing Inc. will evaluate the performance of their employees on an annual basis. It should provide the necessary supervisory feedback to identify areas to be improved as well as to reinforce those activities that meet or exceed standards. Performance appraisal will be evaluated without regard to race, color, religion, sex, national origin, disability, age (40 years old or more), military status and veteran status.

## **EEO Training Strategies**

Strategy: Gud Marketing Inc. will attempt to diversify workforce by utilizing training and apprenticeship programs with diverse participants. Training and apprenticeship programs can increase the number of qualified minorities, women, disabled persons and veterans available for job placement.

## **EEO Discipline Strategies**

Strategy: Gud Marketing Inc. will set clear disciplinary standards and warn of consequences for non-compliance. Discipline will be designed to rehabilitate employees who choose to correct their behavior as well as justify the termination of those who do not. The employer will not mistreat or unfairly discipline an employee based on race, color, religion, sex, national origin, disability, age (40 years old or more), military status and veteran status.

## **EEO Separation Strategies/Exit Interviews**

Strategy: Gud Marketing Inc. will conduct exit interviews as a problem-solving tool in an attempt to reveal employee turnover. Exit interviews can provide the organization with information about how to correct the causes of discontent and reduce the costly problem of employee turnover.

## **EEO Monitoring Strategies**

Strategy: Gud Marketing Inc. will ensure Human Resources managers and supervisors understand this plan and hold managers and supervisors accountable for the effective of this plan.

# PROPOSED SUBCONTRACTORS FORM

• **Do not** include additional information relating to subcontractors on this form or as an attachment to this form.

**PROSPECTIVE CONTRACTOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.**

*Type or Print the following information*

Subcontractor's Company Name	Street Address	City, State, ZIP

☒ **PROSPECTIVE CONTRACTOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**

Güd Marketing's registration status with Arkansas Gov. Services is still pending as of 3:22 PM E.T. on Monday, February 20, 2023. Please see the confirmation number/order ID and receipt information of our pending status below.

## Payment Summary

Amount Paid:	\$258.00
Arkansas.gov Total:	\$270.00
Payment Status:	Complete
Order Date/Time:	02/15/2023 09:58 AM
Confirmation Number (Order Id):	20230215095834845
Name on card:	Hannah Kosaski
Email Address:	GUDBUSINESS@GUDMARKETING.COM
Phone Number:	517-267-9800
Billing Address:	1223 TURNER ST LANSING, MI 48906, UNITED STATES

Please note that the tasks and deliverables listed in the RFP's Information for Evaluation are highlighted in (red) throughout the proposal and that some of the items do not linearly adhere to the form.

### Introduction (E.1.1)

GüD Marketing is a **woman-owned small business** that has operated as a fully integrated marketing agency for over 40 years. Our agency comprises individuals who approach all campaigns with **uncompromising, steadfast dedication, a breadth of experience and enthusiasm for the opportunity to take part in building a better, more equitable future**. We champion early childhood development — an imperative element toward the construction of that future — and we're passionate about lending our abilities to Arkansas's Department of Human Services (DHS), Division of Child Care and Early Childhood Education (DCCECE) in pursuit of its goals.

**We work in service of causes that strengthen communities by building a bridge between intention and action to create a meaningful and positive effect — in the present and for the future.** Our aspiration to transform the world into a welcoming place for everyone drives our success. We recognize the impact DCCECE makes within the communities it serves and would be honored to work alongside you to benefit children and families throughout Arkansas.

As specialists in caused-based campaigns, GüD Marketing is uniquely qualified to partner with DCCECE to reach parents/caregivers, the public, child care providers/child educators around:

- **What quality early child care looks like**
- **The community benefits of quality child care**
- **How enrollment in high-quality early care programs prepares children for school and life**
- **Expanding the use of subsidized child care vouchers**
- **Encouraging and supporting provider participation in Better Beginnings**

Our team is set apart from other agencies by our ability to uncover insights that allow us to tailor messaging and tactics that **reach audiences with precision, authenticity and high impact**. We bring a strong background in initiatives that inspire families to take action toward early childhood education and development — an area for which we are highly passionate. **We have a proven ability to connect parents and families within socially vulnerable communities and empower them to reach out for services — a step that can be perceived as difficult, intimidating and overwhelming.**

In partnership, GüD Marketing has worked to inspire parents, families, communities and providers around early childhood education issues, focusing on key communities that observe particularly low enrollment rates. — within large metropolitan areas and at the statewide level. We have a long and continuing history with the Michigan Department of Education, Office of Special Education, for whom **we support early education outreach through a multitude of initiatives**. We recently joined Easterseals of Greater Chicago to **raise awareness and enrollment in their Head Start and Early Head Start programs amongst disproportionately disadvantaged communities**.

**We embrace the opportunity to work alongside DCCECE** to accomplish similar goals throughout Arkansas. Our methods will lead us to critical insight about DCCECE's audience — how to reach them as trusted messengers, appeal to what is most important to them, encourage them to reach out/participate and point to the most resonant messaging and mediums to utilize.

We enthusiastically anticipate **building a better future for Arkansas by increasing awareness, knowledge, enrollment and participation in high-quality child care throughout the state**. This proposal will demonstrate how we will build a campaign paying special attention to the items detailed within the Scope of Work — and based on our **experience working to develop and implement campaigns of similar size, scope and relevance**.

### Structured for Seamless, Fully Integrated Communications (E.1.2)

GüD Marketing comprises **individual teams dedicated to each marketing discipline** — research and strategy, paid media, earned media, owned media, creative development and activation. Our teams combine their skilled commitment to individual processes with a fluid ability to collaborate with other disciplines to develop communications that consider all barriers and opportunities to create seamless and high-impact communications. The lynchpin of this process is a commitment to **data-driven audience research**, which permeates all aspects of development.

In consideration of DCCECE's goals, we are representing project staff to include:

- An experienced **account manager** with extensive experience in the early childhood education sector.
- A **creative/art director** with over 30 years of design experience.
- A **research manager** who skillfully conducts primary and secondary research for all of our early childhood education campaigns.
- A skilled **strategy manager** who has led strategy for numerous successful early childhood education campaigns.
- A **paid media manager** who has successfully placed over \$45 million worth of media buys in the last five years.
- A senior **owned media manager** with extensive experience with website media and social media strategy.
- A seasoned **public relations (earned media) veteran** with 30+ years of experience in the field.
- An accomplished **activation manager** with years of demonstrated ability to release campaign materials across all mediums and platforms.

To ensure that all project elements are on-time, on budget and of superior quality, we employ work a work management system, a forecasting program, leadership tools (explained in further detail under (5.4.1) "Project Organization) and a full-time traffic coordinator.

This structure, the product of decades of experience and success in working alongside our partners to develop, implement and optimize full-service campaigns, ensures that **campaign development is efficient and high-quality**.

### Measuring Success (E.1.3)

How we measure the success of the DCCECE's campaign will be a high priority for discussion during our initial intake meeting (Step 1 of our data-driven proven process below). Together we will **identify key outcomes and determine the metrics that will mark their achievement**.

Potential metrics and key outcomes to be considered for DCCECE include the following:

- Increased use of vouchers in high-quality early child care settings
- Increased early care provider participation
- Engagement analytics (increased website traffic, social media interactions, etc.)

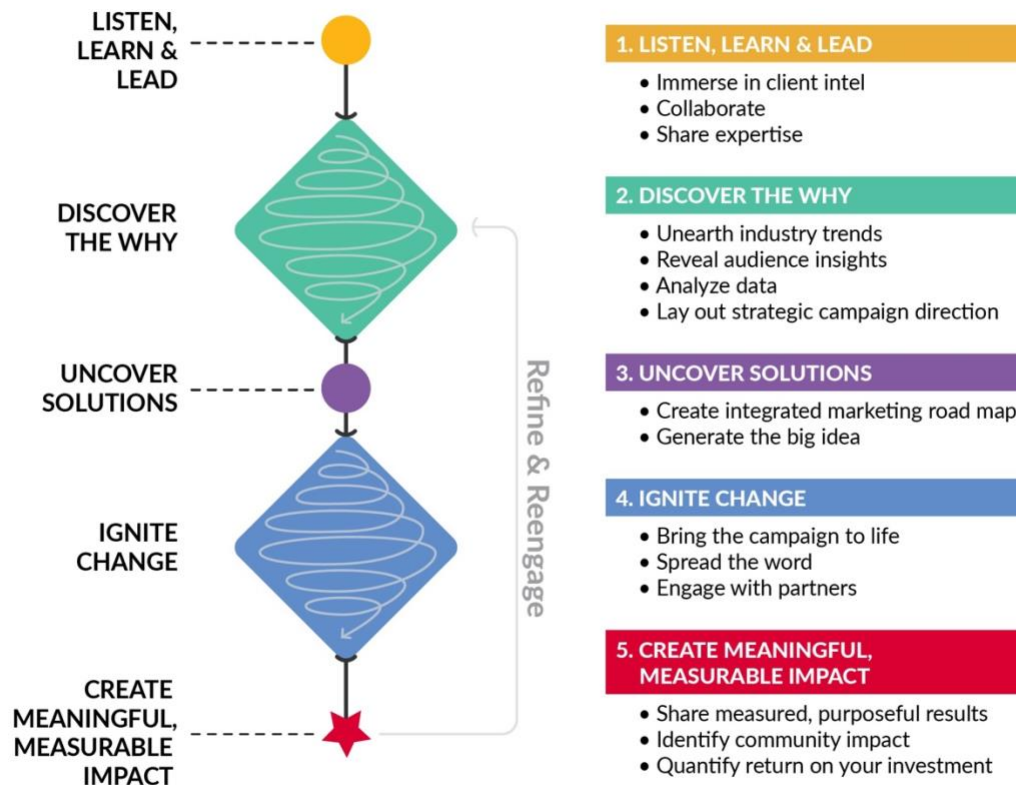
Using a broad range of expertise and an advanced monitoring platform, TapClicks — a global leader in marketing data, performance and optimizations that allows us to unify reporting, online and offline, into one integrated dashboard — GüD Marketing's in-house team of professionals will continuously evaluate the success of DCCECE's campaign.

How success is measured will ultimately be decided by DCCECE with our guidance and recommendations based on previous successes and our expertise in developing, implementing and measuring the meaningful, measurable results of comprehensive campaigns.

## The GÜD Way (E.2.1)

Driven by the successes we've realized in inspiring positive change alongside our clients and recognizing the vast and continuing need for more, GÜD Marketing has identified the most **demonstrated and innovative strategies to achieve our partners' goals**. We've combined the insights gained through rigorous and sustained practice with our command of the continually evolving media landscape to formulate a **data-driven proven process** – The GÜD Way. Following this model, we will increase awareness and education around the foundational elements of quality child care, instill community value for the field and augment provider participation in Better Beginnings throughout Arkansas.

### The GÜD Way



Our recommended approach to the scope of work detailed in the RFP will follow The GÜD Way, which explains in step-by-step detail how we will accomplish your goals, exemplifies our grasp of the work and demonstrates our dedication to the outcome.

## Process for Better Beginnings Marketing Plan (E.2.2)

### 1. LISTEN, LEARN & LEAD

From the beginning, we will establish **open communication and a culture of collaboration** within our partnership. At a scheduled launch meeting, our team will meet yours with a readiness to listen. Achieving DCCECE's goals will require dedication, diversity of ideas and perspectives, honest dialogue and persistence. We genuinely want to understand your work, the communities you serve and your priorities for the campaign.

Prior to the launch meeting, Güd Marketing will review relevant experience, **our knowledge of early childhood education and Better Beginnings**, and study the landscape of early child care audiences, including parents, providers and community/business leaders, across Arkansas to amass a working knowledge that we will leverage on behalf of DCCECE.

Our teams will discuss the project — your current efforts, where you've experienced successes and failures, the barriers and opportunities you've identified and the results you plan to achieve. We will explore ways to **navigate campaign efforts toward your goals** by examining their potential and alignment with opportunities and desired outcomes. Our team will give our best recommendations on timing, budget allocations and other pertinent information related to the campaign. We will compose a **list of current partnerships and stakeholders and work to identify new opportunities** to explore in the interest of extending campaign messaging.

