

Transportation Authority of Calhoun County
Meeting Agenda
April 22, 2025
Marshall City Hall – Council Chambers
323 West Michigan Avenue
Marshall, Michigan 49068

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of Minutes – March 25, 2025
- V. Public Comments on Agenda Items
- VI. Consent Agenda
- VII. Review of Finance and Budget Report
- VIII. Public Hearings and Subsequent Board Action
- IX. Unfinished Business
 - a. Marketing and Communications Contract
 - b.
- X. New Business
 - a.
- XI. Public Comments on Non-Agenda Items
- XII. Board and Executive Director Comments
 - a. Communications to the Board
 - b. Legislative Updates
 - c. BCATS Updates
 - d.
- XIII. Next Meeting – May 13, 2025
- XIV. Adjournment

Transportation Authority of Calhoun County
Meeting Minutes
Marshall City Hall – Council Chambers
323 West Michigan Avenue, Marshall, MI 49068
March 25, 2025

I. Call to Order

The meeting was called to order by Vice Chairperson Tom Tarkiewicz at 9:05 a.m.

II. Roll Call

Members Present: Dr. Paul Watson, Amy Evans, Tom Tarkiewicz, Maya Williams, Jenasia Morris

Members Absent: Vivian Davis, Erick Stewart

III. Agenda

It was motioned by Jenasia and supported by Amy to approve the agenda with the addition of a closed session to item XIII.

Motion Carried.

IV. Approval of Minutes

It was motioned by Amy and supported by Dr. Watson to approve March 11, 2025 Minutes.

Motion Carried.

V. Public Comment on Agenda Items

None.

VI. Consent Agenda

None.

VII. Finance and Budget Report

- Amy distributed a written report to the Board for review.
- Amy reported all payments from three cities with 94% received.

It was motioned by Dr. Watson and supported by Jenasia to accept the Finance and Budget Report.

Motion Carried.

VIII. Public Hearings and Subsequent Board Action

None.

IX. Unfinished Business

None.

X. New Business

- a) Mallory Avis, BCT Director, presented a plan for expanded service to Albion on the BCGO platform with a goal date of June 1st. The service will be door-to-

door in the City of Albion only. Vivian joined the meeting virtually and discussed driver interest and recruitment with Mallory and the Board.

XI. Public Comments and Non-Agenda Items

None

XII. Board and Staff Comments

- a) Tom informed the Board of MAEDA's (Marshall Area Economic Development Alliance) plan to photograph Board Members as new members of the Alliance. Dr. Watson has received public interest in providing input for bus stops when the time comes. Vivian asked a Board Member or staff to join her at an upcoming Town Hall Meeting in Albion, April 17, 2025 to discuss plans for TACC in the Albion community.
- b) Mallory Avis updated the Board on a recent trip to the State Capitol to discuss transit funding with legislatures and explained current transit funding concerns. Vivian attended the trip and felt the message was received.

XIII. Next Meeting

1. Jenasia Morris has recused herself from the closed session. It was motioned by Amy and supported by Maya to go into closed session pursuant to Section 8(c) of the Open Meetings Act for strategy related to negotiation of a collective bargaining agreement.
Motion Carried unanimously by roll call vote.
2. Closed Session began at 9:31a.m. and finished at 10:21a.m.
3. Next Meeting – April 8, 2025

XIV. Adjournment

Meeting adjourned at 10:22am

Respectfully Submitted,

Vivian Davis, Secretary

Erick Stewart, Chair

April 22, 2025

Finance and Budget Report

03.25.25, During our Board meeting, I shared TACC has received final winter tax payments from at least three of the four cities. I have since learned all cities have sent their final payment. As of 03.21.25, TACC received 94% of the total anticipated amount. I was encouraged to ask Calhoun County what their anticipated amount is for TACC.

03.26.25, emailed Heather Hoffman, Staff Accountant with the Calhoun County Treasurer's office and asked: Does Calhoun County show TACC's anticipated winter taxes received from all four cities to total \$4,572,015? If not, what amount do you show? If so, we are almost \$300,000 short. Is that shortfall the amount the County would pay TACC to make us whole?

The following summarizes my 12.16.24 conversation with Heather:

1. Calhoun County will make TACC whole in mid to late spring for TACC's mills on the winter property tax bills not paid by homeowners in the four participating cities.
2. All or some of those payments may need to be returned to the County if the foreclosed upon property is not sold at auction or the taxable value is decreased.

03.26.25, emailed Ethan Moody, Springfield's Finance Director/Treasurer and Interim City Manager, to ask about a property tax bank interest payment coming to TACC, whether he knew if the other cities would be sharing interest earned and what Springfield's delinquent winter property tax amount is. He shared:

"We have been able to earn decent interest on our property tax collections over the last several years, so we have been disbursing it to the taxing entities based on percentage of total tax roll that was collected. Some years we have had less than \$100 in interest and have not disbursed interest because it's such a small amount. So I guess it depends on how much bank interest the collecting agencies have earned on whether it's worth disbursing or not."

"Yes, that sums up the process [see items 1 and 2 above] of delinquent real property taxes. Usually, early to mid-May the County Treasurer will issue payment for delinquent real property taxes. TACC's delinquent real taxes from Springfield's tax roll is ~\$22,800. You may also receive payments throughout the year for delinquent personal property taxes from the collecting agencies, though those amounts will typically be much less significant."

03.26.25, spoke with Sonja Maull with the City of Albion, who confirmed final payment on 03.17.25 to TACC for this winter tax season. TACC's delinquent taxes from Albion's tax roll totals \$37,509.14, which is comprised of \$34,281.04 in real property, \$2,518.40 for buildings on leased land and \$709.70 for personal property, per a report Sonja received from Calhoun County.

03.27.25, TACC received **\$378.98** from Springfield for property tax bank interest from 07.01.24 through 02.28.25.

03.28.25, TACC received **\$38,170.49** from Battle Creek for an additional final winter tax payment.

03.31.25, TACC received **\$14,095.50** in March interest earnings from SMB&T.

04.01.25, response from Heather Hoffman, Staff Accountant with the Calhoun County Treasurer's office: "We are still settling with townships and cities, so I don't have concrete answers yet. In May, you will be paid out for what you didn't receive from the locals. Once all reports are created, I will send them to you."

04.07.25, Received Miller Johnson Invoice #1982154, dated 04.07.25 for \$3,641.25 and Invoice #1982155, dated 04.07.25 for \$435.00.

04.08.25, Paid Miller Johnson Invoices totaling \$4,076.25 with check #1014.

04.10.25, TACC received **\$1,640.79** from Springfield for delinquent personal property taxes paid 01.01.25 - 03.31.25.

04.14.25, \$4,076.25 check #1014 cleared to Miller Johnson.

04.15.25, TACC account balance is **\$4,533,815.36**.

Respectfully,

Amy Evans

TACC Accounts Receivable and Payable to date (01.01.24 - 04.15.25)

Accounts Receivable

Date	Source	Amount	
07.11.24	Linda Morrison	\$ 100.00	donation
07.31.24	SMB&T	\$ 0.23	interest
08.09.24	City of Marshall	\$ 25,000.00	participation
08.17.24	City of Albion	\$ 12,500.00	participation
08.20.24	Calhoun County	\$ 50,000.00	participation
08.20.24	City of Springfield	\$ 12,500.00	participation
08.23.24	City of Battle Creek	\$ 150,000.00	participation
08.31.24	SMB&T	\$ 410.74	interest
09.30.24	SMB&T	\$ 1,053.87	interest
10.31.24	SMB&T	\$ 959.49	interest
11.30.24	SMB&T	\$ 862.73	interest
12.19.24	City of Springfield	\$ 24,061.42	taxes
12.20.24	City of Marshall	\$ 52,242.52	taxes
12.31.24	SMB&T	\$ 996.85	interest
		\$ 330,687.85	2024 Total Received
01.10.25	City of Springfield	\$ 84,628.81	taxes
01.10.25	City of Marshall	\$ 229,429.62	taxes
01.15.25	City of Albion	\$ 56,873.67	taxes
01.17.25	City of Battle Creek/CCLBA	\$ 436.44	taxes
01.21.25	City of Battle Creek	\$ 1,483,507.30	taxes
01.27.25	City of Marshall	\$ 104,204.92	taxes
01.30.25	City of Springfield	\$ 16,036.68	taxes
01.31.25	SMB&T	\$ 3,930.91	interest
02.03.25	City of Battle Creek	\$ 251,987.71	taxes
02.07.25	City of Marshall	\$ 1,104.53	taxes
02.07.25	City of Albion	\$ 107,404.70	taxes
02.14.25	City of Springfield	\$ 30,714.89	taxes
02.18.25	City of Battle Creek/CCLBA	\$ 219.02	taxes
02.18.25	City of Battle Creek	\$ 452,646.75	taxes
02.28.25	City of Springfield	\$ 55,373.79	taxes
02.28.25	City of Marshall	\$ 229,059.50	taxes
02.28.25	SMB&T	\$ 9,072.47	interest
03.11.25	City of Marshall	\$ 17,370.46	taxes
03.14.25	City of Springfield	\$ 21,059.92	taxes
03.17.25	City of Battle Creek	\$ 864,267.28	taxes
03.17.25	City of Battle Creek/CCLBA	\$ 578.25	taxes
03.17.25	City of Albion	\$ 79,649.10	taxes
03.21.25	City of Battle Creek	\$ 114,621.63	taxes
03.27.25	City of Springfield	\$ 378.98	interest
03.28.25	City of Battle Creek	\$ 38,170.49	taxes
03.31.25	SMB&T	\$ 14,095.50	interest
04.10.25	City of Springfield	\$ 1,640.79	taxes
		\$ 4,268,464.11	2025 Received to date

Accounts Payable

Date	Source	Amount	Check #
07.31.24	Harland Clarke	\$ 37.60	TACC checks
09.18.24	Michigan Transportation Connection	\$1,202.50	1002 consultants
09.18.24	BluFish	\$ 12,250.00	1003 marketing
09.24.24	Greater Albion Chamber of Commerce	\$ 50.00	1004 TACC promotion
11.04.24	BluFish	\$ 12,250.00	1005 marketing
		\$ 25,790.10	2024 Total Paid
01.08.25	BluFish	\$ 24,500.00	1006 marketing
01.21.25	Cincinnati Insurance Co / Worgess	\$ 908.00	1007 D&O insurance
01.24.25	Michigan Transportation Connection	\$ 4,429.50	1008 consultants
02.17.25	Battle Creek Unlimited	\$ 275.00	1009 mailbox rental
02.18.25	Cincinnati Insurance Co / Worgess	\$ 818.75	online GL insurance
02.24.25	Michigan Transportation Connection	\$ 3,615.00	1010 consultants
03.05.25	MEADA (Choose Marshall Chamber)	\$ 275.00	1011 membership
03.05.25	Greater Albion Chamber of Commerce	\$ 250.00	1012 membership
03.10.25	Battle Creek Area Chamber of Commerce	\$ 399.00	1013 membership
		\$ 35,470.25	
Contract info:			
	BluFish	\$ 49,000.00	Contract
	BluFish	\$ 49,000.00	Payments
		\$ -	Contract balance - 100% paid
	Michigan Transportation Connection	\$ 201,000.00	Contract
	Michigan Transportation Connection	\$9,247.00	Payments to date - 4.6%
		\$ 191,753.00	Contract balance - 95.4%
	Miller Johnson	\$ 4,076.25	Payment
Income info:			
	SMB&T	\$ 31,382.79	Total Interest paid to date
	City of Albion	\$ 243,927.47	Taxes paid to date
	City of Battle Creek	\$ 3,206,434.87	Taxes paid to date
	City of Marshall	\$ 633,411.55	Taxes paid to date
	City of Springfield	\$ 233,516.30	Taxes paid to date
		\$ 4,317,290.19	Total Taxes paid to date ~ 94%
		\$ 4,572,015.00	Anticipated taxes per Budget (Avg gap)
		\$ 254,724.81	Remainder of anticipated taxes ~ 6%
		\$ 330,687.85	2024 Total Received
		\$ 25,790.10	2024 Total Paid
		\$ 304,897.75	SMB&T Account Balance 12.31.24
		4,268,464.11	2025 Received as of 04.15.25
		\$ 39,546.50	2025 Paid as of 04.15.25
		\$ 4,533,815.36	SMB&T Account Balance 04.15.25

Marketing Services RFP Executive Summary

Brief Summary: Requesting the TACC Board of Directors to approve a marketing and communication services contract with King Media.

Budgetary considerations: The contract investment is \$175,000 for a one-year comprehensive full-service marketing and communications campaign.

Background:

RFP Number: 02-2025

RFP Issued: February 19, 2025

RFP Due: March 5, 2025 by 5pm

Advertised: Ride Calhoun website

Number of vendors emailed the RFP: 4

Purpose: The marketing firm will provide brand management (including visioning, identity, messaging, and community outreach), strategic planning, creative development, research and analysis (including surveying and focus groups), advertising, public relations, graphic design, direct mailing, print media and digital media (including web development and management) and other marketing and communications related tasks as requested by the Transportation Authority of Calhoun County.

Four proposals were received:

King Media

LKF Marketing

BluFish Consulting

Crystal Cranes Media

Marketing Services Review Committee included TACC Board members: Erick Stewart, Vivian Davis and Amy Evans whose independent scores compiled came to:

279 - King Media

274 - Crystal Cranes Media

259 - BluFish Consulting

253 - LKF Marketing

The Review Committee first met on March 10, 2025, to discuss TACC's marketing goals, the vendor proposals and scoring. Vivian Davis, Amy Evans and Kristy Grestini from BC Transit met via Zoom. Jenasia Morris, TACC Board member, was invited but unable to attend. King Media scored the highest for both Vivian and Amy. However, a

third Review Committee member was needed to proceed. When it was later determined that Jenasia would be unable to participate, Erick Stewart volunteered.

The four vendor proposals and Score Sheet were shared with Erick Stewart on March 24, 2025. Erick, Vivian and Amy met on April 2, 2025 along with Mallory Avis from BC Transit via Teams. The Committee discussed TACC's marketing goals, the vendor responses and scoring.