Our DCCECE onboarding process will include the following:

- An introduction to the dedicated Güd Marketing account manager who will oversee DCCECE's day-to-day work and project management. The account manager is responsible for the on-time and on-budget delivery of all services and deliverables and the planning and integration of all communication elements across disciplines. They will also resolve any issues that may arise. A short, user-friendly online intake survey to help us get to know your team a little better (provided ahead of the launch meeting).
- A project launch meeting to discuss the priorities you have listed, preferences and unique challenges.
- Discussion around performance outcomes and what defines a successful campaign.
- Discussions to draft a detailed work plan (including timing and budget allocations).

**Value Received:** *Intake meeting with a conference report that details all agreements made, a summary of any short-term or immediate communication needs and a detailed work plan that defines Güd Marketing and DCCECE's scheduled tasks, timing, and budget allocations.*

## 2. DISCOVER THE WHY

**Lack of promotion, education and outreach about the benefits of quality childcare presents a barrier to providing it.** It's highly probable that the number of children needing enrollment at high-quality programs far exceeds the number of seats available. Communities are likely not fully aware of how they can support quality child care or its encapsulated benefits for the present and future. Child care providers may need to be more knowledgeable about the benefits, services and connections Better Beginnings offers that can elevate the quality of care they provide.

Gaining a deep understanding of DCCECE's diverse audiences is a critical step toward developing a campaign that promotes, educates and reaches out on behalf of early child care across Arkansas. **GüD Marketing is distinguished by our skill and dedication to pairing focused audience groups with optimal messaging, delivery and timing.** We've developed this practice by designating research as the cornerstone of our campaign development process.

For DCCECE's campaign, **audience groups will vary distinctly according to the individual outcomes** discussed in the RFP. Each goal will point to unique audience groups. For example, the second goal in the RFP of informing the public (including community leaders and business owners/management) of the benefits of having quality child care in their communities, will have a very broad audience as compared to goal #5, encourage and support provider participation in Better Beginnings.

### Secondary Research

According to campaign goals, our team will **access existing information from appropriate sources** to identify factors such as:

- The composition of DCCECE's audience, considering demographic, geographic, psychographic and cultural factors.
- Existing barriers between DCCECE's audience and their goals.
- Pinpointed identification of key audiences to inform hyper-focused tactical strategies.

We will examine **Arkansas and Better Beginnings-specific data** including licensed providers in the child care provider database to identify any noticeable factors (e.g., geographic areas that represent "childcare deserts") and Better Beginnings website traffic.

Sources that may be accessed in conducting secondary research for DCCECE include:

- Census data
- Center for Disease Control and Prevention's Social Vulnerability Index
- Existing educators in the Better Beginnings database
- The National Academies of Science, Engineering and Medicine
- The Institute of Medicine and the National Research Council
- The National Institute of Child Health and Human Development Study of Early Child Care

Uncovering these insights will **define DCCECE's audiences — broad and focused — according to their unique and shared characteristics** and discern the messaging framework that will authentically reach and resonate with each group.

An example of how we will define DCCECE's audience groups considers the fourth goal listed in the RFP, "expand the use of subsidized child care (vouchers) in high-quality settings." Messaging around this goal will be distinctly different for parents and providers.

For parents, we will need to gain insights about the **current baseline of awareness** about vouchers, their availability and eligibility requirements, how many parents are currently using vouchers and how many eligible parents are not using vouchers, how the use of vouchers is related to available child care providers (from a geographic perspective), etc.

For providers, we will investigate to **identify providers that accept vouchers and those that do not**, the reasons why, how those numbers fit into geographic, demographic and cultural perspectives, how those numbers relate to Better Beginnings Quality Rating and Improvement System, etc.

Through our work with Build Up, Güd Marketing is painfully aware of **provider challenges that hinder inclusive early care**. Many providers lack the training and resources to address behavioral issues, mental health disorders and disabilities. Combined with the high demand for early care and low availability, children who face these issues are often not accepted (in some cases because the provider chose not to accept government subsidies) or dismissed from the program. This unfortunate reality addresses a whole new set of challenges, including:

- The child is denied the ability to interact with peers in an environment that encourages cognitive and behavioral growth in preparation for school.
- The parent is limited in their ability to work (sometimes having to drop out of the workforce altogether). Faced with providing early education and care for their child with high needs (without training), the economic and emotional stress often causes an environment unconducive for early learning with a high probability of resentment, neglect or abuse.
- The child's peers in high-quality child care settings miss out on the opportunity to learn invaluable skills about tolerance, respect and acceptance of people with challenges that differ from their own.

Our most recent work with Build Up includes **provider training videos that provide helpful information, tools and resources for addressing unique needs in high-quality early care settings**.

With a clear understanding of these audiences, we **will identify barriers and opportunities for reaching each and overlapping interests that can be leveraged towards achieving goal four**. For example, both parents and providers may be motivated by the paralleled increase in voucher amount and quality rating.

### Primary Research

Primary research activities that obtain new information that relates explicitly to DCCECE's audience, where necessary, may be a core component of our approach. **These activities represent an initial investment toward campaign development in the first year of our contract with DCCECE – primary research activities will not be repeated in subsequent years.** Primary research activities may be used to reveal deeper insight into factors including:

- What parents currently know about high-quality child care, how to find a provider and which resources are available.
- Public perceptions (including community leaders and business owners/management) about quality early care and the assets of its availability in their communities.
- How Better Beginnings is received amongst child care providers and their awareness of the programs and services offered.

These insights will hone audience segments to generate the most accurate messaging framework to reach DCCECE's audiences accurately. Potential primary research activities for DCCECE, to be determined at the launch meeting, include:

### Stakeholder Interviews

**Guided dialogue with Better Beginnings staff members** with key responsibilities will yield specific barriers and opportunities that will direct messaging and strategy. We will delve deeper into factors including:

- The background of Better Beginnings and previously employed education/outreach messaging and strategies
- Current audience knowledge and perceptions of Better Beginnings and early child care

- Commonly identified issues with receiving and utilizing vouchers in high-quality settings

**All interviews will be facilitated and coordinated by Güd Marketing's Research & Strategy Team** to develop a more nuanced understanding of DCCECE's core audiences and relevant programming.

### **Focus Groups**

In-depth discussions with parents – expertly conducted in-person or online by Güd Marketing – will provide **concentrated insights into the motivations and barriers, thought processes, points of confusion and rationale** around issues including:

- If and how they are seeking child care
- The child care sources they identify as viable
- Whether or not they have heard of Better Beginnings and what their perceptions are
- How they define high-quality child care and the value they place on attaining it

The insights gained through primary research activities will inform **optimal campaign creative and messaging** for DCCECE's campaign.

Güd Marketing will, in the course of our regularly scheduled update meetings and, as needed, remain in communication with DCCECE throughout this process to give and receive feedback and review new information. Upon completing our research phase, we will develop a comprehensive campaign brief that will include a **clear and concise messaging framework and will be submitted to DCCECE for review and approval.**

**Value Received:** *Development of a strategic direction; creation of a clear, concise messaging direction; drafting of a comprehensive campaign brief and audience profile to launch agency teams on solutions.*

### 3. UNCOVER SOLUTIONS

From the agreed-upon campaign brief, Güd Marketing will develop a campaign plan to educate families, providers, community and business leaders and the public about the importance of high-quality early childhood education and care through Better Beginnings.

We will take direction from and provide recommendations to DCCECE regarding the usage or modification of existing campaign assets in working toward your goals. We have vast experience working with our partners to incorporate existing materials — as is or updated to reflect revamped logos and messaging — in fresh campaign initiatives.

Our teams will work simultaneously — our creative team will ideate creative concepts while our media team conceptualizes distribution strategies. In concert, they will **create a campaign plan that will resonate with audiences throughout Arkansas**. All insights uncovered throughout Step 2 will be utilized in developing an overarching direction for tactical strategy and campaign thematic — an overall direction for creative combined with messaging that DCCECE's audience will find **appealing, accessible and impactful**.

#### Messaging and Campaign Thematic

Güd Marketing is committed to **pairing strategic communications strategies with an overall creative concept that resonates with specified audiences and accomplishes the goals of each campaign**. Our creative team will use data-driven audience insights to outline broad creative concepts. This will be achieved through a process of ideation, innovation and evaluation of concepts in terms of:

- Appeal, approachability and aptness for Better Beginning's audiences
- Compatibility with outreach tactics
- Ability to accomplish campaign goals
- Capacity for versatility throughout campaign tactics

With deference to the complexity and, in many cases, the vulnerability of DCCECE's audiences, Güd Marketing is dedicated to developing and producing **work that incorporates cultural competence, inclusivity and accessibility. We consistently aim beyond compliance to demonstrate our commitment** — this value is reflected in the images, graphics and language we use throughout our work. It will be evidenced in the concepts that we develop for DCCECE that genuinely resonate with the parents and families, providers and communities throughout Arkansas that you serve.

The strongest campaign concepts will emerge through a collaborative process of discussion, assessment and elimination. Güd Marketing will present these concepts to DCCECE for review and directional approval. The approved concept will be developed in alignment with our overarching strategic communications plan to work in concert to achieve campaign goals.

#### Strategic Communications Plan

Güd Marketing, through its partnerships, strengthens communities through marketing initiatives that range from simple rebranding to comprehensive strategic plans. Working in tandem with our creative team and in consideration of the parameters indicated by DCCECE, our media teams — paid, earned and owned — will ideate and produce **directional recommendations for a campaign media strategy that accomplishes all of the goals listed in DCCECE's RFP**.

Our research and strategy teams will collaborate with senior professionals from all marketing disciplines to ideate and produce directional recommendations for review and approval by DCCECE. We will conduct a media landscape analysis to identify the habits of DCCECE's audience groups — how, when, where and why they consume media — to **inform recommendations for media activities (paid, earned and owned) that will most aptly reach your audience to achieve campaign goals**.

Our team will work closely with DCCECE's to **tailor a strategic plan** that details how awareness and participation will be increased through multiple tactical measures. The plan will include the following:

- Overall communications strategy
- Messaging variations for specific audience groups
- Media strategy
- Other strategies and tactics agreed upon that may include partnership activations, events and grassroots community outreach

Considering DCCECE's goals, campaign tactics will focus substantially on **grassroots outreach** (earned media) tactics with some broad-based media support (paid media) to expand and extend campaign messaging. Our campaign will take a **fresh, innovative approach** to **directly and effectively reaching audiences**. Our approach will be discussed further in Step 4.

GüD Marketing can accomplish all of DCCECE's fully integrated marketing and communications agency goals. **Leveraging insights and resources**, our team will develop a tactical roadmap that joins messaging and implementation **to reach and engage DCCECE's broad and diverse audience**.

**Value Received:** *A detailed and creative education outreach campaign plan for DCCECE with messaging structure including diversity and inclusion considerations; paid, earned and owned media plan framework; final campaign impact strategy and budget allocation recommendations.*

## Project Implementation (E.2.3)

### 4. IGNITE CHANGE

Equipped with DCCECE's approved public marketing and education outreach campaign plan, Güd Marketing will begin **development and implementation to bring the campaign to life**. Our teams will complete all tasks, create all deliverables and execute all tactics determined in Step 3's campaign plan development to promote **Better Beginnings and increase awareness of quality early child care and enrollment for children and providers across Arkansas**.

Güd Marketing specializes in **customizing campaigns** to meet the goals and needs of our partners. Development and implementation for DCCECE's campaign will meet all predetermined guidelines around timelines, budgets, approved tactics, etc.

Campaign development and execution fall into four categories:

- Paid media
- Earned media
- Owned media
- Creative development

#### Paid Media

Paid media is a **valuable and effective marketing tool for education and outreach strategy**. It will draw awareness and engagement to quality early child care's role in positively changing individual outcomes, strengthening communities, and encouraging provider participation in Better Beginnings. Our experienced paid media team has access to the industry's top media and evaluation tools, allowing us to implement and capitalize on paid media tactics fully. Over the past five years, we have planned, scheduled, placed and reconciled more than \$45 million in paid media.

**As practiced stewards of public funds, we seek to attain value-added placements of at least 25% of the GRP goal in our proposed media buy.** Following our standard protocol, our team will create a detailed media schedule for DCCECE's review and approval. We will recommend, purchase and analyze media on behalf of DCCECE that is consistent with messaging, budgets, target markets, goals and objectives, and audience segments.

- **Negotiation and Scheduling:**
  - We understand that DCCECE's audiences throughout the state of Arkansas represent a diverse and nuanced audience. We will **tailor our media tactics** accordingly.
  - We'll **place paid social, digital and traditional media** (such as print, outdoor and broadcast) on various stations and platforms to reach as many residents as possible, ultimately gaining millions of impressions and views. This is what we call "in-the-moment advertising;" It has worked with great success in initiatives that reach parents, families, communities and providers to inspire action regarding early child care.
  - We will **refine our paid tactics** in collaboration with DCCECE using best practices and innovations to meet your goals.
  - The approved media plan will accommodate the recommended reach and frequency best suited to meet the campaign's goals, and we will strategically negotiate rates on behalf of DCCECE. We have a track record of negotiating up to 55% of submitted rates and 50%-80% off additional inventory.
  - **Value-add opportunities:** Our media partners are accustomed to a starting point below their rate cards due to the nature of our work. The first type of added value we negotiate is additional inventory, similar in kind and quality to what is detailed in the core contract. We maximize inventory as much as possible — up to the point of diminishing returns. This

effort will include additional spots/ad placements, improved dayparts, campaign date extensions, etc.

- Once negotiation is completed with the desired media partners, we will proceed with **developing the media schedule** for review and approval by DCCECE, including:
  - Target audience groups
  - Paid media platforms
  - Flight dates and geographic breakdown
  - Messaging and advertising asset needs (for creative development)
  - Budgets by tactic and media weight

Our paid media team will bring the campaign to life with **promotion, education and outreach around quality early child care in Arkansas**. The messages will be positioned to reach audiences and have a frequency that will channel recognition, awareness and action.

Below, we detail some of the paid media tactics our team points to as having a high degree of impact potential for DCCECE's campaign.

### Sponsorships

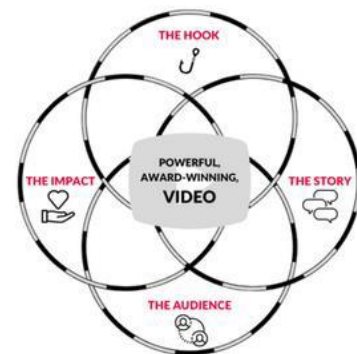
Better Beginnings-sponsored event booths at strategically identified locations and events — for example, health clinics, grocery stores and local events — will support grassroots outreach by positioning Better Beginnings to interact with key audiences directly. These will present an opportunity to showcase Better Beginnings and can additionally draw interest through giveaways (books, stickers, etc.)

### Video Production

Güd Marketing has more than 40 years of experience telling stories on behalf of our clients, with informational video and multimedia treatments always at the forefront. We have produced award-winning work in sectors including early childhood development and education, philanthropy, attainable housing, health care and public transportation. Our experience has been heavily focused on campaigns dealing with programs and services that benefit highly vulnerable people reluctant to be in the spotlight. We are skilled at helping people find their voice by using video to transform fear into empowerment and underrepresented stories into powerful and inspiring messages.

Parents, providers and community leaders throughout Arkansas will bring a wealth of diverse and nuanced perceptions to early childhood education around what defines it and how it should appear and be implemented across the state. Güd Marketing has found that one of the most potent and unifying tools available for promotion and education outreach is video. The power of video lies in its ability to mirror a situation and solution with which the viewer identifies — evoking solidarity and encouraging imitation.

We understand what comprises a video that resonates with parents, providers and communities on behalf of quality early care — the intricate details of content, tone and setting. Evidenced by our history with similar projects, we comprehend the imperative nature of its availability and use, the impacts it will make in the future. Creating videos that truly reach and inspire positive change requires a combination of four critical components displayed in the graphic above. We are experts at identifying the exact hook with a compelling story that will engage audiences and encourage action.



## Direct Mail

Promotional mailing affords a high degree of accuracy in reaching audiences who could benefit from Better Beginnings – through awareness, education, participation or financial resources. It is an opportune medium for addressing audiences who are less likely to interact with less traditional forms of communication.

## Content Marketing and Ad Placement in Community-Based Weekly/Monthly Publications

Printed community news sources help reach broad audiences, including community and business leaders. Campaign messaging can be extended through these publications in articles, PSAs and advertisements.

## Outdoor Advertising

From bus signage to side street billboards, outdoor advertising will bring visibility to Better Beginnings for in-the-moment audiences.

## Featured Experts

Early childhood education experts will command attention from parents, providers and community/business leaders. Audio/video footage can be repackaged and utilized in earned and owned spaces to yield the highest return on investment.

## Earned Media

GüD Marketing understands **the power of storytelling** – in a skillfully crafted story, the audience is compelled to identify themselves and their community, making it a formidable tool for conveying the importance of early childhood education. The seasoned journalists of our earned media team have executed many large- and small-scale public relations services. They are skilled at **drafting editorial calendars and op-eds, speechwriting, crisis management, press releases, outreach and earned planned development**. Our earned media process for garnering interest, partnerships, promotions and community engagement around Better Beginnings throughout Arkansas is outlined below:

- Identify unique stories that highlight positive stories to inform, resonate, engage and inspire Arkansans. These will include accounts that provide crucial information.
- Identify media outlets and reporters interested in promoting Better Beginnings and early child care.
- Connect real-world partner activities that support paid media efforts.
- Develop a schedule of earned activities that support paid media efforts.
- Review the opportunities and schedule.
- Conduct media outreach to generate interest and identify partners.

We will work with DCCECE to **identify earned media needs and opportunities to form a plan for public and grassroots community relations** that will achieve campaign goals in terms of short-term communications and sustained efforts. Our public and community relations strategies have been recognized at the local, state and national levels – they give us an edge over other agencies and prove our ability to take control of the narrative around Better Beginnings' identity, messaging and public perception to advance outreach.

In hosting news conferences, participating in Better Beginnings stakeholder and sponsored events, scheduling media availabilities to promote announcements and coordinating with local and statewide advocacy groups, GüD Marketing will ensure **seamless efficiency**.

## Grassroots Community Outreach

- **Coalition Building**

GüD Marketing will leverage existing partnerships and stakeholders and go beyond the “usual suspects” list to bolster DCCECE/Better Beginnings’ outreach in specific communities.

Entities may include:

- Arkansas Better Chance (ABC)
- Schools and Universities/Colleges
- Business and Community Leaders
- Local Health Care Providers
- Local Libraries
- Community Faith Leaders
- Children’s Advocacy Centers of Arkansas
- Arkansas Advocates for Children & Families

Local partners and stakeholders are key to the success of DCCECE’s campaign — **a robust coalition will allow messaging to permeate broad and focused communities in Arkansas through the distribution of materials, word-of-mouth advertising, etc.**

- **Community Events**

Our earned media team will work with DCCECE to identify community events where DCCECE/Better Beginnings can **directly reach target audiences** who are actively looking/recruiting for and interested in quality early care. Event highlights can be posted to websites, social media channels, etc. to garner the highest possible reach and value.

- **Online Community Engagement**

In addition to robust, grassroots, on-the-ground activation, we will also **engage community groups online**. Many neighborhoods have online community groups through social media platforms to share important local information. We will provide messaging and resources that group website administrators can share. For example, Nextdoor is a hyperlocal social networking service with an already-established user base where cities can provide information within the community. We will partner with communities to share critical campaign messaging on an ongoing basis to extend Better Beginnings’ campaign awareness and reach.

Nextdoor is a popular platform in Arkansas, which the site identified as in the top five “states with the kindest neighbors” in 2022. As a tool, Nextdoor is one tool we can leverage to **infuse focused communities with Better Beginnings messaging**.

## Virtual Public Meetings and Outreach

In today’s world, there is a substantial audience expectation that meetings will be conducted virtually or include a virtual component. Virtual platforms have made public engagement events more accessible than ever — a benefit we will leverage on behalf of ODPS. Virtual town hall meetings, for example, yield more public feedback than live events. In addition to increased engagement, our team can record public forums and news conferences and share a link through paid social media, the website, social media, etc. This **expands the viewing audience to include those who can consume the content at leisure**. We will navigate ODPS’ virtual outreach, from building awareness and recruiting attendees to handling all logistical and technical aspects for a seamless experience.

To make DCCECE’s content more accessible, we can pare extended recordings down to brief, easily consumable segments. This will enable content critical to ODPS’ mission to be shared multiple times on various **platforms, allowing key audiences to connect** with it on their own schedule. We have a history of success in using this outreach and engagement strategy — we’re confident that coupling

targeted, concise content with interactive public relations powered by web/social media will maximize the potential to establish communications with potential target audiences.

## Owned Media

GüD Marketing recognizes the **benefits of a robust owned media campaign — from social media to website** — toward achieving immediate campaign goals and sustaining momentum long into the future. Our owned media team stays on top of industry trends to ensure that the tactics we employ are effective amid the changing landscape of the digital world. Owned media is often overlooked in an integrated communications campaign, but **as it comprises messaging generated directly from the source, it is one of the most critical media categories.**

DCCECE has identified the following owned media endeavors as required activities in the scope of work:

- **Manage the existing Better Beginnings Website**
- **Increase online presence, including the use of various social media platforms including, without limitation, Facebook, Twitter, YouTube and Instagram**

GüD Marketing is equipped to **augment DCCECE's current owned media efforts, as requested or indicated, including launching new owned media tactics** deemed valuable to existing and emerging campaign efforts. Our team will **review all existing owned channels with a new lens to optimize owned media efforts**, incorporating new creative and messaging as necessary and maintaining consistency of thematic and messaging across all DCCECE platforms.

### Managing the Better Beginnings Website

Our owned media specialists take an **adept and agile approach to website management**. Using the latest trends and technologies, we will:

- Ensure that all programs, libraries and plug-ins are up-to-date and working.
- Conduct frequent updates.
- Critically check for potential errors and fix any that are identified.

### Increasing Better Beginnings' Online Presence

According to campaign needs and DCCECE's preferences, GüD Marketing will **develop a social strategy** to support and reinforce other advertising tools such as traditional paid advertising, public relations, etc. In creating a social media plan, we can **explore and leverage every opportunity for social media to work in conjunction with other media vehicles to maximize reach, frequency, relevance, effectiveness and value.** For example, earned media efforts like media coverage can be abbreviated/repackaged to highlight and emphasize DCCECE campaign messaging, then posted across social media channels.

GüD Marketing will ensure that the **messaging shared through DCCECE's owned media platforms is reliable, accurate, authentic and up-to-date.**

Additional owned media opportunities for campaign consideration include:

### Interactive content

Encourages parents and providers to **follow through with DCCECE's calls to action.**

## Email campaigns

Email may be a valuable tool to **promote awareness around the programs and services Better Beginnings offers**, including access to provider information and provider resources, information about quality standards for early care and how to access financial resources. Email campaigns:

- **Are cost-effective**
- **Facilitate high-frequency exposure to campaign materials.**
- **Can easily be customized to reach focused audiences.**
- **Are perceived as unobtrusive by audiences who are reluctant or unlikely to engage with materials outside of their home due to limited mobility, linguistic/cultural restraints, etc.**
- **Can quickly disseminate information about programs and services, dates and deadlines, events and can, through prompts and links, facilitate calls to action and direction to resources.**
- **Present an apt vehicle for engaging relevant stakeholders with information about DCCECE/Better Beginnings that can be accurately shared and coordinated.**

## Blogs and Podcasts

Blogs and podcasts are readily shared across owned channels including social media to share pertinent information and **keep Better Beginnings at the forefront of consciousness for parents, providers and the community.**

Owned media encompasses **experiential communications**. Our team will capitalize on all direct audience and partner engagements such as contests, business partnerships, community asset toolkits and more to extend DCCECE messaging. **Customized and direct engagement with audiences will build trust and credibility between DCCECE and audiences in Arkansas.** Strategic partner websites are a resource that can be leveraged in the implementation of the campaign plan.

GüD Marketing is poised **to create, enhance and transform** all owned media channels that can be used to expand DCCECE/Better Beginnings campaign reach.