King Media scored the highest with 279 consensus points. Crystal Cranes Media scored the second highest with 274 consensus points. The committee decided to ask both vendors eight questions to help choose which vendor would be the best fit for TACC's marketing and communication needs, especially as it transitions from a Board to an organization. Those questions were sent April 09, 2025 by Mallory Avis, with responses due by 9am April 14, 2025. The responses were forwarded to the Committee on April 14, 2025.

The Review Committee met again on April 14, 2025 via Teams to go over the responses. Present were Erick Stewart, Vivian Davis, and Amy Evans. Technical assistance was provided by Mallory Avis and Kristy Grestini. The Committee agreed both firms were qualified and would do a good job. However, the Committee believed King Media's extensive experience with public transit, depth of research and analysis, strategic planning, community engagement, website management, advertising and marketing campaigns, and their ability to anticipate TACC's marketing and communication needs, makes them the best choice.

Recommendation: Award the marketing and communications services contract to King Media as recommended by the Review Committee.

Transportation Authority of Calhoun County

Proposal for Marketing & Communications Services | March 5, 2025

Cover Letter

Dear Transportation Authority of Calhoun County Board,

Thank you for the opportunity to introduce King and share why we are the ideal partner to develop and execute a comprehensive marketing, public relations, and community engagement strategy for the Transportation Authority of Calhoun County. Public transit is more than just a service—it is a vital connection that links residents to jobs, education, healthcare, and community resources. As TACC transitions into a newly unified countywide system, we recognize the unique opportunity to strengthen its brand, build public trust, and ensure that previously underserved communities in the County feel seen, heard, and included.

Founded in 1999, King is a boutique marketing, public relations, and advertising agency with deep expertise in municipal branding, public engagement, and transportation communications. Our team specializes in working within sensitive and high-stakes environments, including those involving organized labor, local government entities, and diverse community stakeholders. We understand that public transit operations require careful messaging and engagement strategies, particularly when addressing changes in service, expansion into new communities, and collaboration with unions and workforce representatives.

Since 2020, we have partnered with transportation authorities and mobility organizations to strengthen their brand identity, enhance public awareness, and foster positive relationships with key stakeholders. For example, our work with the Michigan Public Transit Association (MPTA) involved extensive research into rider behaviors, the development of the award-winning Make Your Connection campaign, and a strategic outreach plan that successfully

increased public engagement. Our ability to translate complex information into clear, compelling narratives ensures that transit agencies effectively communicate their value and gain public support.

At King, we believe successful marketing is built on collaboration and trust. We work closely with our partners to ensure that messaging aligns with their mission, resonates with the communities they serve, and positions their organization as a trusted and valued resource. As TACC embarks on this new chapter, we will help establish a unified brand identity, foster positive relationships with both current and new riders, and strengthen connections with key stakeholders, including unions, municipal leaders, and community organizations.

The following proposal outlines our strategic approach to marketing, public relations, and community engagement. We look forward to the opportunity to support TACC in strengthening its brand, amplifying its impact, and ensuring that public transit remains a reliable and accessible resource for all of Calhoun County.

Thank you for your time and consideration. We welcome the opportunity to discuss this proposal further and look forward to the possibility of working together.

Sincerely,



Coleen King, President & Founder | King Media

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SECTION 1 | History & Experience

History & Experience

We’re working to make Michigan a better place to live, work and play.

At King, we believe in the power of strategic communication to strengthen communities, build trust, and drive meaningful change. Since our founding in 1999, we have worked alongside government agencies, municipalities, and public service organizations to enhance engagement, shape public perception, and deliver measurable results. As a boutique agency with a full-service approach, we offer deep expertise in public relations, marketing, and advertising—ensuring that our partners receive tailored strategies that resonate with their audiences and align with their mission.

Our experience spans a wide range of industries, with a strong focus on municipal branding, transportation communications, and public engagement. We have a proven track record of successfully navigating complex environments, including working with unions, government entities, and diverse community stakeholders. Our ability to

translate complex policies and initiatives into clear, compelling narratives ensures that organizations can effectively communicate their value and gain public support.

We have partnered with transportation authorities and public agencies to help unify their brand identity, expand into underserved communities, and foster positive relationships with key stakeholders. Our work with the **Michigan Public Transit Association** (MPTA), for example, involved extensive research into rider behaviors, the development of the award-winning Make Your Connection campaign, and strategic outreach that increased public awareness and engagement. Similarly, our collaborations with regional transit agencies have helped organizations manage public perception, build credibility, and improve community relations—particularly during times of transition or expansion.



History & Experience



MICHIGAN PROUD

We’re proud to be a State of Michigan Preferred Vendor.

King is proud to be a State of Michigan Preferred Vendor, a designation that reflects our institutional strength, financial stability, and proven expertise in marketing, public relations, and advertising for government entities. As part of the rigorous vendor approval process, the State of Michigan assessed our capabilities, financial position, and track record of delivering effective, research-driven campaigns. This designation streamlines the procurement process, allowing us to partner with state agencies efficiently—without the need for separate RFPs or lengthy approvals.

As a trusted state-approved vendor, we have successfully launched and managed high-profile campaigns for various departments, including:

- **Michigan Department of Corrections** – Developed and executed the Good Jobs for Good People recruitment campaign, now in its fourth year, to address staffing shortages and attract top talent.
- **Michigan Gaming Control Board** – Created Don’t Regret the Bet, a responsible gambling awareness campaign designed to educate the public and promote safe gaming habits.
- **Library of Michigan** – Introduced instructional design services in 2021, launching a

comprehensive training program to enhance educational resources statewide.

In addition to our contracts with the State of Michigan, King has led several statewide initiatives designed to drive awareness, engagement, and action, including:

- **Michigan Association of Broadcasters** – A strategic talent-recruitment campaign addressing an industry-wide shortage and attracting the next generation of broadcast professionals.
- **Michigan Public Transit Association** – A large-scale, multi-media effort to bolster support for Michigan’s public transit agencies, particularly in rural and underserved areas.

Our experience working at the state level, combined with our financial strength and deep understanding of Michigan’s communities, makes us uniquely positioned to develop and implement marketing strategies that drive real results. Whether working with local municipalities, transit authorities, or state departments, King brings the expertise, agility, and commitment needed to amplify messages, strengthen brands, and create lasting impact.

History & Experience

We do that. And that. And that. And that...

As a trusted partner, we work collaboratively with our clients to develop and implement research-based strategies that deliver the right message to the right audience at the right time. Our expertise includes:

- **PR & Crisis Communications** – Thoughtful media relations, strategic messaging, and crisis response to protect and enhance an organization’s reputation.
- **Community & Stakeholder Engagement** – Outreach initiatives designed to build trust, foster inclusion, and ensure equitable access to services.
- **Brand Development & Unification** – Creating strong, cohesive brand identities that reflect an organization’s mission, values, and vision for the future.
- **Targeted Digital & Traditional Advertising** – Highly effective campaigns that maximize reach, engagement, and impact.
- **Market Research & Data Analysis** – Insight-driven strategies that inform decision-making and optimize messaging.
- **Creative Production & Content Development** – Impactful, high-quality design, copywriting, video production, and content creation that bring campaigns to life.

At King, we take pride in producing work that makes a difference. We don’t just execute marketing strategies—we immerse ourselves in the communities we serve, working hand-in-hand with our clients to ensure their goals are met and their messages are heard. Our relentless commitment to excellence, combined with our ability to navigate complex environments, makes us the ideal partner for organizations seeking to strengthen their brand, enhance public trust, and expand their impact.



History & Experience

Work that gets results.
And shiny trophies.

Since 2015, King has received over 180 national and international awards, including our first **Regional Emmy Award** in 2025. PRNEWS recently named King the **Boutique Firm of the Year**, and MarCom has honored us with platinum awards in branding, integrated marketing and strategic communications. Our competition includes global agencies and billion-dollar brands like McDonald’s, Ford, Coca-Cola, and more, demonstrating that our work is on par with industry leaders around the world.



History & Experience

Public Agency
Branding &
Marketing
Experience

Strengthening communities through our public agency work. We focus on meaningful work, which often includes creating campaigns that educate and motivate local communities. Our experience with county and local municipal government units and small to mid-sized nonprofits includes:

County and Local Government

- Kent County Health Department*
- Berrien County Health Department*
- Cass Van Buren Health Department*
- Van Buren Community Mental Health*
- Macomb County Department of Planning and Economic Development
- Oakland County Board of Commissioners
- Berrien County Veterans Services*
- Gratiot County Department of Veterans Affairs*
- Hillsdale County Veterans Affairs*
- Isabella County Veterans Affairs*
- Mecosta County Department of Veterans Affairs*
- Menominee County Veterans Services Office*
- Montcalm County Veterans Affairs Office*
- St. Clair County Veterans Affairs*
- City of St. Johns
- Clinton County Parks and Recreation

Small to Mid-Sized Nonprofits

- Southwest Michigan Behavioral Health*
- Alliance for Housing of Oakland County
- Cornerstone Alliance*
- Clinton Area Transit System*
- Greater Lansing Housing Coalition*
- Greater Lansing Orchid Society
- House of Promise
- Lake Michigan Catholic School Fund*
- March of Dimes
- Michigan Association of Counties
- Michigan Association of School Boards
- Michigan Public Transit Association

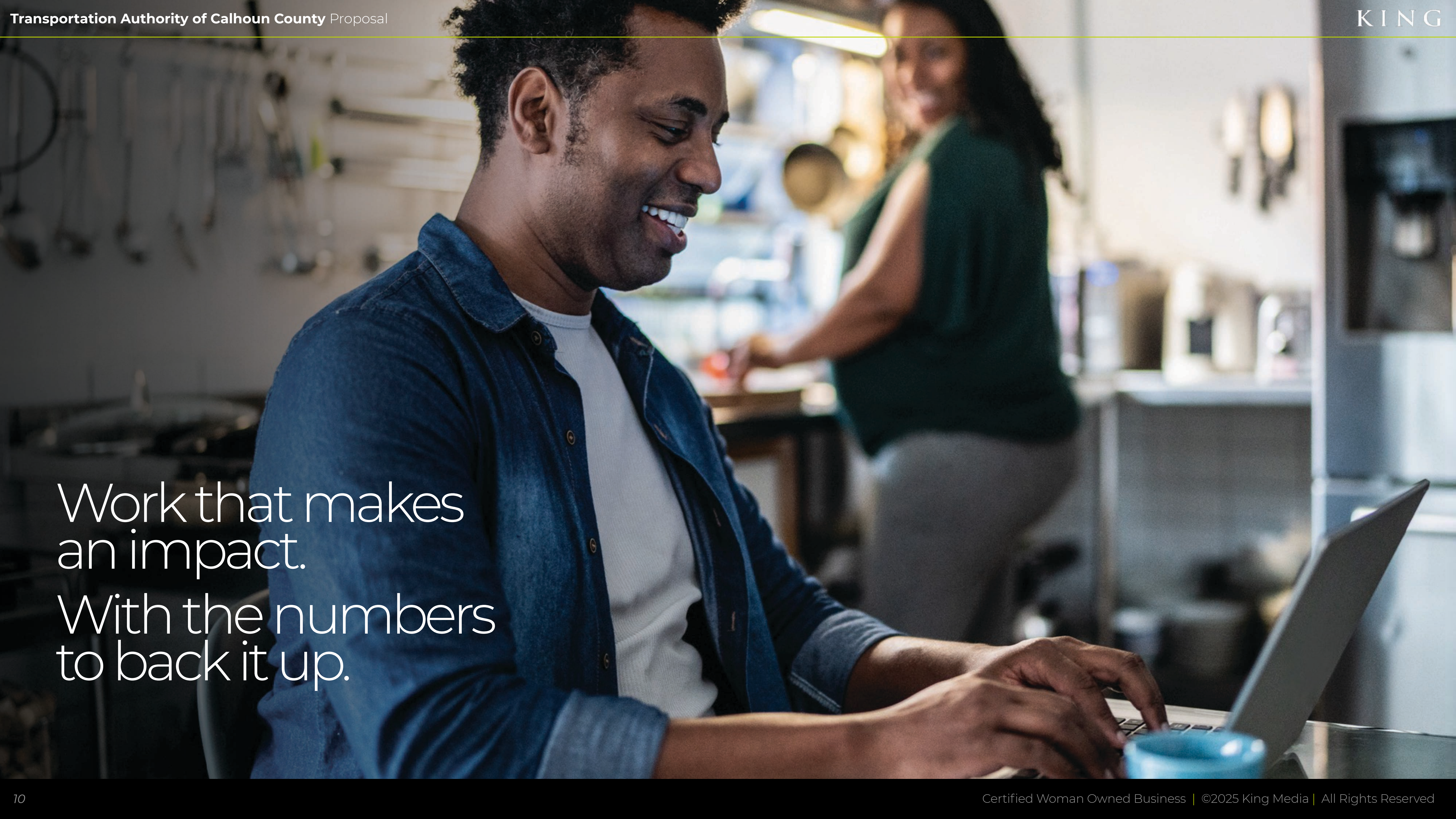
Public School Districts

- Grand Haven Area Public Schools*
- Grand Ledge Public Schools
- Lakeshore Public Schools
- Mason Public Schools*
- Mt. Pleasant Public Schools*
- Plymouth-Canton Public Schools

State Departments

- Michigan Department of Corrections*
- Michigan Department of Education – Library of Michigan
- Michigan Department of Natural Resources – Parks and Recreation Division
- Michigan Department of Technology, Management and Budget*

**Denotes campaigns or projects that have received international awards*



Work that makes
an impact.
With the numbers
to back it up.

History & Experience

Michigan Public Transit Association

Make Your Connection

The Michigan Public Transit Association (MPTA) is a statewide nonprofit association first organized in 1974. Membership ranges from large urban public transit systems to ferries and smaller rural demand-response systems in 83 Michigan counties.



MPTA sought via RFP a partner to develop an informational campaign and toolkit aimed at shaping public perception surrounding public transportation. MPTA selected King to develop the concept, branding and corresponding toolkit, which we stocked full of valuable assets that focused on three goals:

- Position Michigan’s public transit as critical infrastructure and a key component of thriving communities by highlighting its role as an essential, frontline service.
- Reach people from all over Michigan, from densely populated urban areas to rural communities in remote areas.
- Build momentum among individual public transit agencies so they will leverage toolkit assets in additional ways in their own communities.