## Creative Development

GüD Marketing is distinguished by our **exemplary creative strategy, unique concepts and dramatic executions, which produce demonstrated results for our clients.** We employ copywriters, art directors, production artists, video specialists, a web developer and a production manager to manage and implement the development phase of the creative process for digital-, broadcast-, print-, fabrication- or web-ready files that reproduce seamlessly for our clients. Our team will take direction from the approved DCCECE campaign plan and creative brief to develop the advertising elements.

We will develop and implement all of the creative assets and follow all guidelines described in the RFP that, include:

- Design and produce **marketing materials** and promotional items
- Produce **printed materials** that support the mission of Better Beginnings
- Provide **proof of promotional materials** for DHS approval (following review and correction) before production
- Provide **promotional merchandise and printed materials** to be distributed to the public
- Design and produce **items necessary for multiple conference booths and community events**, including but not limited to retractable signs, backdrops and tablecloths.

Our approach to creative development includes the following:

- The creative brief is formulated based on findings from research and in alignment with the approved campaign plan and creative direction from Step 3.

- The creative team, launched from the approved brief and the media plan/schedule, begin to **bring the campaign to life.**
  - The team works with finished products in mind, considering the following:
    - The final use of the file (digital, broadcast, print, web, etc.)
    - Sizing the files to the correct medium and tactical specifications
    - Image, video and audio retouching
    - Color, brand and campaign management across mediums
    - Development of high-resolution PDF (where applicable)
    - Collection of source files or vendor use (where applicable)
    - Final file archiving
- All deliverables are created in accordance with the predetermined media schedule and approved tactical plan. Complex deliverables, such as video, are subject to individual schedules, preproduction and production plans. Deliverables are routed for internal quality and integration assurance, presented to the appropriate DCCECE team members in various stages of development and once granted final approval, are implemented by our activation team or trafficked to the media department.

Our paid media plan will instruct the deliverables to be executed throughout the creative development process.

#### Regular Reporting on the Campaign Progress (E.4.2)

Güd Marketing will maintain **consistent communication with DCCECE** throughout all phases of campaign development – from pre- to post-campaign launch – to ensure that our tasks and activities sustain orientation to your goals and preferences. **Every month (by the 15<sup>th</sup> of each month), we will submit a progress report and invoice** that details progress and provides recommendations.

#### A Note About Diversity, Equity, Inclusion and Accessibility

**Commitment to cultural competency** is woven throughout all of Güd Marketing's work. Beyond race, ethnicity, gender and sexual orientation, we are also committed to diversity on multiple fronts that are underrepresented in broad communications – body types of all shapes and sizes, faces with freckles, tattoos, wrinkles and scars – breaking the mold on how communicators “typically” represent any audience group. Our **dedication to accessibility** is built into our company values and mission to create strong, healthy communities for all people.

We are well versed in working with a partner, when needed, to develop materials that are **not merely translated but “transcreated”** to accommodate for cultural nuances and barriers, customizing campaign messaging and materials so that they are received accurately and as intended across different cultures.

Güd Marketing is committed to producing **deliverables meticulously compliant with 508 standards** for our clients. We follow WCAG 2.1 AA, which details the most recently updated specifications. Led by our ADA-Certified specialist, our team is **vigilantly mindful of accessibility** in all developmental details related to structure, fonts, color contrast, graphics, tagging, flow of information, language clarity and coding.

We will ensure that all deliverables for ODPS are accessible by:

- Strictly adhering to the four main principles set forth, that all information be:
  - Perceivable
  - Operable
  - Understandable
  - Robust
- Using compliance functions, including:

- Providing descriptions or <alt> tags for images (non-text items) in HTML with descriptive text
- Providing closed-captioning for video content
- Ensuring clear, well-written and uncluttered content
- Ensuring text can be sized up to 200% without assistive technology
- Utilizing third-party verification websites to validate our compliance and uncover improvement areas

**Value Received:** Development and execution of DCCECE's Better Beginnings public marketing and education outreach campaign; production of all deliverables associated with the campaign (paid media, earned media, owned media and creative development); copies of all campaign artwork, logos, photos, copy treatments, etc.

## 5. MEANINGFUL, MEASURABLE IMPACT

Once DCCECE's campaign has been released, **Güd Marketing will maintain our commitment to its success.** At this stage, we will be concerned with metrics and measurement. According to the factors discussed at the launch meeting and throughout campaign development — goals, budgets and timelines, and how success will be quantified and reported — we will **consistently audit and evaluate your campaign, optimizing its implementation as needed**, to ensure that DCCECE receives the greatest value for its expenditure. (E.1.3) (E.4.2)

Our teams use **top-of-industry tools** to measure analytics that allow us to measure campaign impact — often in real time. Our commitment extends beyond simply reporting on media *outputs* to connecting that data with specific campaign *outcomes*. We are vigilant in ensuring that campaigns are completed within established timelines and distributed to the appropriate media outlets and then verifying that campaigns are run in their entirety and at planned frequency. We don't subscribe to a "set it and forget it" mentality — we **work agilely to evaluate success, identify opportunities for optimization, communicate and garner feedback from our partners and make swift changes as needed.**

- Our paid media team will closely monitor and optimize all placements to ensure return on investment.
- Our earned media team will continue working to establish connections to content via interviews, stories, etc., using Agility PR Solutions, our media outreach, monitoring and analytics platform, and will continue to grassroots outreach opportunities.
- Our owned media team will continue working with DCCECE to optimize owned channels to leverage the most significant impact they can afford.

Upon campaign completion, Güd Marketing will develop a **detailed campaign report** — a campaign recap detailing an **analysis of the campaign's alignment with set goals and advertising components.** This report will include performance outcomes documenting each component's effectiveness — we are committed to providing return on investment to our partners.

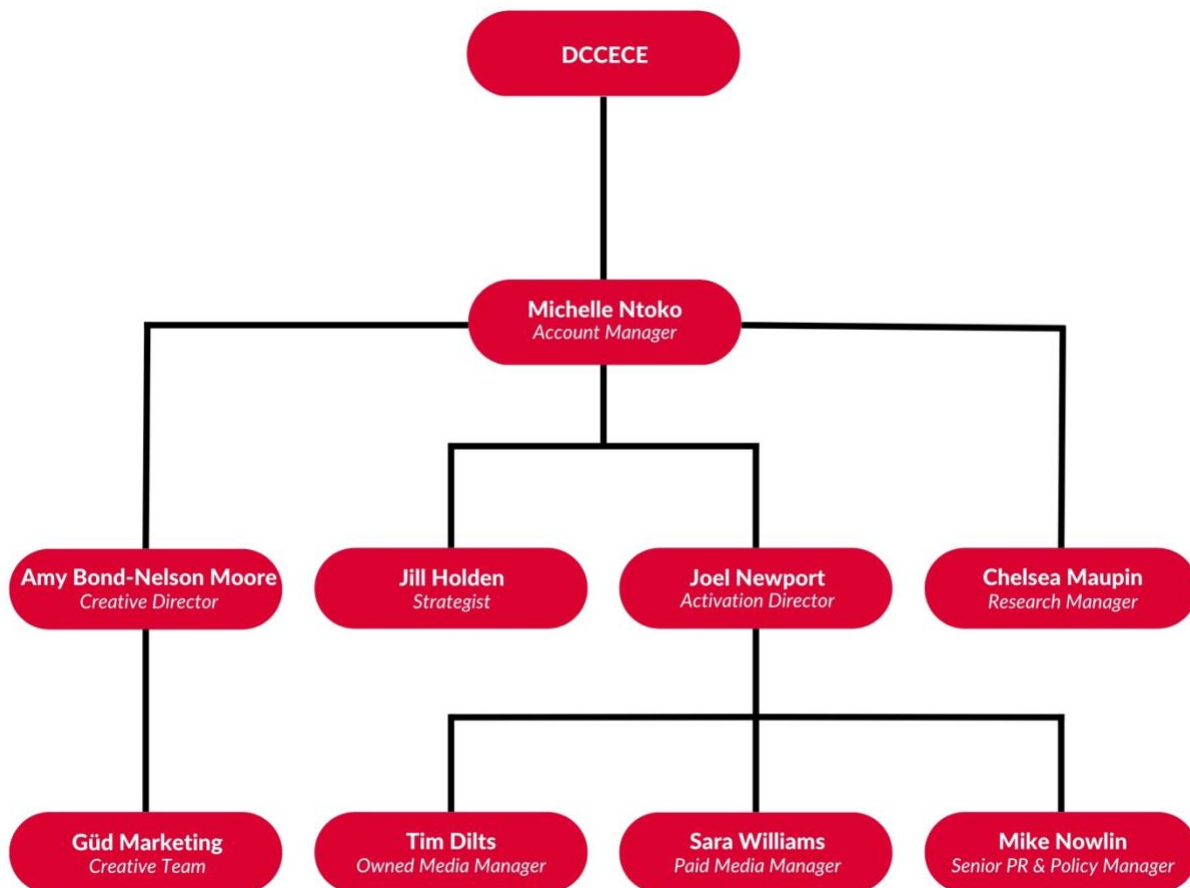
For subsequent years, we will submit an **annual report** to DCCECE that includes an evaluation of the campaign's effectiveness **by August 15<sup>th</sup> of each year** during our contract period.

**Value Received:** Campaign recap report including the impact achieved, metrics, performance results, campaign insights and recommendations for future efforts; An annual campaign report by August 15<sup>th</sup> of each year of our contract.

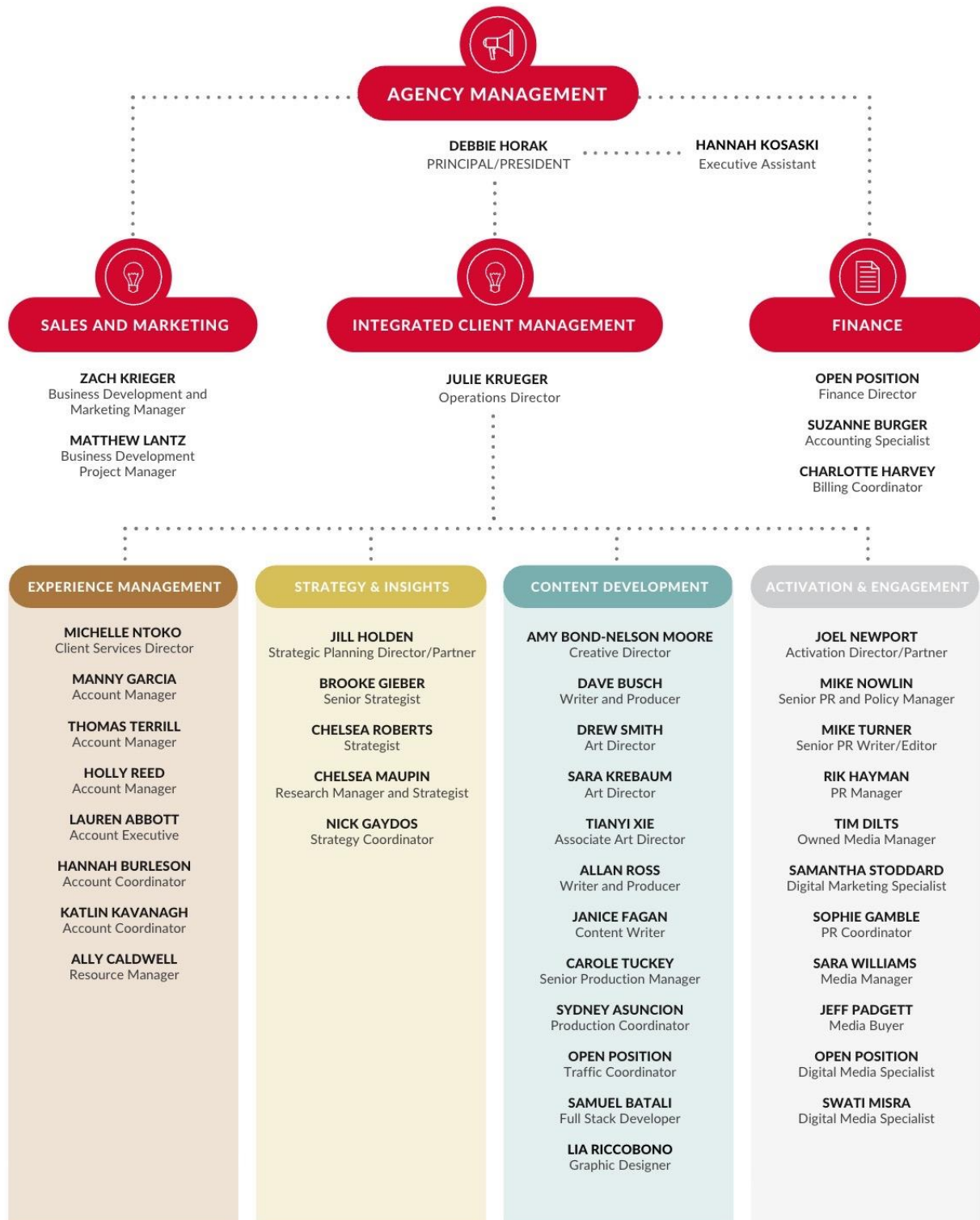
(E.3.1,2,3)

The following pages contain the information requested in section E.3 of the Information for Evaluation form: A project-specific organization chart, an overall organizational chart, key staff resumes and case studies.

### Project-Specific Organization Chart



## Overall Organizational Chart



## AMY BOND-NELSON MOORE CREATIVE DIRECTOR



### EXPERIENCE

Güd Marketing  
(formerly Pace & Partners Inc.)  
Art Director

1997

2006

Redhead Design Studio  
Owner, Creative Director

Bond Creative  
Owner-Operator  
Do-It-All Entrepreneur

2015

2017

Güd Marketing  
Associate  
Creative Director

Güd Marketing  
Creative Director

2020

### AWARDS

In the past five years alone, more than 30 awards for public education campaigns, projects and brands via the American Advertising Federation ADDY Awards, Public Relations Society of America PACE Awards, MarCom and Communicator.

### EDUCATION AND TRAINING

- + B.F.A., Studio Art, Michigan State University
- + Dale Carnegie Leadership Training
- + Health Equity and Social Justice Training (40-plus hours)

### EXPERIENCE THAT MATTERS

#### High-Impact Creative

- + Over 20 years of developing innovative, high-impact, culturally competent creative campaigns, brands and projects in multiple sectors, including natural resources, environmental ecology, agriculture, tourism and recreation, health and nutrition, education, health care and transportation.
- + Develops award-winning creative execution for many government clients such as the Michigan Department of Natural Resources; Michigan Wildlife Council; Michigan Department of Environment, Great Lakes, and Energy; Michigan League of Conservation Voters; and Michigan State University.
- + Responsible for design direction and oversight of development for dozens of websites, ranging from provision of page design templates and visual elements to complete overhauls (audit, reorganization, redesign and redevelopment of websites), as well as creation of brand-new sites from the ground up. Types of sites include nonprofit organizations, regional health care providers, colleges and departments at Big 10 universities, regional retail sites and statewide government organizations/programs/initiatives.

#### Web Design Direction

- + Directed web suite creation work for the Office of the University Physician at Michigan State University. This incorporated the re-creation of its six-site web suite, conceptualization, design and development of the responsive user-interface-focused CMS-based sites. Technologies included HTML5, CSS and JavaScript via a Drupal CMS platform.
- + Directed brand refresh and web design for Michigan Wildlife Council (MWC), including the creation of a brand-new website. This involved brand development, conceptualization, design and the implementation of a modern and responsive user interface.

## ADDITIONAL EXPERIENCE

- + Adjunct Faculty, College of Art, Art History + Design, Michigan State University
- + Board Member; Diversity, Equity & Inclusion Committee Member; and Communications Committee Chair — Fenner Conservancy
- + Committee Member, East Lansing Public Schools, Marble Elementary, Equity Team
- + Committee Member, Safe Routes to School, East Lansing

## EXPERIENCE THAT MATTERS

### Brand Development, Positioning and Promotion

- + For the MWC, art and creative direction for the 2018-2019 “Funded by Hunting & Fishing Licenses” campaign, designed to translate the complex message that habitat and species conservation and restoration are funded via this licensing system. The positioning builds goodwill for hunting and fishing with audiences outside the sector.
- + Twenty years of brand development, positioning and promotion for dozens of organizations, projects, events and campaigns ranging from statewide initiatives like “Meet Up and Eat Up,” to international organizations like the Institute of International Agriculture, to local icons like the MSU Dairy Store.
- + For the Sparrow Health System, development of the brand identity, positioning and promotion of the “Feelin’ Good Mileage Club,” a regional incentivized fitness program for school-aged children.

### Diverse and Culturally Competent Creative

- + Visioning, naming, branding, web and app development for “Meet Up and Eat Up” — Michigan’s statewide free summer food service program. Via the United Way for Southeastern Michigan, in partnership with Michigan No Kid Hungry and the Michigan Department of Education, re-envisioning of this program to reduce stigma and increase participation. It has been so successful that it is being used in multiple states, including North Carolina, Nevada and Maryland.
- + Ideation, art direction and implementation of the “No Excuse for Sexual Assault” campaign via Michigan State University’s Title IX office. This work challenged cultural norms on MSU’s campus by taking frequently heard excuses for sexual violence and clarifying the line of consent with approachable visuals and messaging.
- + Ideation, art direction and implementation of the “I Will Never Lose” campaign and implementation toolkit for MiABLE (a State of Michigan tax-advantaged savings program for persons with disabilities). This work highlighted ABLE account holders and their families in video, digital, social, content marketing and toolkit materials. Personal accounts from participants about the freedom ABLE accounts provide allowed the product to speak for itself, without stigmatizing people with disabilities or presenting work that patronized the audience.

# MICHELLE NTOKO CLIENT SERVICES DIRECTOR



Word cloud featuring terms: leadership, strategic planning, project management, budget management, integrity, creative, organization, knowledge, collaborative, detail oriented, analytical, dedication, expertise, marketing, proactive, strategic planning, project management, knowledge, collaborative, detail oriented, analytical, dedication, expertise, marketing, proactive, strategic planning, project management, knowledge, collaborative, detail oriented, analytical, dedication, expertise, marketing, proactive, strategic planning.

## EXPERIENCE

Skyline Outdoor Advertising  
Account Executive

2004

2012

Comcast Spotlight  
Account Executive

Güd Marketing  
Account Manager

2015

2018

Güd Marketing  
Account Supervisor

## AWARDS

Ntoko's clients have been recognized with a host of Public Relations Society of America PACE Awards for marketing tactics that exceeded expectations. In a prior role, her work was also awarded with the Comcast Spotlight Top Award for excellence in customer satisfaction.

## EDUCATION AND TRAINING

- + B.A., Marketing,  
Michigan State University
- + Successfully completed the Comcast Spotlight's Women in Leadership Program and the Managing Effective Client Relationships Program
- + Certificate of Achievement for completion of Dale Carnegie's "How to Communicate With Diplomacy"
- + Current member of Toastmasters International
- + Eli Broad College of Business  
Executive Development  
Leadership & Communication for Managers

## EXPERIENCE THAT MATTERS

### Advanced Project Management

- + Versatile marketing project manager with the capacity to rally internal and external resources to complete any marketing project on time and under budget and get results.
- + Currently manages one of the agency's top five accounts with multiple projects and campaigns under those umbrellas, adeptly juggling many different marketing projects and campaigns at the same time, creating timelines and overseeing the execution of paid ad plans as well as implementation of deliverables.
- + Manages all Güd Marketing education-related projects (Build Up Michigan, Early On Michigan, Michigan Education Trust, Michigan Alliance for Families, Office of Special Education). Guides agency and client teams to exceed client expectations and deliver consistently high-quality service and outcomes that achieve client goals.
- + Leads agency team in providing short-term and long-term plans and campaigns for projects.
- + Effectively manages brand development projects through research, brand positioning, strategy, logo development and implementation plan.
- + Efficiently leads the team to deliver marketing strategies, work plans, detailed scope-of-work proposals and comprehensive reports and status updates to guide all marketing initiatives.

### Government Agencies Experience

- + Effectively manages State of Michigan accounts with the Department of Labor and Economic Opportunity, Michigan Department of Education, Special Education Mediation Services and Michigan's Office of Special Education.
- + Knowledgeable on contractual requirements and responds to inquiries within 24 hours.
- + Proven 20-year track record of delivering proactive and flexible support and consultation to government clients to meet changing business conditions.

### Budget Management

- + Management of total client budgets of over \$10 million, including LEO's \$7 million.
- + Acute attention to detail and extremely organized budget tracking processes have delivered all marketing campaigns and projects on time and within allocated budgets.

## EXPERIENCE THAT MATTERS

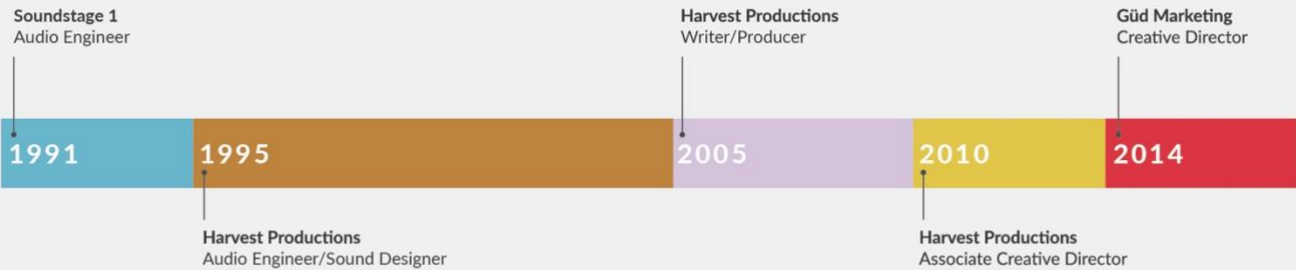
## Strategic Planning, Research and Creative Management

- + Direct and supervise agency teams in the delivery of effective research, strategy and creative execution for recent high-profile campaigns, including:
  - o *Thrive From Home – a Build Up Michigan statewide campaign to provide at-home learning activities, resources and support for caregivers of children 3-5 during the COVID-19 shutdown.*
  - o *Michigan Education Trust – a statewide campaign to raise awareness of and enrollment in MET contracts, focused on parents and grandparents of children ages 0-12.*
  - o *Michigan Alliance for Families – a paid, earned and owned media campaign to build awareness of Michigan Alliance for Families and increase participation in services long term, focused on parents and caregivers.*
  - o *Futures for Frontliners – a statewide campaign to raise awareness and consideration for COVID-19 essential workers to consider attending community college with free tuition provided by the state of Michigan as a “thank-you” for their service.*
  - o *Michigan Reconnect – a statewide campaign to raise awareness and consideration for Michiganders 25-plus to consider attending community college with free tuition provided by the state of Michigan.*
  - o *Going PRO in Michigan – a statewide campaign to raise awareness and consideration for key audiences to consider exploring a career in professional trades.*
  - o *Marshall Plan for Talent – a public relations campaign that included regional roundtable conversations bringing together talent, education and business stakeholders.*
  - o *Choose Michigan – a talent attraction awareness campaign to encourage Madison, Chicago and Pittsburgh STEM talent to consider high-tech STEM careers in Michigan.*
- + Led the Gŭd Marketing team through development and implementation of an advertising campaign for Build Up Michigan that promoted education at home while increasing engagement so that parents and caregivers would consider assisting their child in development instead of taking a COVID-19 gap year.
- + Led a team in research, strategy, concept development and implementation of an educational video series for Build Up Michigan that walked parents and children through activities and educational concepts to work on at home.



multi-media leadership copy messaging diversity award-winning leadership award-winning copy content creation multi-media copy branding diversity innovation interactive experience creative direction high-impact creative messaging innovation award-winning content creation high-impact creative interactive experience branding creative direction culturally competent communication high-impact creative multi-media award-winning content creation interactive experience branding

## EXPERIENCE



## AWARDS

Since starting at Gúd Marketing, Newport and his creative team have won more than 40 industry awards from the American Advertising Federation (including one Judges' Choice), the Telly Awards and the Public Relations Society of America. Newport also led the messaging and creative that garnered an AdWheels Grand Award from the American Public Transportation Association in 2016. In his early career, Newport was recognized as a gifted audio engineer and producer with awards from Downbeat Magazine and a coveted student Grammy Award from the National Academy of Recording Arts and Sciences for Best Amateur Recording, Rock.