Following the execution of the original contract, MPTA selected King to carry the campaign to market. King over-delivered with a comprehensive, data-driven and meticulously created media and advertising campaign designed to achieve optimal results by educating Michiganders about the importance of public transit.

We’re extremely proud of developing the Michigan Public Transit Association’s “Make Your Connection” fully integrated campaign, which is based on interviews with transit professionals around Michigan and a deep dive into industry research. We’re equally delighted that our work with MPTA has led to an ongoing partnership with Clinton Area Transit System.

Working with the TACC would be another perfect fit for us.

More than 300 hours of primary research included interviews with the project steering committee, statewide transit associations and individual transit agencies. This information positioned us to develop a strategy that reaches target audiences.

We wanted communities to understand that public transit improves quality of life for individuals, so we shared heartfelt stories that showed how public transit helps people in their community live full lives by overcoming mobility challenges. The key areas of focus were access, connection, socialization, and independence.

Our relationship with the MPTA is ongoing.

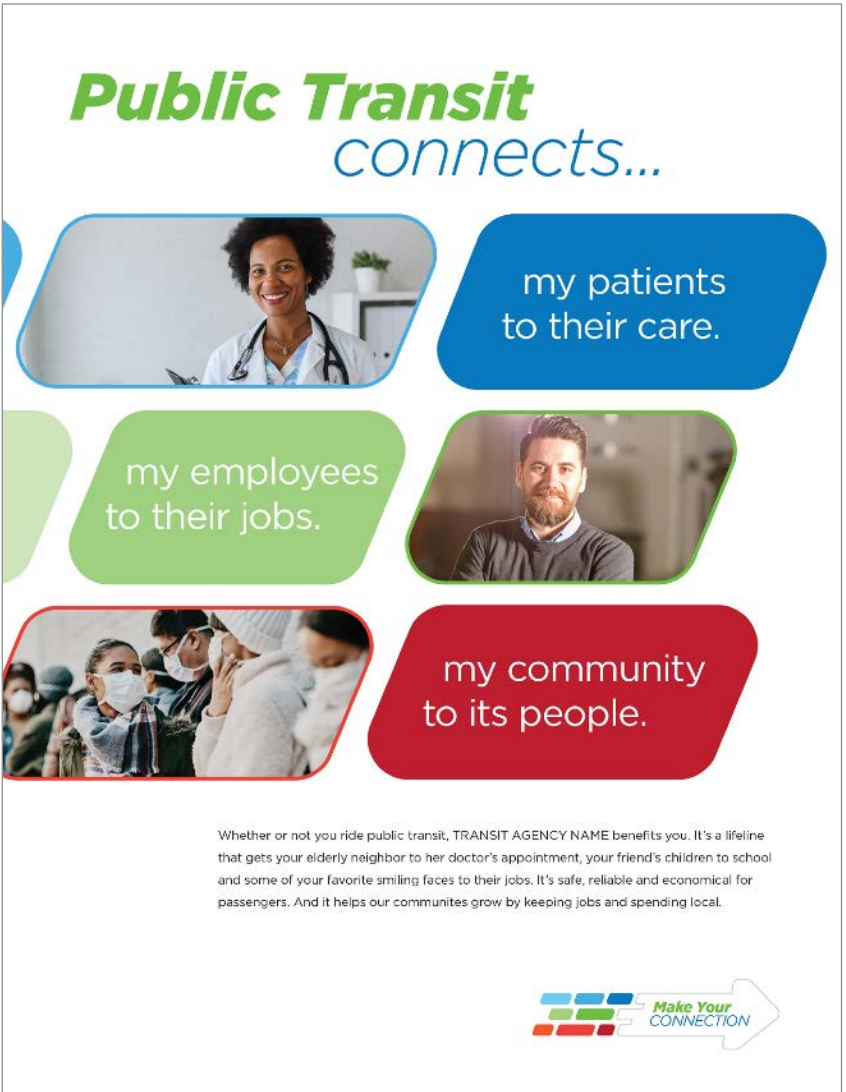
History & Experience

Michigan Public Transit Association

Make Your Connection

AWARDS

- PRNEWS Social Impact Award**
First Place, Best Mobility and Transportation Campaign
- AVA Digital Award**
Platinum, Integrated Marketing Campaign
- PRNEWS Digital Award**
Honorable Mention, Digital Marketing Campaign



History & Experience

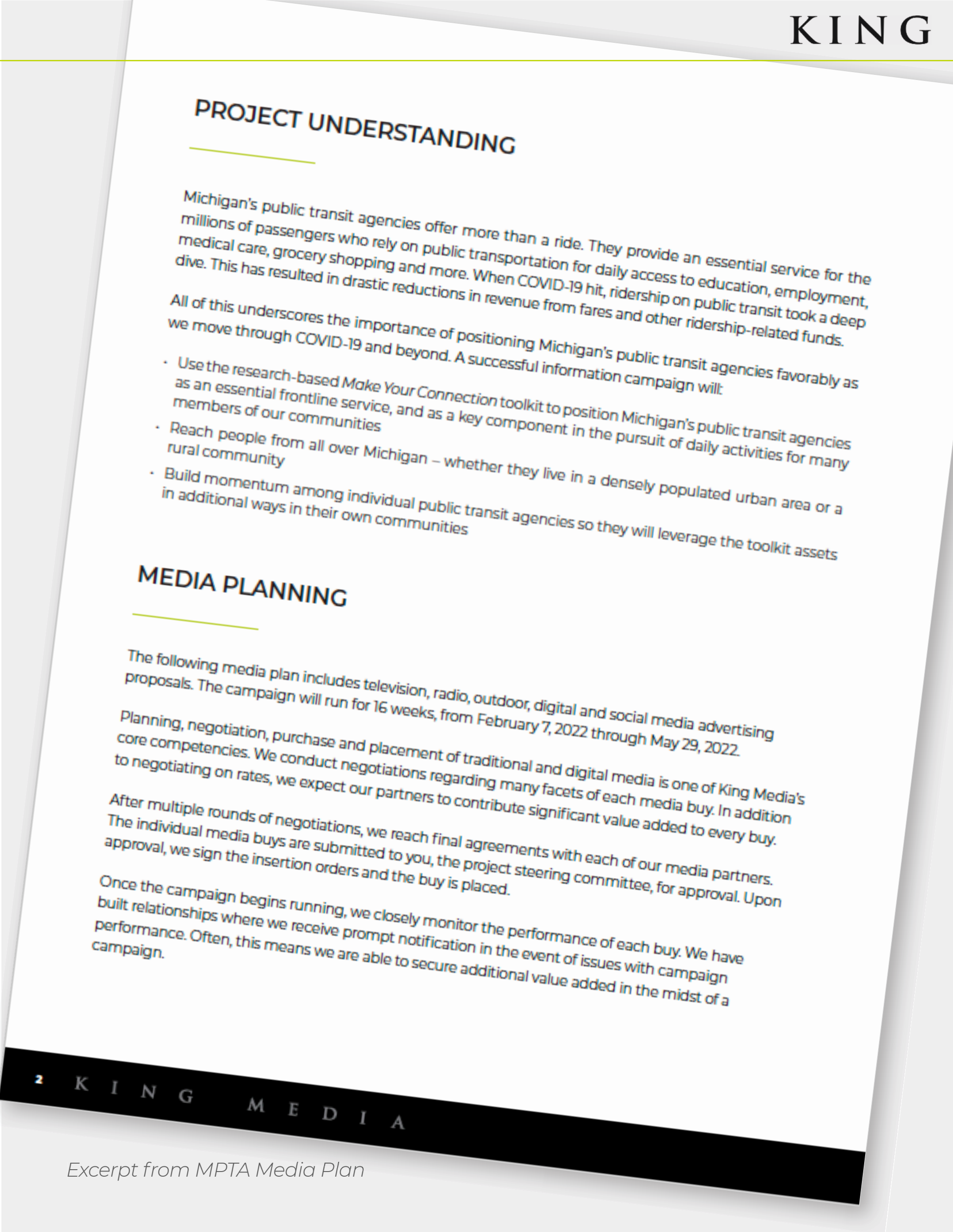
Michigan Public Transit Association

Make Your Connection

In transportation, the word “connection” is used to describe a means of getting from one mode to another, signifying an onward journey and expanded mobility. “Connection” also unified the audiences, all of the regions and the messages, while reflecting the essence of what public transit provides with both literal and intangible “connections” for its passengers.

For the statewide media campaign, we crafted a blend of television, radio, public relations, outdoor, social media and digital tactics, with a special focus on rural areas where public transit often has less visibility. We also identified border areas in Ohio, Indiana and Canada where we wanted the messaging to trickle across the state line. In total, the robust statewide campaign was a multi-faceted effort to renew public belief in the value of public transit as a public good.

Planning, negotiation, purchase and placement of traditional and digital media is one of King’s core competencies. Upon receipt of media partner proposals, we carefully reviewed them and entered the negotiation process. One of the secrets to our media buying success is that we seek “win-win” scenarios where our clients and media partners both benefit from the final media buy. We have a stellar reputation among media representatives as being staunch advocates for our clients, but also savvy regarding the ins and outs of the media industry. These levels of commitment and industry knowledge give King a unique edge in the media buying field. In addition to rate negotiation, we expect our partners to contribute significant value added to every buy.



Excerpt from MPTA Media Plan

History & Experience

Michigan Public Transit Association

Make Your Connection

TELEVISION

Broadcast television is still one of the best ways to increase public awareness of important issues. We recommend a schedule built on popular broadcast programming like the news, sports, prime access and primetime.

Approach: Robust schedule of :30 and :15 spots, plus news sponsorships, billboards and bonus, to maximize impact and return on investment. See coverage map on the following pages.

Station	Frequency
WWTV/WFQX	76x
WTOL	112x
WXYZ	192x
WJMN	630x
WSYM	402x
WOOD	191x
WNEM	139x
WLNS/WLAT	344x
WSBT	97x
Total	2,183x

LOCATIONS

WWTV – Northern Michigan and Eastern UP

WTOL – Toledo, OH

WXYZ – Detroit, Port Huron

WJMN – Marquette and Western UP

WSYM – Mid-Michigan to State Line

RADIO

The Michigan Association of Broadcasters (MAB) offers an excellent program called the Public Education Partnership (PEP). More than 280 radio stations participate in the program, and they all donate a monthly bank of radio messages to MAB. Essentially, this means the MAB has time reserved in every market, and organizations eligible to participate in the PEP get to use this bank of time to share their messages.

Messages will be aired on MAB member radio stations until a message bank of 3,500 messages are reached. There will be an annual average minimum participation of 70% of MAB members with representation from the Metropolitan area.

Includes production of two (2) :30 ads

Michigan Association of Broadcasters		
A total of approximately 24 messages per MAB member radio station will be required to air as follows:		
Days	Time	Length
Monday - Sunday	Morning Drive Time (5-10 AM)	:30
Monday - Sunday	Daytime (10 AM-4PM)	:30
Monday - Sunday	Afternoon Drive Time (4-7 PM)	:30
Monday - Sunday	All other times	:30

SUMMARY

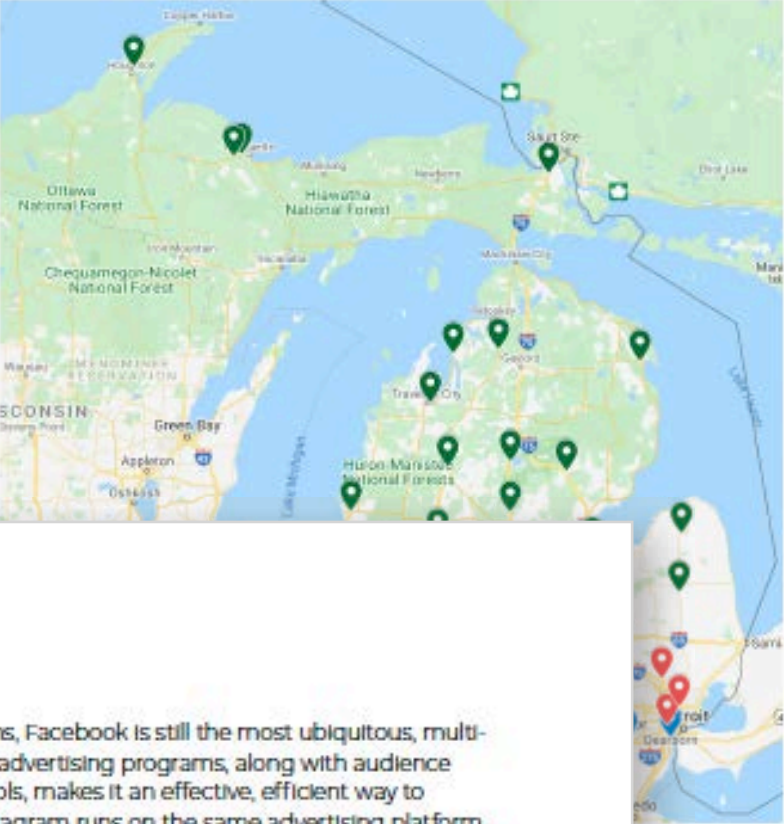
PEP Ads: February - April (10 spots)

500

OUTDOOR

Outdoor advertising is highly visible and especially powerful when layered with other forms of advertising, like television and social media. We recommend a mix of static and digital structures to maximize impressions and coverage.

Digital and static billboards are placed strategically throughout the state – see map for approximate placements. Programmatic buys on digital boards allow us to bid on open space rather than purchasing a full or half share, increasing our ability to achieve a significant share of voice at a more economical investment.



DIGITAL

Targeted digital advertising is highly effective at increasing awareness of an issue, especially when combined with high-quality creative that includes video and animation. By displaying ads on ads on both desktop and mobile devices, on-site and in-app, this set of tactics reaches targeted audiences in their online environments of choice.

Objective

- Increase awareness of public transit agencies across Michigan
- Ads will click through to MichiganPublicTransit.com
- Initial geographic targets will include the entire state of Michigan
- The campaign objective is brand awareness, measured by the number of impressions delivered
- Estimated Impressions: 4,848,636

Added Value

At no additional cost, the geographic targets will include the following:

- Ohio Cities (Toledo, Sylvania, Pioneer)
- Indiana Cities (Fremont, Howe, Shipshewana, Elkhart, South Bend, Rolling Prairie, Michigan City)
- Ontario CA (Windsor, Amherstburg, Tecumseh, Sault Ste. Marie)

Reporting

King will provide weekly campaign check-ins that report impression delivery. We will also provide a final campaign report detailing campaign performance and recommendations.