## EDUCATION AND TRAINING

- + Multimedia Arts Technology – Music, Audio Engineering, School of Music Western Michigan University
- + Landmark Education Forum and Advanced Forum Graduate
- + Landmark Education Self-Expression and Leadership Program Graduate
- + Increasing Innovation ROI Tenfold Seminar (Stephen Shapiro)
- + Eagle Scout, Boy Scouts of America

## EXPERIENCE THAT MATTERS

### High-Impact Creative

- + Over 20 years of industry experience developing strategic creative campaigns for private and public organizations across the United States. Works closely with strategy and media to create results-driven, high-impact video, audio and interactive creative.
- + Worked with the creative team to develop the "Know It Before You Throw It." recycling campaign featuring the Recycling Raccoon Squad to educate Michigan residents on the proper rules for recycling.
- + Led the creative direction and messaging for the City of Grand Rapids' "Driving Change" campaign to impact the behavior of motorists and bicyclists on the road to promote a culture of respect and safety.
- + Led the creative team that developed the innovative and nationally award winning "You Need a Tree" campaign for the Michigan Department of Natural Resources Forest Resources Division to educate the public about the benefits of forestry health, economy and environment of Michigan.
- + Created the concept and led the creative team that developed the "Here. For Generations" campaign for the Michigan Wildlife Council. This statewide campaign has garnered several industry awards, including the coveted Pinnacle Award from the Central Michigan Chapter of the Public Relations Society of America.
- + Has produced award-winning work in numerous arenas, including recycling, traffic and pedestrian safety, higher education, public transportation, affordable housing, financial services, health care, general retail, insurance and talent recruitment.

### Humanizing Messages

- + Led creative development of the "Heads Up, GR" pedestrian safety education campaign for the Grand Rapids Department of Traffic Safety. The campaign came on the heels of the successful Driving Change bicycle safety program and informed motorists that there was a new law requiring them to stop for pedestrians waiting to cross or in a crosswalk. The campaign featured the use of "Stop Sign People," characters that were placed throughout the city and in creative materials including outdoor, digital and social posts.
- + Wrote, produced and directed a brand campaign for The Rapid, Grand Rapids' public transportation system, where he created mini documentary-style videos highlighting personal and inspiring stories of people who ride the bus in Grand Rapids. The "More to the Ride" campaign garnered national attention by winning a coveted Grand Award from the American Public Transportation Association.
- + Directed and produced the award-winning television and video series featuring the Recycling Raccoon Squad. The popular video series featured live animals interacting with human talent to share the rules of recycling in an engaging and entertaining way.

**EXPERIENCE THAT MATTERS**

**Diverse and Culturally Competent Communications**

- + Worked with the W.K. Kellogg Foundation to create educational and informational materials related to health care in underserved populations around the country, including a male health clinic in Baltimore, Maryland, serving mainly African-American males newly released from the prison system.
- + Partnered with the Genesee Intermediate School District to reach out to vulnerable families with children who were impacted by lead in the Flint water system. The campaign stressed the urgency for Flint residents to have their children evaluated for developmental delays so that they could receive free services to lessen or eliminate the effects of lead from the drinking water.
- + Worked with the Michigan Secretary of State to develop drivers training materials that educate new drivers about motorcycle awareness and the most common types of vehicle/motorcycle crashes.
- + Newport oversaw bicycle safety messaging and creative direction for the City of Grand Rapids' Department of Traffic Safety. The goal of the campaign was to impact the behavior of motorists and bicyclists on the road to promote a culture of respect and safety. The popular campaign included television, outdoor, social media and an educational website. The majority of assets were translated into Spanish to reach the city's high Hispanic population.

**Brand Strategy, Positioning and Promotion**

- + Stays current with the latest technologies and trends in communications and marketing strategies to continuously reach and engage creatively with broad and niche targets.
- + Oversaw development of brand positioning and promotion for McLaren Greater Lansing, positioning the health care system as a center for compassionate care by increasing consideration by the targeted audience over other hospitals in the crowded health care marketplace.
- + Developed brand strategy and voices for national, regional and state clients, including Meijer, Biggby Coffee, Auto-Owners Insurance, the Michigan Office of Retirement Services and the Michigan Wildlife Council.
- + Oversees all creative messaging efforts to ensure alignment with research and strategy while maintaining the highest standards for creativity, engagement and relevance for past and current clients including the City of Grand Rapids, the City of Pittsburgh, Capital Region Airport Authority, Capital Area Transit Authority, Talent and Economic Development Department of Michigan and so on.

# JILL HOLDEN

## STRATEGIC PLANNING DIRECTOR/PARTNER



### AWARDS

Over the past five years, Holden has received more than 40 awards from the American Advertising Federation (including two Best of Show recognitions) and the Public Relations Society of America. In prior roles, Holden's teams were awarded a Gold, Silver and Bronze Effie from the American Marketing Association for the Gatorade "Is It in You?" campaign.

### EDUCATION AND TRAINING

- + B.A., Sports Management and Communications, with honors, University of Michigan
- + M.S., Sports Administration, magna cum laude, Michigan State University
- + American Management Association Presentation Skills Training
- + EOS Training
- + Dale Carnegie Leadership Training for Managers

### EXPERIENCE THAT MATTERS

#### Strategic Planning

- + More than 20 years of strategic marketing experience driven by research and results. Has done national-level award-winning work in sectors including education, financial services, career education, talent recruitment, consumer sports beverages, sports marketing, travel and tourism, traffic safety, transportation and health care.
- + Has led research, strategy and communications planning for the Michigan Education Trust for five years. Prior to that, was the senior account director for TIAA-CREF and the Michigan Education Savings Program from 2008 to 2012.
- + Serves as collaborative partner and consultant to clients to ultimately solve business problems and generate results.
- + Guides multidisciplinary specialists (creative, media, digital, social, public relations) on innovative ways to bring sound strategy to life.
- + Has developed comprehensive strategic marketing plans for local, regional and national clients including TIAA-CREF Inc., Michigan Education Savings Program, Michigan Education Trust, Michigan Department of Labor and Economic Opportunity, Gatorade, the National Highway Traffic Safety Administration and a host of others.
- + Leverages strategic expertise to integrate research, creative and media teams to build high-level strategies that get results.

#### Market/Audience Research

- + Manages all market research efforts, including survey research, focus groups, in-depth interviews, data analysis and reporting.
- + Guides planning efforts to define audiences and uncover consumer insights, which drive creative messaging and outreach efforts.
- + Has conducted statewide surveys to gauge public awareness, knowledge and perceptions of college savings, apprenticeships, travel, hunting and fishing, chronic wasting disease, forestry and minerals.
- + Has conducted focus groups with a diverse range of topics and audiences – parents (education), young men (traffic safety), high school students (teen driving), middle school students (career planning), Hispanic parents (child safety), millennials (hunting and fishing) and seniors (health care).

### PRESENTATIONS

- + Quarterly presentations to the Michigan Education Trust Board of Directors
- + Presentations to the Grand Rapids City Commission of behalf of the City of Grand Rapids Planning Department
- + Presentations to the Natural Resources Commission and House Appropriations Committee on behalf of the Michigan Wildlife Council
- + Michigan Association of Planners Conference, 2018
- + "What Is a Brand?" on behalf of the United Dairy Industry of Michigan
- + "Branding Your Health Center: Becoming a Brand Ambassador" webinar for the Michigan Primary Care Association

### EXPERIENCE THAT MATTERS

#### Niche Audiences: Youth, Parent, Hispanic Populations

- + Facilitated interviews with parents of teens to understand motivations for attending and saving for college. Developed strategic marketing plans and campaigns for the Michigan Education Savings Program to reach life stages of parents with children ages 0-8.
- + Directed strategy and research for the Michigan Department of Education. Managed secondary research, stakeholder interviews and focus groups to test messaging for an outreach campaign to build preschool enrollment.
- + Conducted focus groups with youth and parents to evaluate a new career-planning tool (Pathfinder) from the State of Michigan's Department of Talent and Economic Development.
- + Conducted focus groups with Hispanic parents to understand awareness and perceptions of car seat safety and motivations for usage. Developed communications campaign and materials to build awareness, address misconceptions and promote change in behavior.

#### Multidisciplinary Approaches and Collaboration

- + Strategic identification of key community partners for development and distribution of multimedia elements to promote the City of Grand Rapids' Bicycle Education and Pedestrian Safety initiatives. Included grassroots outreach, mobile (walking) billboards, signage, TV/digital streaming video, radio, sports sponsorships, interactive digital placemats and social media content.
- + Ideate and execute unique partnerships for traffic safety initiatives with the Michigan Office of Highway Safety Planning. Event marketing and partnership with Harley-Davidson for a motorcycle safety campaign. Partnership with McDonald's to provide free french fries to drivers wearing seat belts during May mobilization events. Partnership with Meijer to host education events and distribute infant car seats and run in-store TV and radio PSAs. Launch new texting and driving law with media event and clever collateral distribution.



Timeline of roles and companies:

- 2006**: On Top of the World Communities, Marketing Assistant
- 2009**: Gold & Associates, Media Manager
- 2010**: St. John & Partners, Media Planner
- 2011**: Team Detroit, Senior Digital Media Planner
- 2012**: Gannett/Michigan.com/Cars.com, Digital Sales Specialist
- 2016**: Gannett/Michigan.com/Cars.com, Regional Sales Manager
- 2019**: Reliable Aftermarket Parts, Strategic Marketing Manager
- 2019**: GÜD Marketing, Media Manager

- + Marketing and Management studies, Butler County Community College
- + Marketing and Management studies, Kellogg Community College
- + Marketing and Management studies, Kalamazoo Valley Community College
- + Eli Broad College of Business  
Executive Development  
Leadership & Communication for Managers
- + Google Analytics Certification

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# SARA WILLIAMS MEDIA MANAGER

## PRIORITY MEDIA PLANNING AND ANALYTIC TOOLS

- + Claritas: Audience analytics and insights
- + Comscore: Audience analytics and insights
- + TapClicks: Platform with end-to-end business intelligence capabilities in real time
- + Nielsen: Audience analytics and insights
- + SQAD: Research and media analysis cost analytics tool
- + Tapestry Segmentation: Audience analytics and insights
- + Workamajig: Project management and reconciliation tool

## EXPERIENCE THAT MATTERS

### Audience and Influencer Identification

- + Developed a hypertargeted campaign for MET alumni ambassadors with a multitouch media approach. This campaign combines paid and owned media to drive strong awareness and action.
- + Created partnerships with activation partners, including universities and event centers, to develop and implement campaigns to educate consumers on the rules of recycling.
- + For the Michigan Department of Labor and Economic Opportunity, Williams developed the media strategy and plan to drive applications among Michigan front-line workers without a college degree or high school completion for the Futures for Frontliners scholarship program. The campaign delivered 60,000 applicants in the first two weeks and 440,000 new users to the website within the first seven weeks.
- + Developed and implemented a layered media plan for Mott Community College to create a positive impact on enrollment. Included specific strategies, tactics and messages for different students: traditional high school graduates, first-generation students, high-risk students and second-chance students.