SOCIAL MEDIA

While there are many social media platforms, Facebook is still the most ubiquitous, multi-generational social media outlet. Its robust advertising programs, along with audience targeting capabilities and measurement tools, makes it an effective, efficient way to reach audiences of all shapes and sizes. Instagram runs on the same advertising platform as Facebook, making it a logical addition to reach important segments of the target audience.

Campaign Duration: 16 weeks

Timeline: February 7 – May 29

Objective

- Increase awareness of public transit agencies across the state.
- Ads will click through to MichiganPublicTransit.com

Targeting

- People living/working in Michigan
- Ages 25-65+

Estimated Reach

- Reach: 923-2,700 daily

Reporting

King will provide weekly campaign check-ins that report impressions delivered. We will also provide a final campaign report detailing campaign performance and recommendations.

Sample Pages from Media Plan

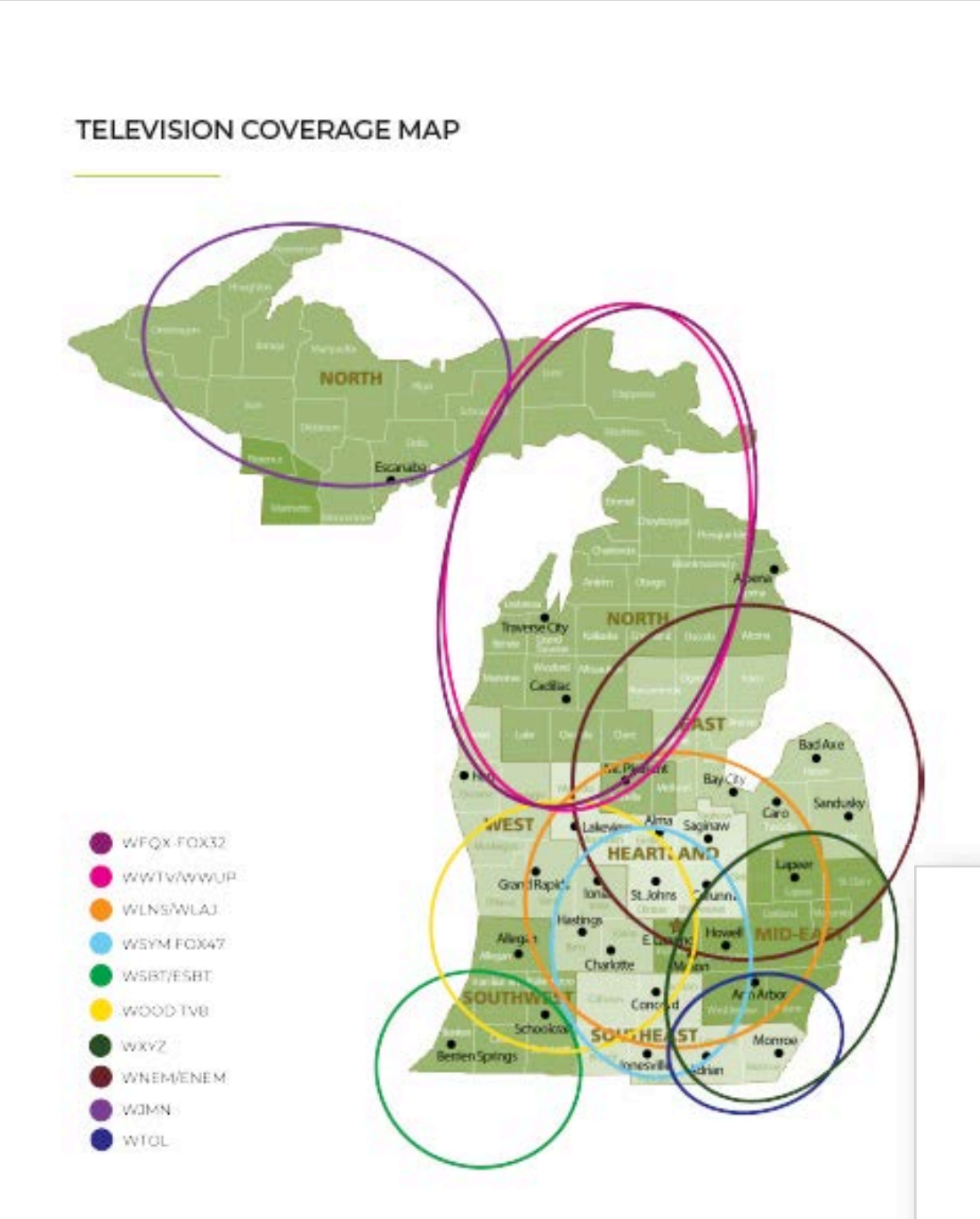
14

Certified Woman Owned Business | ©2025 King Media | All Rights Reserved

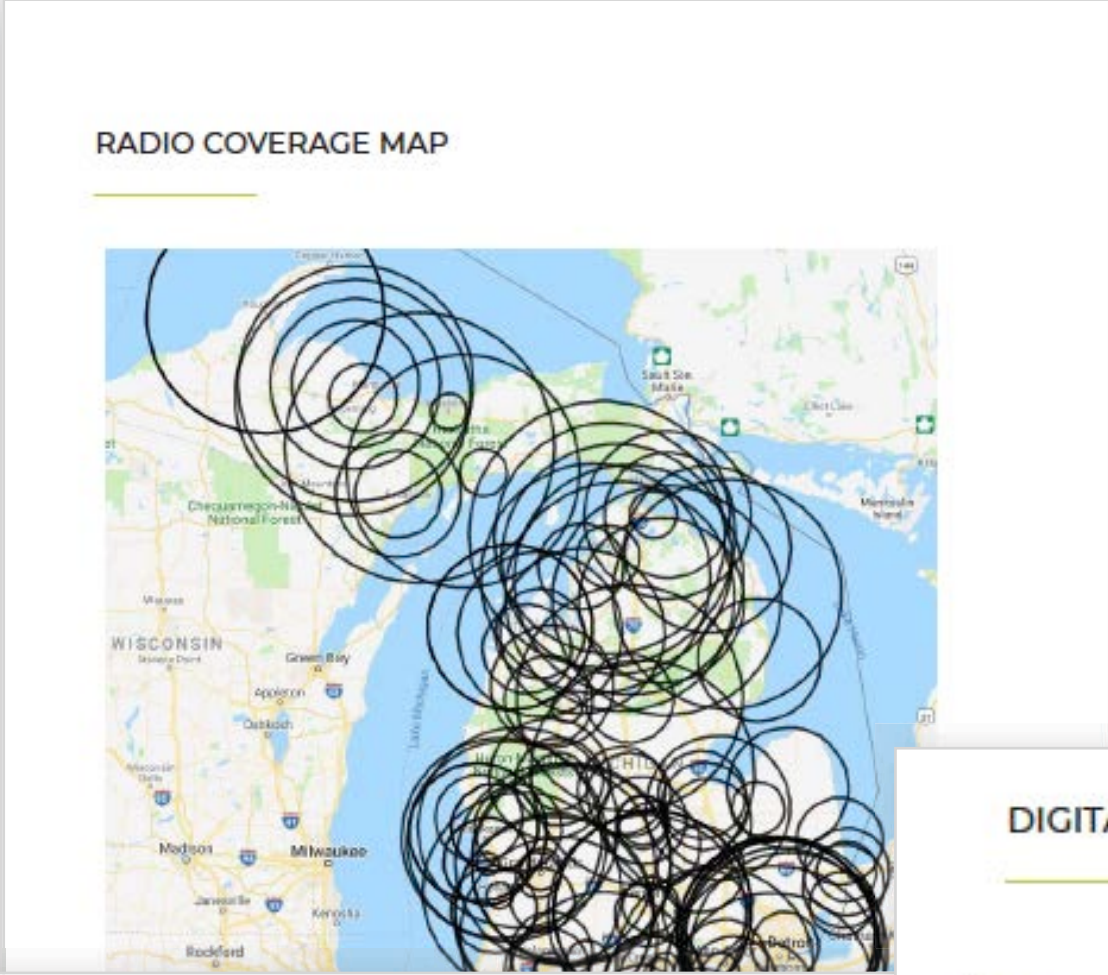
History & Experience

Michigan Public Transit Association

Make Your Connection



Sample Pages
from Media Plan



OUTDOOR - DIGITAL BOARDS

Flight 1 2/7/22 - 4/3/22					
Board	Size (sqw)	Weekly Impressions	Location	Dates	
Ann Arbor 30153 W	888 x 240	16,275	I-94 885 ft E/O Huron St. NS F/West Face	2/7/22 - 4/3/22	
Detroit 9823	1472 x 417	24,185	I-75 0.3 mi N/O M-30 ES F/South Face	2/7/22 - 4/3/22	
Flint 7134 E	208 x 720	16,142	I-60 1/2 mi E/O I-75 S/S	2/7/22 - 4/3/22	
Grand Rapids 228 E	936 x 264	12,714	N/S I-96 .9 mi. W/O Alden Nash	2/7/22 - 4/3/22	
Howell 01E	752 x 208	12,791	I-96 West of Tanger Outlet Howell	2/7/22 - 4/3/22	
Kalamazoo KD13143	920 x 260	9,677	US-131 1.3 mi S/O SR-43 Ict ES F/South	2/7/22 - 4/3/22	
Lansing RD215 E	888 x 240	10,578	I-406 15 ft E/O Pennsylvania Ave NS F/East	2/7/22 - 4/3/22	
Flight 2 4/3/22 - 5/29/22					
Board	Size (sqw)	Weekly Impressions	Location	Dates	
Ann Arbor 9815 S	888 x 240	17,220	US-23 0.4 mi S/O Barker Rd ES F/South Face	4/4/22 - 5/29/22	
Detroit 480A	720 x 200	60,428	Southfield S/O Tireman ES SF	4/4/22 - 5/29/22	
Detroit 97477	208 x 720	78,114	I-606 Play W/O Dequindre Rd. N/S	4/4/22 - 5/29/22	
Detroit 9825 S	920 x 260	22,350	I-75 .5 miles S/O Joslyn N. W/S F/South Facing	4/4/22 - 5/29/22	
Saginaw 3003 S	1400 x 400	22,857	I-75 .3 MI N/O M-46 E/S F/S	4/4/22 - 5/29/22	
Grand Rapids 109 S	552x160	13,714	E/S US-131 .1 mi. S/O 76th St. (Exit 75)	4/4/22 - 5/29/22	
Holland 620 N	936 x 264	12,857	W/S US-31 600 FT N/O Riley Street	4/4/22 - 5/29/22	
Jackson 616	1408 x 384	9,834	I-94 4046 ft W/O US 127 SS F/West	4/4/22 - 5/29/22	
Kalamazoo KD94Wings	576 x 360	8,745	I-94 0.4 Miles W/O Sprinkle Road SS F/West	4/4/22 - 5/29/22	
Lansing 881	464 x 160	5,200	E/S I-69 1 mi s/o I-496	4/4/22 - 5/29/22	

DIGITAL

Line Item	Target	Start Date	End Date	Add'l Specs	KPI	Impressions
Cross Platform Display (In App & Site Served)	Michigan	2/7/2022	5/29/2022	Targeting Adults 18+	Awareness	2,545,455
Cross Platform Pre-Roll Video (In App & Site Served)	Michigan	2/7/2022	5/29/2022	Targeting Adults 18+	Awareness	375,000
Cross Platform Display (In App & Site Served)	Ohio & Indiana Cities	2/7/2022	5/29/2022	ADDED VALUE Targeting Adults 18+	Awareness	909,091
Cross Platform Display (In App & Site Served)	Ohio & Indiana Cities	2/7/2022	5/29/2022	ADDED VALUE Targeting Adults 18+	Awareness	55,000
Cross Platform Display (In App & Site Served)	Canadian Cities	2/7/2022	5/29/2022	ADDED VALUE Targeting Adults 18+	Awareness	909,091
Cross Platform Display (In App & Site Served)	Canadian Cities	2/7/2022	5/29/2022	ADDED VALUE Targeting Adults 18+	Awareness	55,000

ESTIMATED IMPRESSIONS: 4,848,637

History & Experience

Clinton Area Transit System

Keeping People Connected

Established in 2001, the Clinton Area Transit System provides on-demand transportation services to residents of Clinton County and beyond. The agency takes pride in keeping riders safe, making their days a little brighter and stepping up when someone needs an extra hand.



Four years strong, our partnership with Clinton Transit represents a significant extension and expansion of its initial strategy and scope. A full breadth of strategic marketing, communications and public relations support is in our purview.

Clinton Transit's ridership now surpasses its pre-pandemic numbers, up over 27% from 2019. But more than ridership, our ongoing work successfully positions Clinton Transit as an essential frontline service and key component of independent living. From logo, branding and a new brand standards guide book, to strategic planning, messaging and development of annual Communications and Marketing Plans, we're using tactics like broadcast and over-the-top television (OTT), broadcast radio, website development, brochures, vehicle wraps and branding, monthly PR executions and more.

One of our main priorities last year was to support Clinton Transit as they invested in transportation development planning. The yearlong project allowed the Clinton Transit to identify Clinton County's unmet and emerging transportation needs and assess how they can adapt to meet them. The final product—the Transportation Development Plan—is a comprehensive roadmap to guide the future of public transit in Clinton County.

For optimal results, it was important for Clinton Transit to remain connected with its community and actively engage in outreach activities. King provided support throughout in order to collect robust information and feedback from throughout Clinton County including:

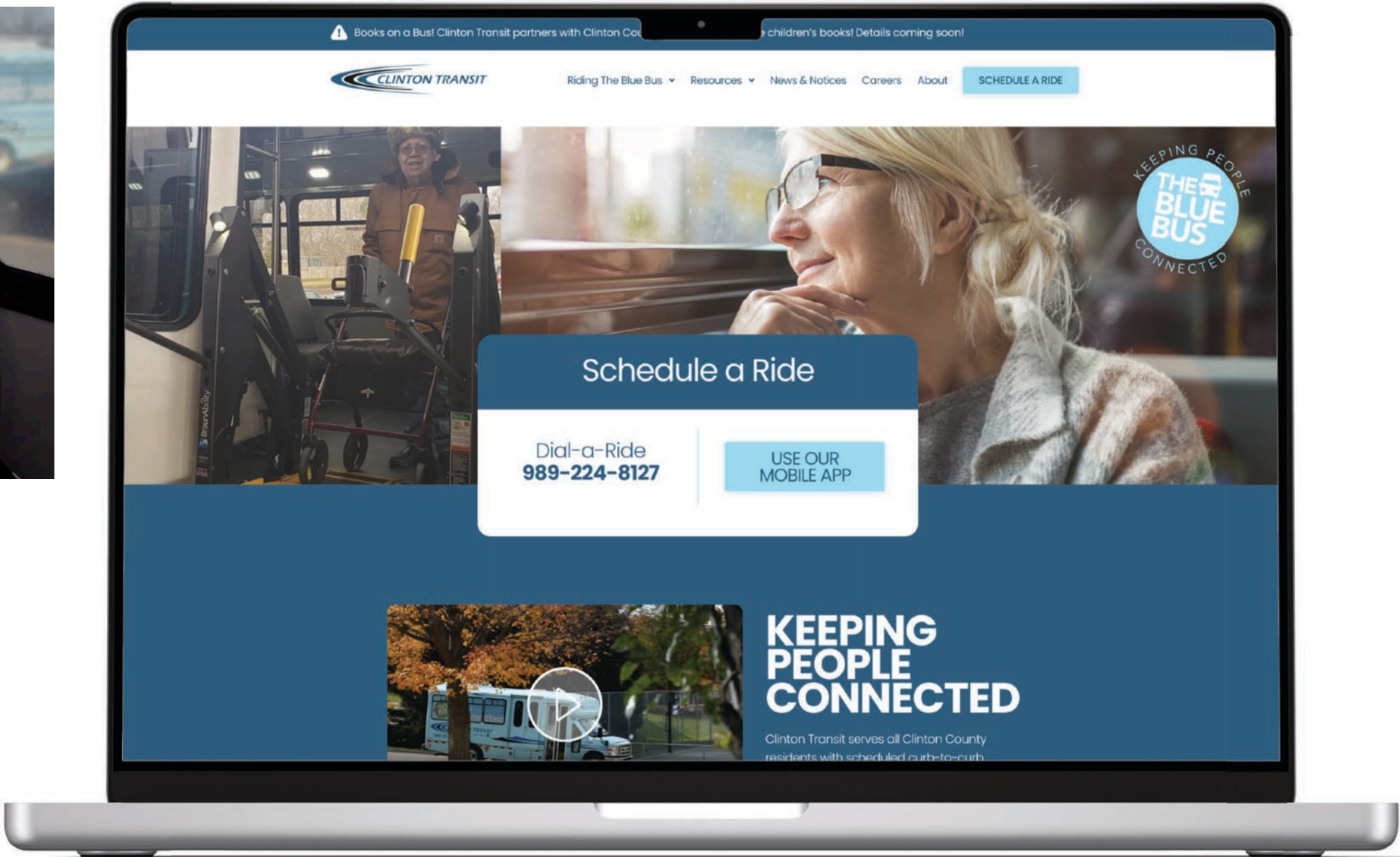
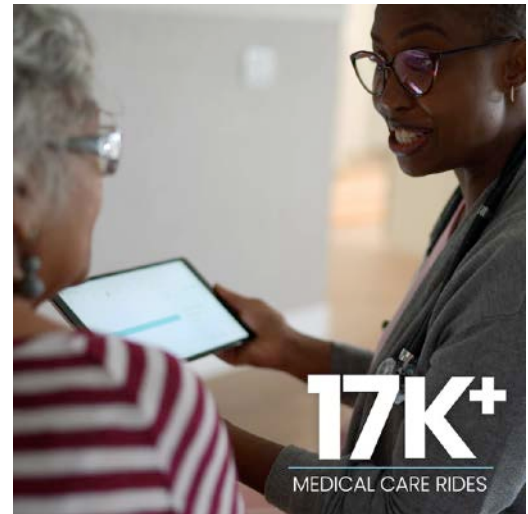
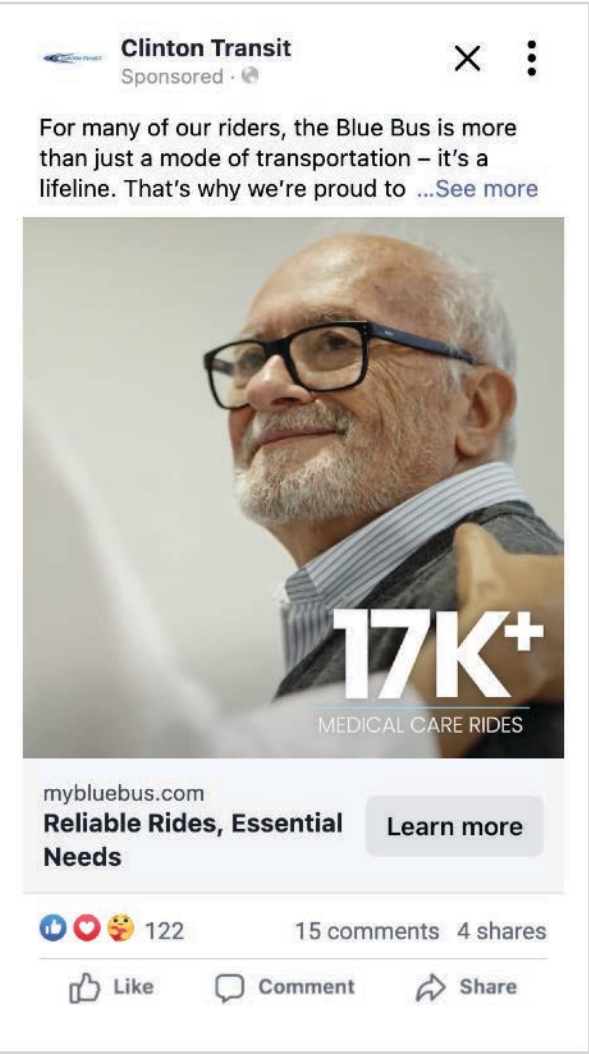
- Social media ad campaign to promote the agency's "meetings on the bus"
- Informational postcards delivered by USPS to all county residents
- Design, deployment, analysis and reporting for three separate surveys to three distinct target audiences.
- Public relations support including press releases, media relations and coordination continues to result in significant, highly valuable earned media for Clinton Transit.

History & Experience

Clinton Area
Transit System

Keeping People Connected

Marketing & Communications



History & Experience

Clinton Area Transit System

Keeping People Connected

Promotional Collateral

In 2021, Clinton Transit celebrated its 20th anniversary. King developed and executed a multimedia campaign that celebrated the milestone, and also helped Blue Bus leadership and staff plan and promote a community open house. Promotional collateral included a 20th anniversary logo-mark, special bus wraps, print ads, invitations, a media kit and even custom cookies! More than 400 people turned out to celebrate.

AWARDS

MarCom Award
Honorable Mention, Strategic Communications and Public Relations



History & Experience

Clinton Area Transit System

Keeping People Connected

Service Brochures

As the agency of record for Clinton Area Transit System, we provide the Blue Bus with everything needed to keep riders informed, generate support from the local community, and elevate their brand.

We recently provided the agency with new versions of their Dial-A-Ride and Community Connections brochures. Each brochure features important information for riders, including fares, service areas and eligibility requirements for special programs.

This kind of work, in addition to the media buying, advertising, public relations, social media and website services we provide, helped Clinton Transit's 2022 ridership exceed pre-pandemic levels by 27%.



History & Experience

Clinton Area Transit System

Keeping People Connected

Annual Report

King developed Clinton Transit’s first-ever annual report to the community, along with new imagery to support Clinton Transit’s paradigm shift from “transportation” to “mobility.”

Cleverly designed business cards, gift certificates, brochures and other print collateral provided added support for grassroots opportunities.




History & Experience

Clinton Area Transit System

Keeping People Connected

Millage Information Campaign



TRANSIT SYSTEM MILLAGE RENEWAL

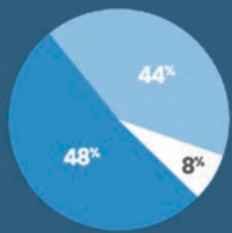
VOTE AUG. 6th

The .70 mill proposal includes a reduced millage rate of .6924 mill for the levy that expires in 2024, along with a new .0076 millage that restores the rate reduction, a consequence of the 1978 Headlee Amendment.

If passed, the total millage will equate to less than \$5.34/month per \$100,000 of property value, and accounts for more than 40% of Clinton Transit's annual budget.


CLINTON TRANSIT'S FUNDING:

- 48% from federal and state funding
- 44% generated by the millage
- 8% from other local funds




2023 BLUE BUS RIDERSHIP STATISTICS

- 72K+ TRIPS
- 43% OF RIDES FOR EMPLOYMENT
- 24% OF RIDES FOR MEDICAL CARE
- 15% OF RIDES FOR EDUCATION




"The Blue Bus gave me a level of independence and a level of control that, quite frankly, I really thought I had lost."

Mark Henteman, Passenger



Learn more at mybluebus.com



Paid for by Clinton Area Transit System, 215 N Scott Rd., St. Johns, MI 48879

TRANSIT SYSTEM MILLAGE RENEWAL

VOTER INFORMATION

On Tuesday, August 6, Clinton County voters will be asked to consider a millage renewal for public transit services.

Before you vote, we wanted to offer you a few facts for your consideration.

Millage Details

The .70 mill proposal includes a reduced millage rate of .6924 mill for the levy that expires in 2024, along with a new .0076 millage that restores the rate reduction resulting from the 1978 Headlee Amendment.


About Clinton Transit

At Clinton Transit, our mission is to keep people connected to the important people and places in their lives. Our Blue Buses provide on-demand rides for Clinton County residents, regardless of challenges, disabilities and/or circumstances. Last year, we provided more than 950,000 miles and provided more than 72,000 rides.

"The Blue Bus gave me a level of independence and a level of control that, quite frankly, I really thought I had lost."

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15% OF RIDES FOR EDUCATION	10% OF RIDES FOR RECREATION
8% OF RIDES FOR OTHER	



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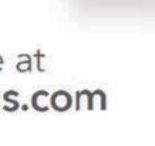
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8% OF RIDES FOR OTHER	



Learn more at mybluebus.com

Paid for by Clinton Area Transit System, 215 N Scott Rd., St. Johns, MI 48879

Hello, Neighbor!

Clinton Transit's Blue Buses provide curb-to-curb transportation for all county residents, and are especially important to those without a vehicle or the ability to drive.


On August 6, residents will be asked to consider a .70 mill renewal for transit services. This includes a reduced millage rate of .6924 mill for the levy that expires in 2024, along with a new .0076 millage that restores the rate reduction resulting from the 1978 Headlee Amendment.

If passed, the total millage will equate to less than \$5.34/month per \$100,000 of property value, and accounts for more than 40% of Clinton Transit's annual budget.


Please visit mybluebus.com/resources/millage-details/ or scan the QR code for more important facts about the millage proposal.

Need a lift? We provide free rides to the polls for early voting and on Election Day. Call 989-224-8127 or schedule a ride on our mobile app.

Thank you,
MaLissa Schutt, Executive Director



Paid for by Clinton Area Transit System, 215 N Scott Rd., St. Johns, MI 48879



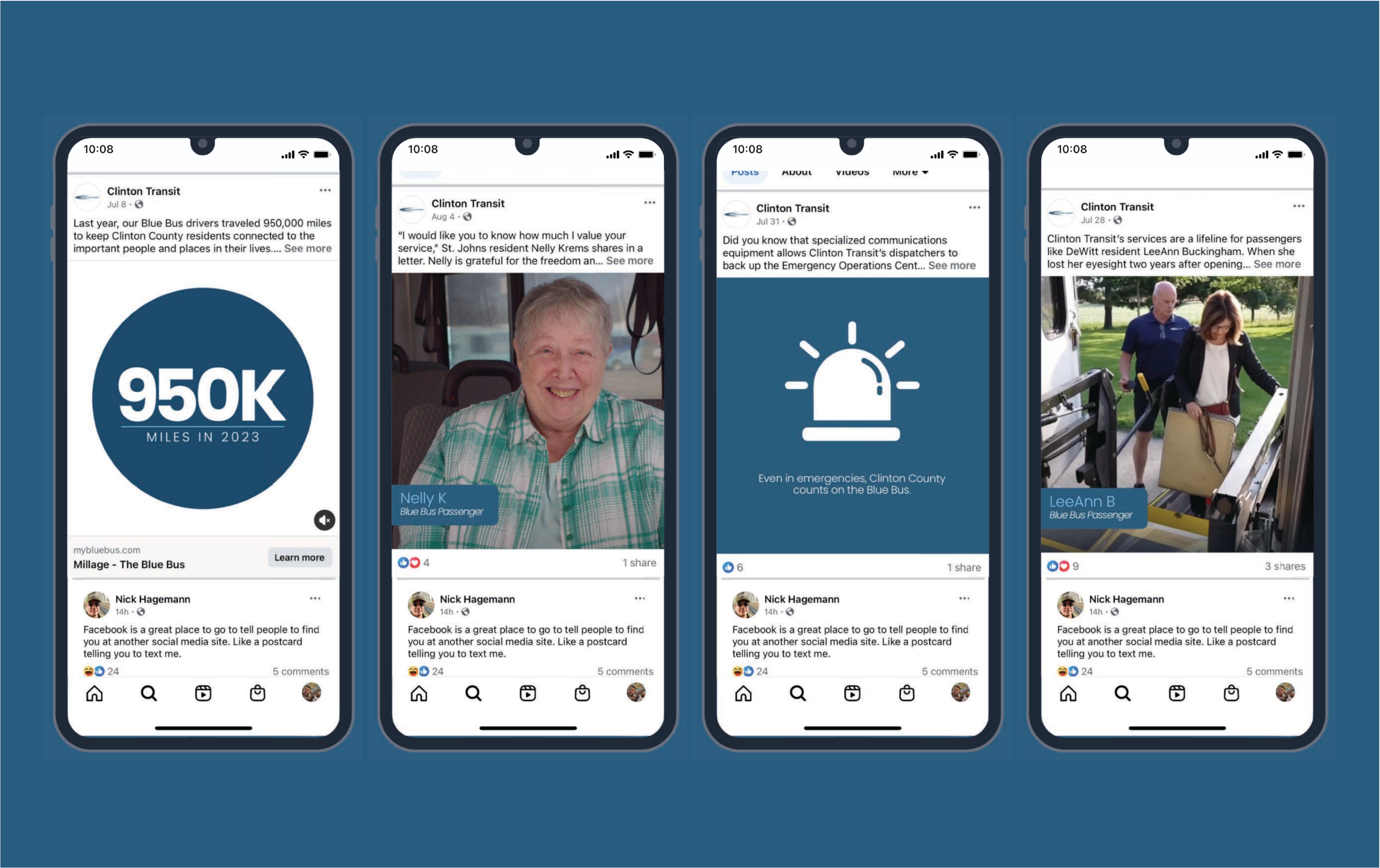
Clinton Area Transit System
215 N. Scott Rd.
St. Johns, MI 48879

History & Experience

Clinton Area Transit System

Keeping People Connected

Social Media



History & Experience

Clinton Area Transit System

Keeping People Connected

Public Relations

Throughout our relationship with Clinton Transit, King has garnered incredible TV, radio, social media and other online coverage for Clinton Transit. The stories are diverse, all illuminating the essential nature of Clinton Transit. Most recently, we completed a highly successful press event surrounding Clinton Transit’s involvement in the Michigan Mobility Wallet Challenge. The event drew expansive coverage on three network TV news stations, broadcast radio, and more.