### Diverse Market Media Placement

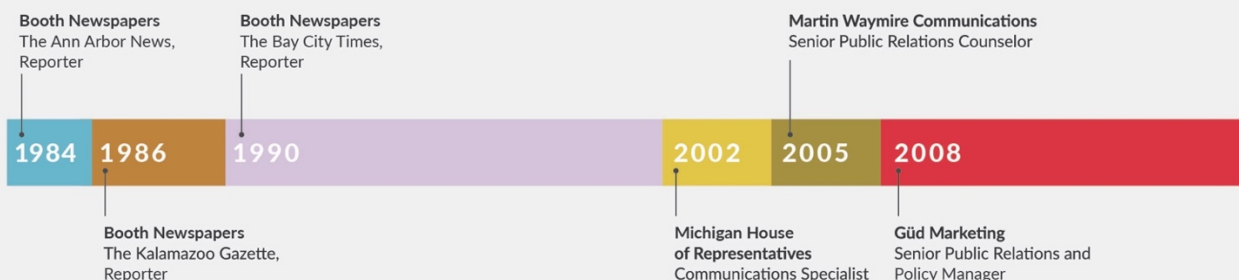
- + Williams has extensive experience developing and executing aggressive media plans in urban, suburban and rural markets for multimillion-dollar budgets as well as leveraging her experience to expand small budgets to get the best results.
- + Regularly plans, negotiates, buys, tracks, reconciles and reports the results of substantial media budgets on behalf of GÜD Marketing clients, including the Michigan Department of Treasury, Build Up, Michigan Education Trust, Michigan Alliance for Families and Michigan Department of State.
- + Experienced in integrating online and offline media campaigns. Williams is committed to the constant study of media across all platforms to stay ahead of the ever-changing media buying and audience targeting options.
- + Worked to increase enrollments for Michigan Education Trust. Agile media placement throughout the state enabled year-round optimization and response to seasonal factors such as holiday gifting, tax season and back-to-school planning.
- + Leverages strategic expertise to develop, implement and monitor traditional and digital marketing campaigns for multiple GÜD Marketing clients, including EGLE, the city of Pittsburgh, the Michigan Alliance for Families and Mott Community College.

# MIKE NOWLIN

## SENIOR PUBLIC RELATIONS AND POLICY MANAGER



### EXPERIENCE



### AWARDS

- + National award-winning journalist who received more than 20 major prizes from the Michigan Press Association and The Associated Press, including the Michigan news media industry's highest honor of the AP's Sweepstakes Award for General Excellence.
- + Nowlin is a three-time recipient of the Central Michigan Chapter of the Public Relations Society of America's "Best in Show" Pinnacle award (2015, 2013, 2007).
- + Two-time national finalist in the Public Relations Society of America 2017 and 2021 Silver Anvil Awards for crisis communications and public service, respectively, for PR activities on behalf of the Genesee Intermediate School District related to the critical need for early childhood development health screenings during the Flint water crisis and, more recently, coordinating PR for the state of Michigan's 2020 Census "Be Counted" campaign.

### EDUCATION AND TRAINING

- + B.A., Communications, School of Literature, Science and Arts, University of Michigan
- + Past president, University of Michigan Alumni Board of Directors, Bay City, Michigan

### EXPERIENCE THAT MATTERS

#### Public Engagement Strategy

- + More than 35 years of experience in journalism and public relations with a deep knowledge of media channels and relationships with editors and news directors across the nation to provide clients with solid earned media strategies as well as solid connections.
- + Served as the PR lead as public relations agency of record for the bipartisan Protect Michigan Commission within the Michigan Department of Health and Human Services. Güd Marketing was tasked by the commission with coordinating and developing the state's PR strategy for public awareness and education campaign activities to inform and inspire Michiganders in every corner of the state to get vaccinated.
- + Developed and implemented public service announcements for Michigan Education Trust, Michigan Department of State, Michigan Department of Labor and Economic Opportunity and more.
- + Coordinated the MI Shot To Win Sweepstakes — a lottery-style raffle that gave fully vaccinated Michiganders a chance to win more than \$5 million in cash and a combined total of nearly \$500,000 in college scholarships.
- + Two-decade-long track record of quantifiable, award-winning accomplishments in managing national PR and providing corporate communications counsel for such private sector clients as Comcast, U.S. Steel, AARP, The Community Development Trust and TIAA Inc.
- + Recipient of more than 25 Public Relations Society of America Awards for professional excellence in public service, community relations, crisis communications, creative tactics, public affairs and special events largely by generating significant positive national and statewide media coverage of various topics that promoted client successes.
- + Superior performance on behalf of the Michigan State Housing Development Authority reflected as two-time recipient of MarCom Gold Awards for outstanding creative achievement and broadcast excellence from the Association of Marketing and Communication Professionals.
- + Substantial experience in performing any public relations function, including conceptualizing, developing, producing, implementing, evaluating and analyzing integrated, multimedia marketing and public relations solutions.
- + Three-time recipient of the "Best in Show" Pinnacle Award (2015, 2013 and 2007) — which recognizes PR campaigns that received the highest-judged performance — from our Michigan chapter of the Public Relations Society of America.

### PR CONTENT CAPABILITIES

- + Promotion/media plans
- + Editorial content calendar creation
- + Event planning and implementation
- + Communication materials development (media advisories, press releases and roll of show scripts with suggested talking points, op-eds/guest viewpoint commentaries, etc.)
- + Consumer realtions
- + Media oportunitites/briefs
- + Speaker bureaus
- + Speechwriting
- + Media relations
- + Media training, including media pitch training
- + Radio and video/TV scripts
- + PowerPoint presentations
- + Social media messaging
- + Writing and maintaining clients' website content, including microsite and landing page development and maintenance

### EXPERIENCE THAT MATTERS

- + Teamed with the Michigan Department of State and Secretary of State Jocelyn Benson to put the spotlight on motorcycle safety in a 2019 campaign, "Motorcyclists Are Hard to See. Look Twice. Save a Life." Our campaign resulted in a five-year milestone for reducing the number of motorist-motorcyclist crashes.
- + Teamed with the Michigan Department of State and Secretary Benson on the launch of the Michigan Independent Citizens Redistricting Commission application-to-serve campaign in late 2019 and through 2020 that far exceeded client expectations:
  - o More than 9,000 Michiganders submitted applications for one of the 13 seats on the commission. The final days of the application window ending June 1, 2020, saw a surge of applications that left the final applicant pool more diverse and representative of Michigan's demographics than ever before, including applicants from all 83 Michigan counties.
  - o The commission received 9,367 completed applications, including 3,412 from individuals randomly selected to be mailed the application (36.6% of the pool and 1.4% of those mailed the application). That means we surpassed the number of final submissions processed by California when it first launched its similar commission. Despite having a population nearly quadruple that of Michigan, California processed 4,546 final applications in 2010.

### Issue Advocacy and Crisis Management

- Issue advocacy success begins with the development of messaging of relevant information, ensuring positive media coverage and engaging with target audiences and influencers to strengthen and broaden awareness.
- Consulting on content materials development for past or current government clients, including the Michigan Office of Highway Safety Planning, Michigan Department of Talent and Economic Development and the Talent Investment Agency, Michigan Department of Agriculture and Rural Development, Michigan Department of Education, Michigan State Housing Development Authority, Michigan Department of Treasury and Michigan Department of Environment, Great Lakes, and Energy.
- Crisis communications expertise based on existing deep knowledge of clients' potential needs:
  - o Working with demanding reporters
  - o Preparing key messages that go beyond just the facts to also convey empathy, government/company transparency and accountability
  - o Quickly reaching and communicating with senior executives, management, employees, clients, relevant elected officials and policymakers and other key stakeholders
  - o Tapping the power of our clients' website and social media platforms
- Preparing spokespeople within the client organization for difficult media interviews or critical questions from the public (e.g., news conferences, town hall meetings and presentations).

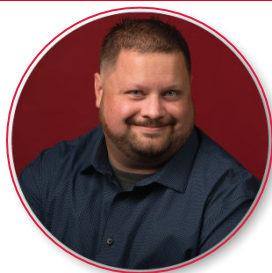
### Earned Media Planning and Implementation

- Capabilities include development of complete press materials, including media advisories, news releases, talking points, FAQ, viewpoint commentaries, PSAs etc.
- Public relations activities have produced state and national stories literally carried around the world — in The New York Times, USA Today, CNN, FOX, NPR, Bloomberg and many others, such as Al Jazeera.
- Coordinated the nationally heralded "Driving Change" bicycle safety campaign on behalf of Michigan's second-largest city. The campaign received the Governor's Traffic Safety Advisory Commission's prestigious Outstanding Traffic Safety Achievement Award for the first time in Grand Rapids history. The Driving Change campaign also garnered national news media coverage and honors from the League of American Bicyclists, Public Relations Society of America, American Advertising Federation and Governor's Fitness Awards for Active Communities.
- Provides earned media support, activities and expertise for all GÜD Marketing clients, including Build Up, Michigan Education Trust, Michigan 2020 census and the Michigan Department of Environment, Great Lakes, and Energy.

**Public Policy Experience**

- Since joining the firm in 2008, has served as the PR lead in G&M Marketing's role as the communications agency of record for virtually all our government clients.
- Policy initiatives and legislator/community leader education have been features of many campaigns for several public sector and philanthropic clients, such as the Department of Natural Resources, Michigan State Housing Development Authority, W.K. Kellogg Foundation and the Council of Foundations. Examples include:
  - Helping to drive support of the #BlockAsianCarp plan
  - Managing multiple legislator education efforts on behalf of the W.K. Kellogg Foundation (annual legislator luncheons)
  - Directing campaigns that produced historic landslide millage increase and renewal election victories on behalf of the Grand Rapids Interurban Transit Partnership ("The Rapid"), Ann Arbor Area Transportation Authority (AAATA) and Capital Area Transportation Authority. Despite a strong organized opposition effort, our work for the AAATA marked the first time in the authority's history that voters approved extra funding for public transit services beyond the annual financial support provided through the city charters in Ann Arbor and Ypsilanti; our work for The Rapid resulted in a 12-year millage renewal, the longest time frame for a renewal in Grand Rapids history.
- Receiving national recognition from the National Council of State Housing Authorities for legislator education efforts related to affordable housing policy.

# TIM DILTS OWNED MEDIA MANAGER



## EXPERIENCE

Neighborhood Cinema Group  
General Manager

2008

2011

Neighborhood Cinema Group  
Regional Manager

2014

Neighborhood Cinema Group  
Director of Marketing

Güd Marketing  
Owned Media Manager

2021

Aramark  
Regional Manager

2021

## EDUCATION/TRAINING

- + B.A., Business Management, Northwood University
- + Social Media Marketing World Conference 2022

## COMMUNITY INVOLVEMENT

- + Capital Area Humane Society Paws in the Park Walk for the Animals volunteer, 2017-2018
- + Dewitt Area Recreation Authority, youth soccer, football and baseball coach 2017-2019

## SKILLS

- + Social Media: Facebook Business Manager, Twitter Ads Manager, Snapchat Ads Manager
- + Content management: Wix, WordPress, Hootsuite, Google Analytics
- + Project Management: Trello, Workamajig
- + Professional Photographer

## EXPERIENCE THAT MATTERS

### Owned Media Accomplishments

- + More than 10 years of experience in owned media and public engagement with a deep knowledge of owned media platforms and strategies.
- + Manages owned media for public awareness campaigns for Michigan Alliance for Families, Michigan Education Trust, Build Up Michigan and more.
- + Develops and implements organic media plans for Güd Marketing's education clients as part of advertising campaigns to increase engagement of messaging and call to action.
- + Led the development, creation and execution of multiple websites with an eye to understanding the user journey, functionality, accessibility and cohesiveness to the brand.
- + Develops and implements owned media campaign strategies that best target key audiences and meet budget requirements for all education clients.
- + Led social media best-practice training for the Michigan MISTEM Advisory Council.
- + Worked collaboratively with outside consultants setting social media benchmarks and newsletter benchmarks to achieve campaign goals.
- + Led a social media team to a top-20 ranking for social media among global theater operators at the Neighborhood Cinema Group.
- + Experienced facilitator in negotiating partnerships with local community stakeholders to increase awareness and patronage for businesses.
- + Increased awareness of Michigan Education Trust through the creation of the MET Alumni Ambassadors program by turning satisfied enrollees into ambassadors.
- + Collaborates with the earned and paid media teams to develop cohesive campaigns that achieve marketing goals.
- + Worked with Build Up, Michigan Alliance for Families, Special Education Mediation Services and Michigan Education Trust to increase awareness and participation.

### Digital and Social Strategy Leadership

- + Leads internal owned media team in strategy and execution of all organic social and digital media.
- + Guides agency on new and emerging social and digital platforms to increase audience relevance and build awareness, knowledge, consideration and conversion.
- + Develops marketing strategies and executions to help national and statewide clients establish their voice on social media platforms consistent with company brand standards on other marketing channels.