Clinton Transit Participates in Michigan Mobility Wallet Challenge

First in the Region to Offer Cashless, Contactless, Queue-less Boarding




Photo by: Dana Kromer/2024

By: Russell Shellberg
Posted 4:09 PM, Oct 17, 2024


Russell Shellberg Hi there! I'm your local re DeWitt native, I'm excited to share all the in our amazing community with you!

ST. JOHNS, MI — Clinton Transit is le Michigan as the first transportation ag contactless and queue-less boarding a increase interoperability and expand a Buses are piloting the Michigan Mobil connects users to transportation optio and demand-response bus systems. ra

WLNS Lansing

The Blue Bus unveils simplified payment me

Shajaka Shelton
Thu, October 17, 2024 at 4:34 PM EDT · 1min read



NEW AT 5
EASIER PAYMENT PROCESS FOR BUSSES TO BE UNVEILED
CLINTON COUNTY

LANSING, Mich. (WLNS) — Clinton Transit, also known as The Blue Bus, w become the first bus service in the region to provide cashless, contactle no-line boarding services.

The transit service, which has been operating for nearly 25 years, is parti in the [Michigan Mobility Wallet Challenge](#), a collaboration with the Mich Department of Transportation.

Organizers say this will simplify the transit payment process.

Metrics page





Earned Media Metrics

<div><div>5</div><div>Online pieces of coverage</div><div>The sum of online pieces of coverage and media monitoring mentions (excluding social media)</div></div>	<div><div>4</div><div>TV News & News Radio</div><div>Aired on WLNS, FOX47, WILX; 92.5 FM</div></div>	<div><div>271.92K</div><div>Total estimated views</div><div>The sum of all estimated views for all added online pieces of coverage (excluding social media)</div></div>	<div><div>Average sentiment</div><div>The average sentiment value for all added online pieces of coverage (excluding social media)</div></div>
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NEWS

The Blue Bus unveils simplified payment method

by: Shajaka Shelton
Posted: Oct 17, 2024 / 04:34 PM EDT
Updated: Oct 17, 2024 / 04:35 PM EDT


SHARE    

LANSING, Mich. (WLNS) — Clinton Transit, also known as The Blue Bus, will become the first bus service in the region to provide cashless, contactless, and no-line boarding services.

The transit service, which has been operating for nearly 25 years, is participating in the [Michigan Mobility Wallet Challenge](#), a collaboration with the Michigan Department of Transportation.

Organizers say this will simplify the transit payment process.

ADVERTISEMENT



NEW AT 5
MALISSA SCHUTT
EXECUTIVE DIRECTOR AT CLINTON TRANSIT

MALISSA SCHUTT EXC DIRECTOR AT

History & Experience

Clinton Area Transit System

Keeping People Connected

App Launch & PR Event



History & Experience

Michigan Gaming Control Board

Don't Regret The Bet



With the legalization of casino gambling, online betting and sports betting in Michigan came an onslaught of pro-gambling advertising—a relentless barrage of ads encouraging Michiganders to bet. To combat that onslaught and educate the public about responsible gaming, the Michigan Gaming Control Board (MGCB) turned to King. We delivered an entertaining, highly visible campaign centered on a single idea—Don't Regret the Bet.

MGCB's Responsible Gaming Section was created as part of an initiative to prevent problem gambling before it starts and remind Michiganders that any form of gambling is just for fun and entertainment. To accomplish this, MGCB turned to King to help combat the barrage of ads encouraging Michiganders to bet, and to educate the public about the potential dangers of gambling.

We delivered an entertaining, highly visible integrated marketing campaign centered on a single idea—Don't Regret the Bet. The objective of the campaign is to reduce the number of people in Michigan who develop a serious gambling addiction. The goals of the campaign are to:

- Create awareness about the MGCB and the Responsible Gaming Section.
- Educate individuals about specific actions that help maintain responsible gambling behaviors.
- Empower players to call the Problem Gambling Helpline or Responsible Gaming Section if they have a problem with gambling or know of someone who does.

- Encourage community organizations to reach out to the MGCB for informational materials, presentations, and public speaking engagements.

We started with first-, second- and third-party data sources to identify the MGCB audience, then used media research to determine the platforms that would best reach them. The resulting campaign is a mix of statewide awareness and resource messages, category-specific podcast integration layered with demo-targeted digital impressions.

All paid media dollars are focused on the tactics that will have the greatest impact and provide trackable results. We leveraged our relationships throughout the state to guarantee a substantial amount of earned media value for the MGCB. In addition, we flighted each asset so that MGCB messages will be live in the state in one form or another through the whole year. This will increase the visibility of the MGCB messages throughout the year as the seasonal messages change.

King uses leading industry tools and platforms to inform decisions and ensure MGCB's campaign is memorable, gets noticed, gets our points across, and gets people to make smart decisions about gambling. Our experience in mining for audiences—who they are, where they live, the content channels they favor and the behaviors they exhibit—proved a real advantage during planning, and has allowed us to execute a more targeted and effective campaign. As the campaign continues, we're actively monitoring performance and optimizing the campaign using various analytic tools.

History & Experience

Michigan Gaming Control Board

Don't Regret The Bet



King launched two broad statewide awareness campaigns—one optimized for awareness/reach; a second behavioral targeting optimized for website traffic. Complementing these, a series of hyper-targeted ads are reaching specific audiences like NFL draft attendees, recent casino visitors, March Madness fans, and car racing fans at MI Speedway, and more with messages designed specifically for them.

The broadest statewide social media effort was optimized for reach—and delivered three video ads to 4,249,094 individuals, serving up 20,469,729 impressions. But wait, there's more! The ads continued to perform past reach alone. Over 1,396,095 have engaged with this content; 1,383,075 watched at least the first three seconds of the video, and 12,260 went on to visit campaign landing page.

The statewide behavioral targeting campaign has the same three video ad-sets and reached 885,234 individuals with 4,874,939 Impressions resulting in 78,474 link clicks and a 1.61% click through rate.

Of the more targeted efforts, examples include the horse racing effort which delivered to people who had recently visited the Northville Downs racetrack and reached 44,488 individuals with 251,343 Impressions resulting in 1,578 link clicks and a .63% click through rate. And March Madness ads delivered 689,038 impressions to 209,918 individuals—resulting in 13,508 link clicks through for a rate of 1.96%.

Three flights of OTT awareness campaigns have reached 779,060 addressed with 5,842,862 impressions for a frequency of 8.1 ads per household.

Streaming and podcast audio are achieving strong coverage throughout the state, even in some of the harder to reach areas like the UP. With streaming audio, we've reached 821,952 devices with 7,949,175 impressions for a frequency of 9.9; podcast ads have reached 3,100,697 with 6,225,423 for a frequency of 3.72 ads per individual.

Outdoors, 1,531 gas stations across Michigan showed our video ads 12,042,985 times to Michiganders fueling their vehicles. On the road, 255 digital billboard locations resulted in 2,184,669 ad plays for 28,135,767 total impressions.

In concert with the Michigan Association of Broadcasters, we were able to provide added value in the form of 23,301 bonus ad plays for a total added-value of \$320,555 with a return of \$4.24 per \$1 invested.

The campaign landing page, DontRegretTheBet.com, has to date welcomed 56,432 total users who have engaged with the site 67,462 times and downloaded 404 files.

History & Experience

Michigan Gaming Control Board

Don't Regret The Bet

AWARDS

AVA Digital Platinum Award
Digital Marketing Campaign

AVA Digital Platinum Award
Creativity in Website Design

Emmy Award
Graphic Arts, Motion Graphics

dotCOMM Platinum Award
Website Elements/Microsite

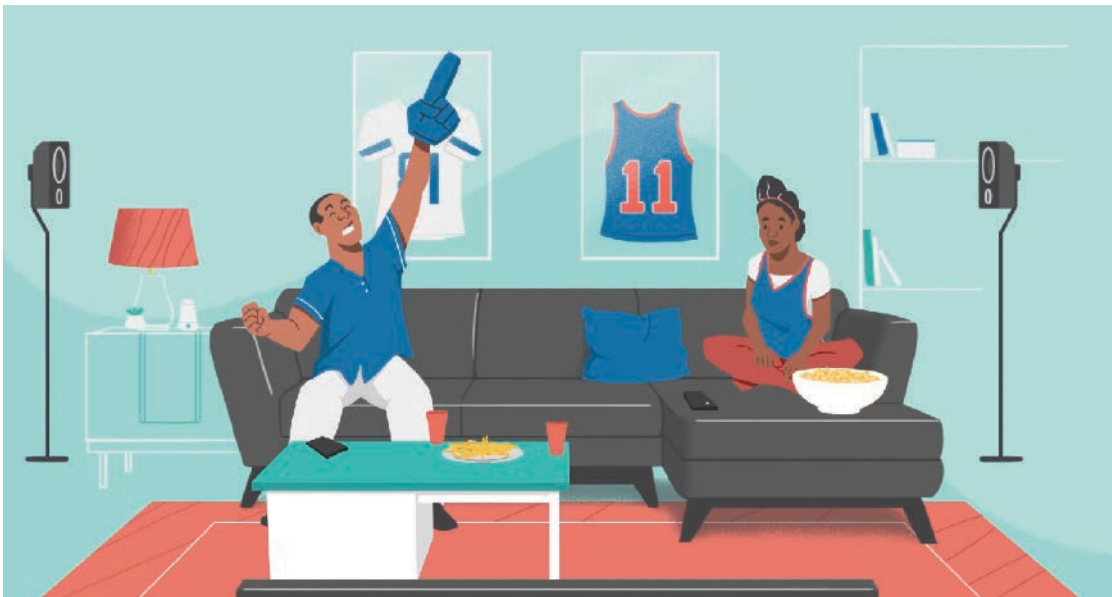
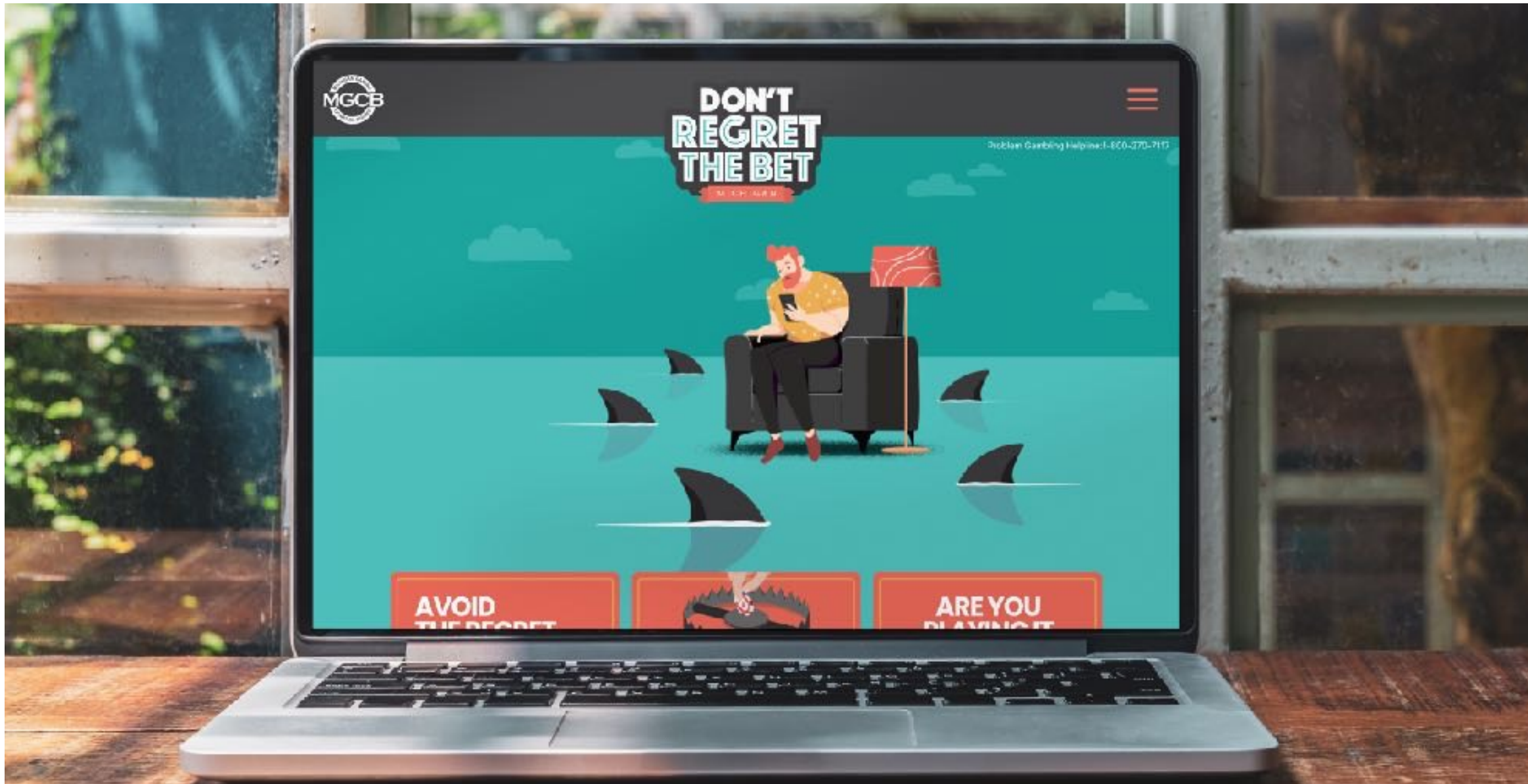
dotCOMM Platinum Award
Digital Marketing Campaign

PRNEWS Digital Awards
First Place
Facebook Platform Presence

PRNEWS Nonprofit Awards
Honorable Mention, Social Responsibility Campaign

Viddy Platinum Award
Integrated Marketing

Michigan Gaming Control Board
Don't Regret the Bet
[Click here to view](#)



**DON'T
REGRET
THE BET**
MICHIGAN

[illegible]

**DON'T
REGRET
THE BET**
MICHIGAN

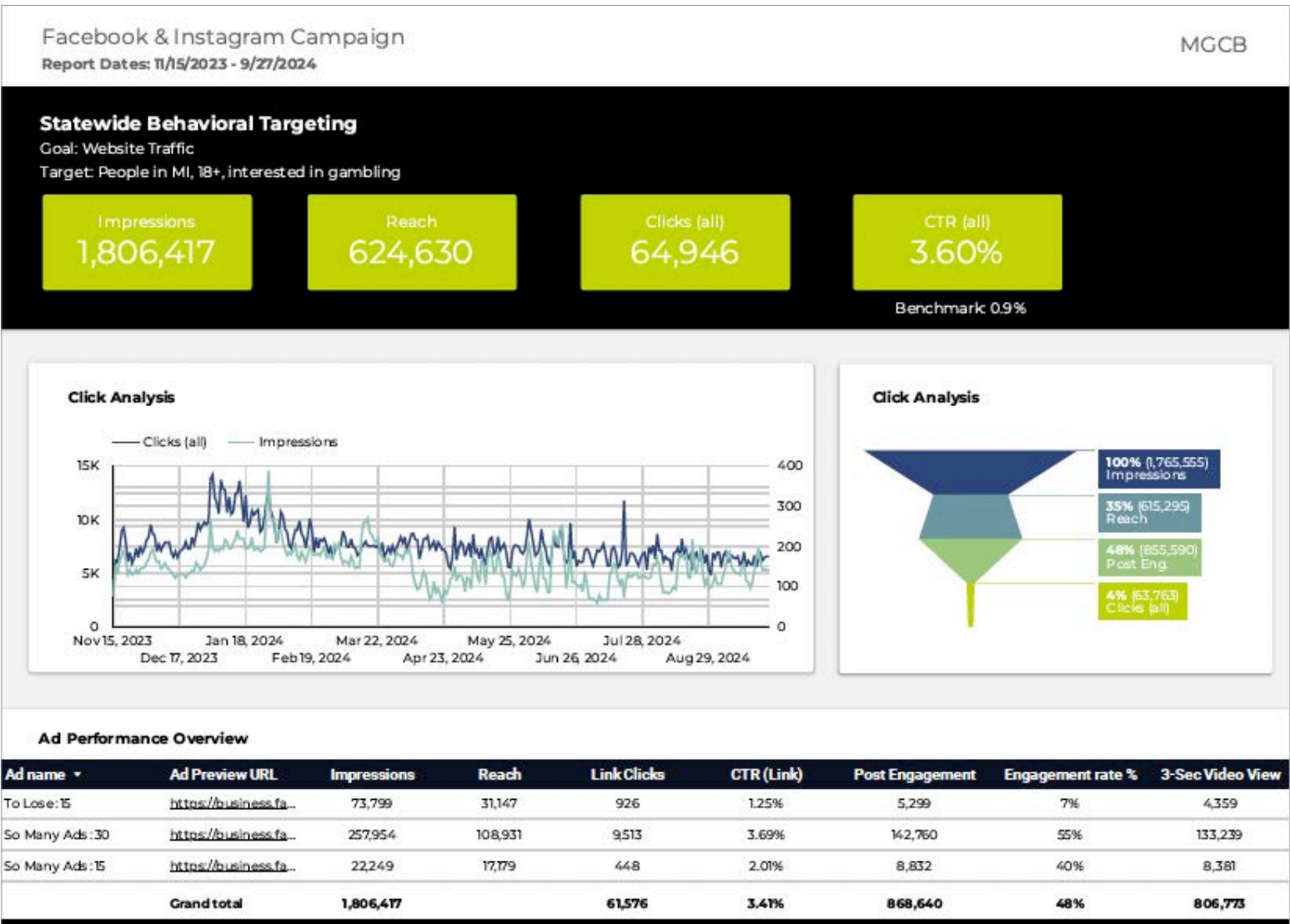
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History & Experience

Michigan Gaming Control Board

Don't Regret The Bet

Sample Reporting

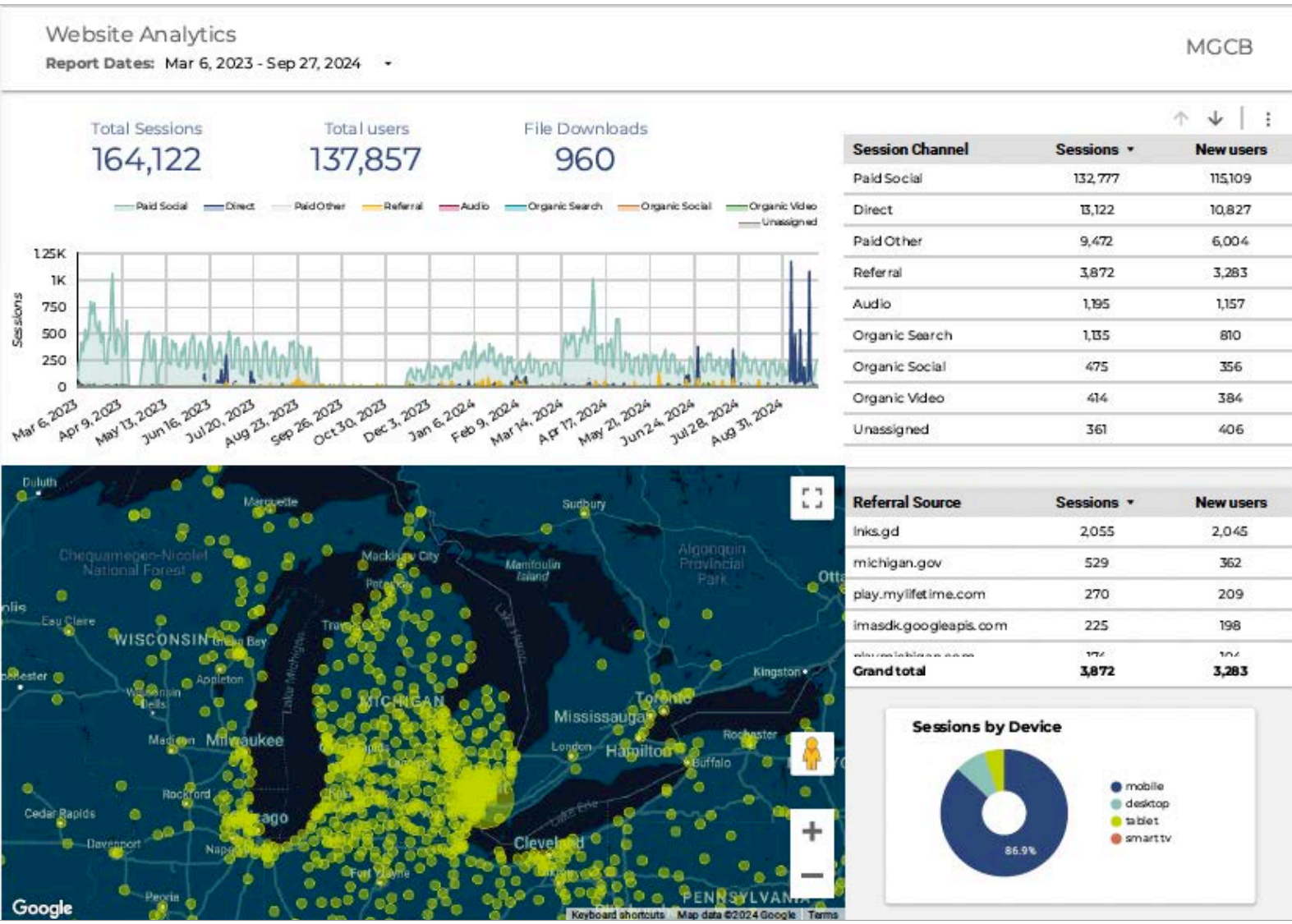
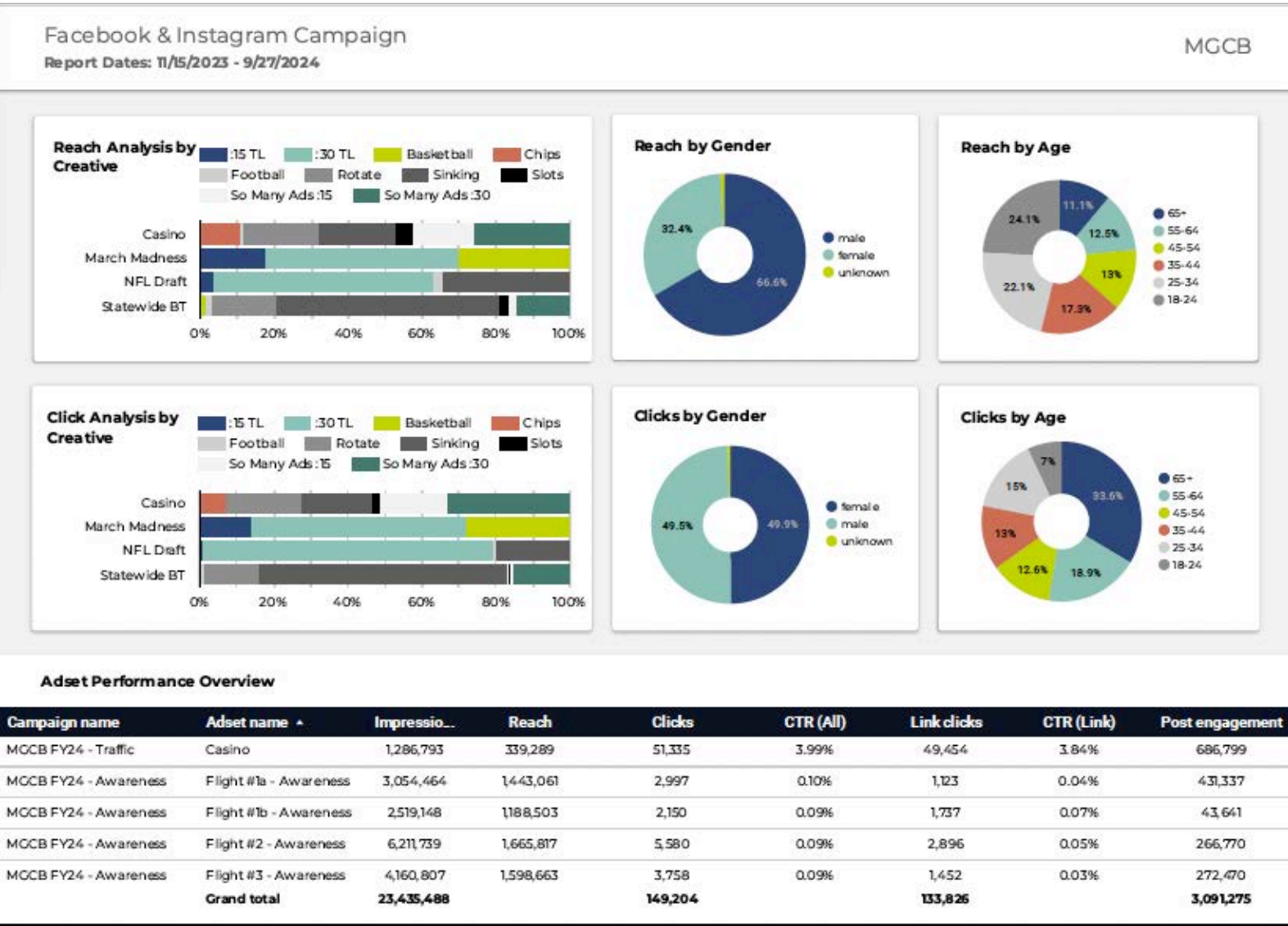
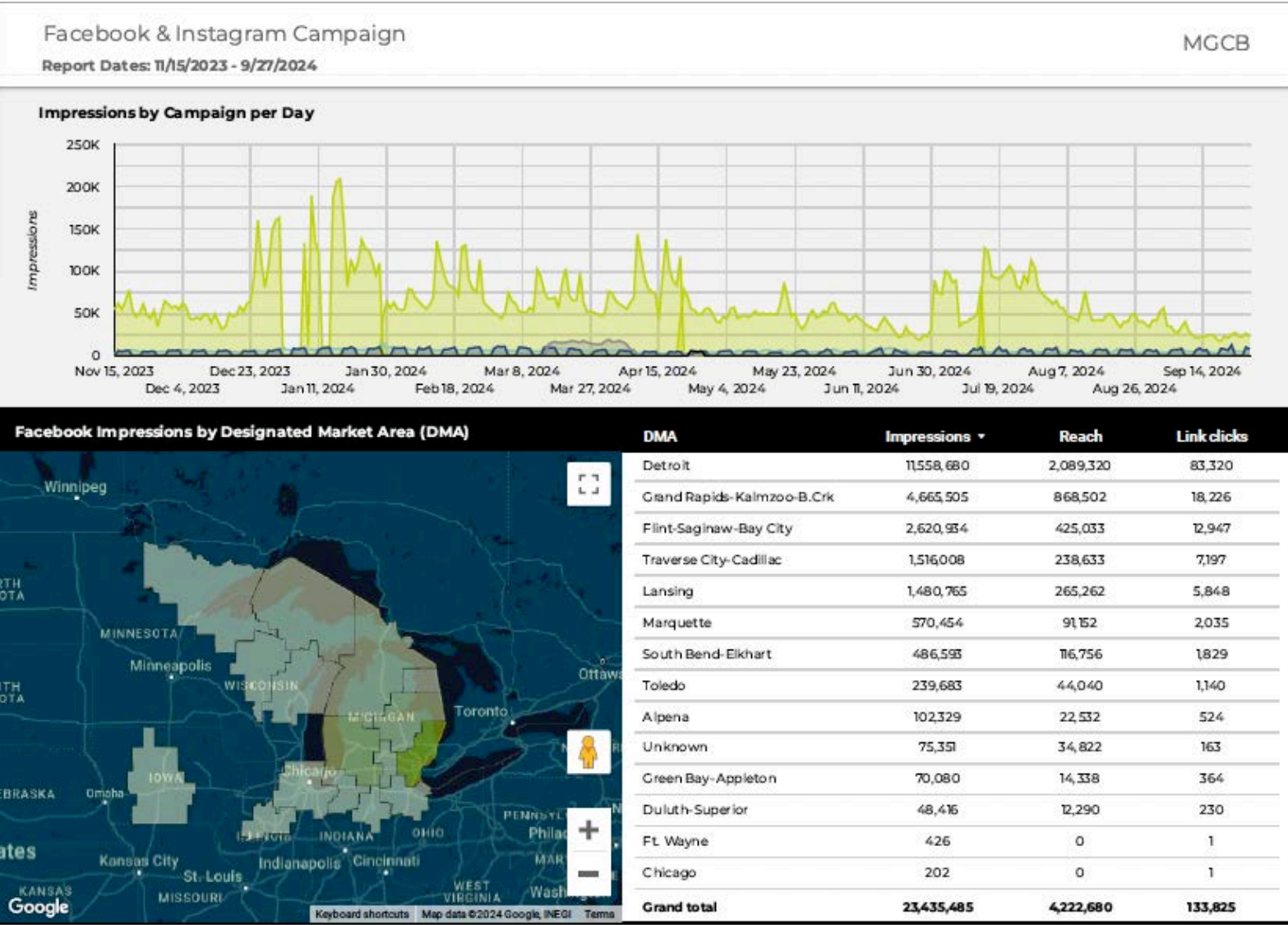
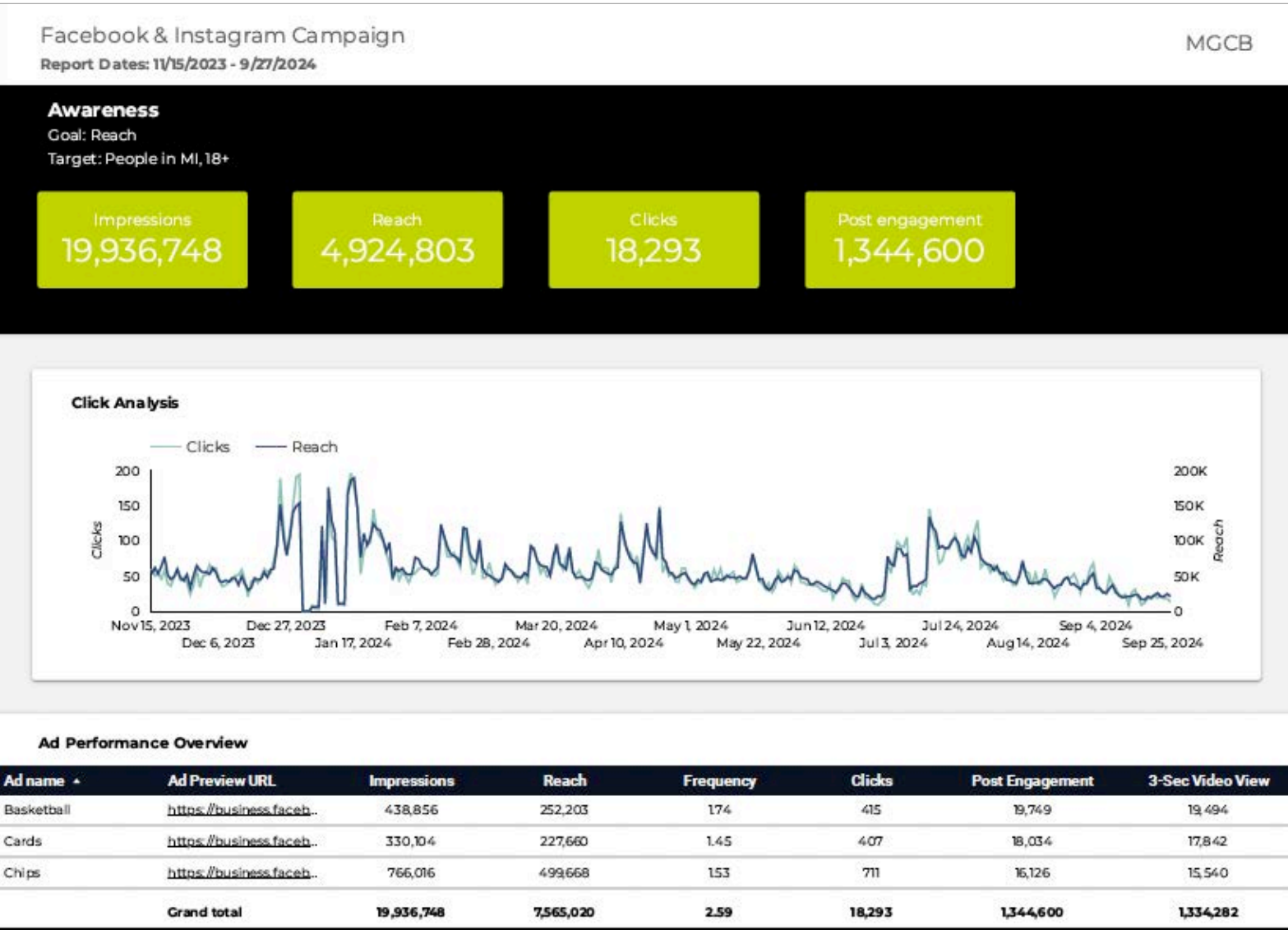