## Case Studies

# ***Encouraging Parents to Be Active In Their Child's Development with Build Up Michigan***



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## **CONTACT INFORMATION**

Christy Callahan  
Director, Office of Innovative Projects  
Clinton County RESA  
[Callahan\\_c@ccresa.org](mailto:Callahan_c@ccresa.org)  
517-668-0185

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## **THE TASK**

2020 “Stay Home, Stay Safe” orders quickly exacerbated an already critical issue in Michigan — universal access to quality pre-K programs. Parents and caregivers were left juggling many competing priorities as they cared for their young children without the training and expertise needed to consistently provide comprehensive educational support. Additionally, a mindset quickly set in among many parents that COVID-19 was an acceptable “gap year” and it was up to educators to find a solution for the long-term ramifications. Early On Michigan and, by extension, its sister program, Build Up Michigan, tasked Güd with inspiring parents to see their role as primary educators for 0- 5-year-olds. We needed to provide them the tools and support needed to identify delays in their child's development — and to get their children on track to hit important milestones. A culture change of increased urgency and support for early education needs was necessary.

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## **THE SOLUTION**

Campaign activation needed to happen fast — leaving little time for new primary research. Güd Marketing called upon existing Early On educators statewide to compile data and insights to inform messaging and direction for this public education campaign. From this research, the Thrive From Home campaign was created, packaging information, tools and encouragement for parents to continue early education activities at home. Güd Marketing forged an unprecedented relationship with one of the most trusted resources among parents for educational content — PBS Kids. Video content was created to serve as a “virtual classroom” with a focus on content that was easy to follow, accessible and actionable. The video lessons aired weekdays statewide during preschoolers’ PBS favorites like “Sesame Street” and “Daniel Tiger’s Neighborhood.” To attract parents to the campaign and encourage participation, content was promoted through earned (public relations), owned (website and organic social) and paid (billboards, digital, paid social) media statewide to ensure equitable access to materials. Our owned media team curated content pieces for key audiences to raise awareness and increase participation.

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## **THE RESULTS**

Messages from our public education campaign were viewed over 18 million times and we increased website traffic by 200%. However, the most rewarding success indicators were testimonials received throughout the campaign from parents, caregivers and educators statewide. Their messages heralded the effort with affirmations of hope, creativity, fun and balance.

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## RELEVANT STAFF

**Michelle Ntoko**  
*Client Services  
Director*

**Amy Bond-  
Nelson Moore**  
*Creative  
Director*

**Sara Williams**  
*Media  
Manager*

**Mike Nowlin**  
*Senior PR and  
Policy Manager*

**Brooke Gieber**  
*Senior  
Strategist*

**Chelsea Maupin**  
*Research  
Manager*

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## CAMPAIGN TACTICS



**Video**



**Partnership  
with PBS**



**Digital**



**Social Media**



**Billboards**



**Public Relations/  
Content Articles**



**Website**



**Toolkits**

# ***Encouraging Parents to Save for College With Michigan Education Trust***



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## **CONTACT INFORMATION**

Diane Brewer  
Executive Director  
Michigan Education Trust  
[brewerD1@michigan.gov](mailto:brewerD1@michigan.gov)  
517-241-2781

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## **THE TASK**

Michigan Education Trust (MET) offers parents, guardians, businesses and others the opportunity to purchase up to 10 semesters of undergraduate tuition at today's rates for future use at any Michigan public college or university for children who are Michigan residents. Faced with the challenging fact that only 20% of parents were saving for their child's college education in 2017, MET engaged Güd Marketing to develop and implement a campaign that would increase awareness among parents and guardians of children up to 12 years old and drive contract enrollment.

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## **THE SOLUTION**

A two-phase research plan was designed to address the motivation, decision-making factors and priorities of potential MET program participants. Phase 1 comprised a series of eight online focus groups among Michigan parents and grandparents who fit MET's participant profile. Phase 2 was a quantitative online survey among 361 Michigan parents and grandparents.

Using that information, Güd drew up a plan to annually develop an overall campaign strategy and calendar to guide our work, while remaining fluid and responsive to changing needs. We developed a broad campaign theme message to launch the Michigan Education Trust enrollment campaign, followed by targeted messages and tactics.

The campaign was implemented in short, compressed campaigns deployed in conjunction with key seasonal milestones. It utilizes a multifaceted, integrated approach with a mix of both traditional and digital advertising — including television, radio, digital, content marketing articles and social media.

We used earned media to hold press events and forge partnerships with legislators. Our paid team used influencers to reach audiences in a trusted and direct way. We provided ongoing day-to-day consulting and worked together to create a collaborative campaign that drove results.

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## **THE RESULTS**

Following the first year of the campaign messaging and advances in public awareness, we were able to increase MET contracts by 27%. Since then, we have seen increases in MET contracts by at least 6% yearly, sometimes exceeding goals by 10%.

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## RELEVANT STAFF

**Michelle Ntoko**  
*Client Services  
Director*

**Amy Bond-  
Nelson Moore**  
*Creative  
Director*

**Sara Williams**  
*Media  
Manager*

**Mike Nowlin**  
*Senior PR and  
Policy Manager*

**Brooke Gieber**  
*Senior  
Strategist*

**Tim Dilts**  
*Owned Media  
Manager*

**Chelsea Maupin**  
*Research  
Manager and  
Strategist*

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## CAMPAIGN TACTICS



**Video**



**Content  
Articles**



**Digital**



**Social Media**



**Events**



**Radio**



**Paid, Earned and  
Owned Media**

# ***Increasing Awareness & Enrollment For Disability Savings Accounts MiABLE***



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## **CONTACT INFORMATION**

R. Scott de Varona  
Program Director  
MiABLE  
[DevaronaR@michigan.gov](mailto:DevaronaR@michigan.gov)  
517-582-0844

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## **THE TASK**

MiABLE offers tax-advantaged savings accounts for individuals with disabilities. The goal of their program is to encourage and assist individuals and families to save funds that will help people with disabilities to maintain health, independence and quality of life. Güd Marketing has been working with MiABLE since 2018 to increase awareness of the disability savings program and increase enrollment levels.

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## **THE SOLUTION**

MiABLE's audience of focus includes persons with disabilities and their families. Güd Marketing knew that in order to accurately represent MiABLE's goals, we needed to feature talent that the target audience would relate to. By featuring individuals with disabilities who had been empowered through their use of a MiABLE account, we were able to tap into the audience's emotions and, ultimately, increase awareness and enrollment.

Güd Marketing developed and managed a multimedia services and solutions plan including digital, traditional and emerging media to raise awareness and increase enrollments in the disability savings program. Our services included new creative for various media tactics, campaign theme, influencers, paid search partner toolkit, media planning and placement, organic and paid social and paid search. We designed and executed video media production including two broadcast videos that included development of creative concepts, overarching theme, video scripts, casting guides and storyboards, preproduction coordination, production, postproduction editing, mastering and distribution.

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## **THE RESULTS**

During the first year of the campaign, MiABLE witnessed a 28% increase in the number of accounts opened. We consistently deliver strong value-added concepts to the campaign — \$114K in paid media value and \$1.5M in earned media value over the last year alone.

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## RELEVANT STAFF

**Manny Garcia**  
*Account  
Manager*

**Amy Bond-  
Nelson Moore**  
*Creative  
Director*

**Chelsea Maupin**  
*Research  
Manager*

**Sara Williams**  
*Paid Media  
Manager*

**Brooke Gieber**  
*Senior  
Strategist*

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## CAMPAIGN TACTICS



**Digital Radio**



**Television**



**Content Marketing**



**Social Media**



**Digital Display**



**Public Relations**



**Website**



**Paid Search**

# **Michigan Alliance For Families**

## **- Connecting Families With Services**



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## **CONTACT INFORMATION**

Karen Fales  
Project Manager  
Michigan Department of Education – Office of Special Education  
[karen@bhcmp.com](mailto:karen@bhcmp.com)  
517-755-9009

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## **THE TASK**

The Michigan Special Education Reform Task Force identified five issue areas and improvement recommendations around special education. Most important was that many families felt overwhelmed and confused when confronted with how to navigate the support system. The Michigan Alliance for Families (MAF) provides information, support and education for families with children who receive or may be eligible to receive special education services. Güd Marketing was hired to help promote MAF and the resources and information that are available for families.

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## **THE SOLUTION**

Güd Marketing developed and executed a robust advertising campaign. We identified barriers and areas of opportunity for the campaign through insights and collaboration with MAF. Also, select counties that required extra promotion of MAF services were identified. We then confirmed audiences as being parents and/or guardians with children ages 5-18 and secondary audiences as school administrators and special education partners. To combat myths and barriers regarding services, we created messages to connect with parents and better emphasize the fact that MAF services are free to Michigan parents and families. We partnered with broadcast and public broadcast television stations in the three major cities to produce public service announcements featuring local news anchors and a local parent mentor from that region.

Güd Marketing worked with Pandora to produce a 30-second audio spot to complement newly developed static and animated digital assets for a digital music streaming campaign.

Güd Marketing also partnered with Metro Parent Magazine and BLAC Magazine to produce two content marketing articles in their November issues. Each story featured a parent and student who benefited from MAF's services and the parent mentor who helped to navigate the special education systems.

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## **THE RESULTS**

After just under eight weeks in market, MAF saw a 26% increase in services in key counties when compared with the same period the previous year. Furthermore, the campaign generated more than 7 million impressions across multiple platforms. In total, the campaign contributed 21,760 clicks to the MAF website.

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## RELEVANT STAFF

**Michelle Ntoko**  
*Client Services  
Director*

**Amy Bond-  
Nelson Moore**  
*Creative  
Director*

**Sara Williams**  
*Media  
Manager*

**Mike Nowlin**  
*Senior PR and  
Policy Manager*

**Brooke Gieber**  
*Senior  
Strategist*

**Tim Dilts**  
*Owned Media  
Manager*

**Chelsea Maupin**  
*Research  
Manager*

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## CAMPAIGN TACTICS



**Digital  
Audio**



**Public  
Broadcast TV**



**Digital**



**Social Media**



**Content  
Stories**



**Public  
Relations**



**Partnerships**



**Paid Media**

### Project Organization (E.4.1)

The GÜD Marketing leadership team employs three critical systems that enable our agency to **optimize and scale resources as needed** in terms of staffing and work volume.

1. **Entrepreneurial Operating System (EOS):** A comprehensive business system that integrates a holistic business model including a complete set of simple business tools with proven business processes to align and synchronize all the pieces of our operations. EOS allows GÜD Marketing to ensure staffing coverage on all current and future work based on roles, responsibilities and functions.
2. **Forecasting Tool:** Allows GÜD Marketing to review upcoming work and resources monthly, quarterly and yearly. Access to this meticulous scheduling allows us to plan accurately and ensures agility and scalability as needed.
3. **Workamajig:** This web-based tracking system was built specifically for marketing agencies; it enables GÜD Marketing to track projects – large and small – schedule resources, manage time, perform client billing and report – all in one comprehensive system. Workamajig is built to scale – managing multiple teams and projects across various departments.

Our staff and leadership utilize these systems throughout each day to monitor which tasks are required and which staff members are responsible for their completion. **At all times, each staff member is aware of their assignments and those of their team, allowing us to anticipate, in advance, any need for additional staffing.**

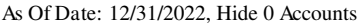
This practice, combined with regular and planned communications between teams and leadership, allows us to **consistently monitor and manage work to ensure its quality and on-time delivery.**

We have **established reliable relationships with a large pool of freelancers in addition to the 42 full-time employees shown in the organization chart.** These are individuals whose **skills and expertise span all marketing and media disciplines** — from digital specialists to graphic designers to account coordinators. They have demonstrated their ability to produce work that meets our high standards. If at any time, replacement personnel are required to **ensure the completion of on-time, on-budget, high-quality communications services** for DCCECE, we will engage the assistance of an appropriate employee after consulting DCCECE about direction.

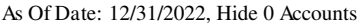
Using our key systems — EOS, Forecasting Tool and Workamajig — freelance personnel will join, as needed, work for DCCECE's campaigns/communications initiatives seamlessly. These systems will keep them up to date, allowing work to continue without interruptions or the need to spend time bringing them up to speed.

(E.4.3)

The following pages contain the information requested in section E.4.3 of the Information for Evaluation form: Provide Vendor's financial statements and most recent audit or provide electronic access to same.



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