History & Experience

Michigan Gaming Control Board

Don't Regret The Bet

Sample Reporting

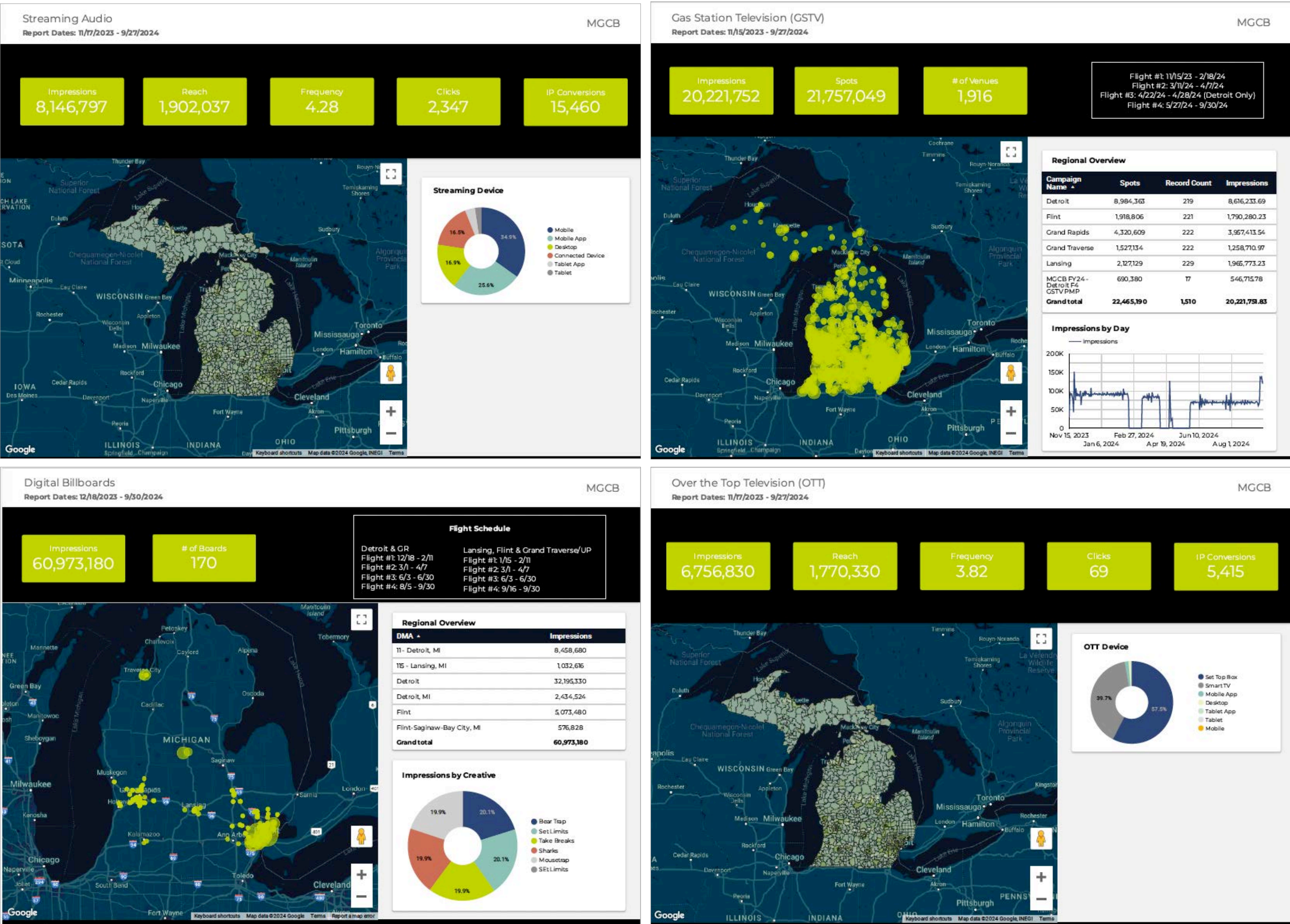


History & Experience

Michigan Gaming Control Board

Don't Regret The Bet

Sample Reporting



History & Experience

City of St. Johns, Michigan

Mint City

The City of St. Johns, Michigan is a historic community founded in 1856. Known as the Mint City due to its unique agricultural heritage, St. Johns serves a population of about 8,000 residents and provides a full range of municipal services.



The City of St. Johns, Michigan is an historic community founded in 1853. Known as the Mint City due to its unique agricultural heritage, St. Johns serves a population of about 8,000 residents and provides a full range of municipal services. The City had identified communications as a top priority, and partnered with King Media in 2021 to develop a comprehensive communications and marketing plan with the ultimate goal of positioning the City of St. Johns as a top-choice community that attracts visitors and new residents.

King set to work on the communication plan with the goal of improving residents’ satisfaction with City communication efforts. To guide our work, we conducted primary and secondary research that identified the opportunities and challenges the City was facing, defined its unique qualities and strengths, and illuminated resident and non-resident perceptions of the City and its communications efforts. King’s methodology included individual interviews, community focus groups and an online community survey, along with considerable secondary research.

We compiled the data, analyzed what we’d discovered and presented the City of St. Johns with a deeply insightful and comprehensive Intelligence Report. This knowledge served as the foundation of the City’s Communication & Marketing Plan, which included comprehensive recommendations for using releases, e-newsletters, SMS text messaging, print newsletters, and more to communicate with residents.

As we were developing the plan, the City had some immediate communications requests. So, we also provided as-needed services including 22 different projects with nearly 75 individual deliverables.

- We’ve worked side-by-side with City leaders to navigate public relations surrounding the City’s intent to purchase an historic building, two mayoral changes, two new city managers, a new chief of police, and a variety of public service, safety and event announcements.
- The City’s social media account became a megaphone for announcements, but even more, it became an important part of the City’s branding and personality.
- Communications about dry topics like code enforcement, rental inspection programs and a sidewalk millage proposal came to life when stylized with a warm, neighborly tone (and a bit of humor).
- King helped promote the City of St. Johns Streets & Sidewalks Program, an initiative that’s using millage funding to make much-needed improvements to local streets and sidewalks.
- The City also engaged King to design signage for downtown streets and parking lots, maps, and handouts to communicate the City’s new parking hours, rules, and regulations. The design shares helpful information and includes a QR code so residents and visitors can scan to access details online.

History & Experience

City of St. Johns,
Michigan

Mint City

Branding

When it was time for the City to refresh their brand, they didn't have to travel far. They turned to King for a modern new look and feel for their City logo and communications materials.



History & Experience

City of St. Johns, Michigan

Mint City

City Communications

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History & Experience

City of St. Johns, Michigan

Mint City

Social Media

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AWARDS

MarCom Award

Gold, Social Media Content




History & Experience

City of St. Johns, Michigan

Mint City


Public Relations

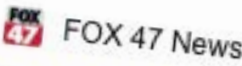
We've worked side by side with City leaders to navigate City public relations surrounding the City's intent to purchase an historic building, to two mayoral changes, two new city managers, a new chief of police, and a variety of public service, safety, and event announcements.



St. Johns Police Chief on leave, department evaluating work environment


ST. JOHNS, Mich. (WILX...) May 31, 2022

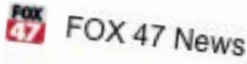




St. Johns board meeting packed after police chief's return


On Monday night, the St. Johns Board of Commissioners met at the Clinton County Courthouse, and Commissioner Tammy Kirschenbauer said it was... Jun 14, 2022

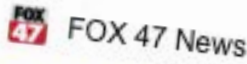




St. Johns city manager resigns, City Commission searches for new city manager


The St. Johns City Commission has announced that City Manager Dave Kudwa has resigned, and they are searching for a new city manager. Feb 21, 2023






St. Johns mayor resigns after less than 1 year on the job


ST. JOHNS, Mich. — During a regular St. Johns City Commission meeting Monday night, Mayor Roberta Cocco resigned from her position. Apr 24, 2023






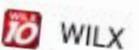
St. Johns City Commission responds to former mayor's allegations

The St. Johns City... May 24, 2023




St. Johns, Mich. (WLNS) — The St. Johns City Commission has unanimously chosen a new mayor and vice mayor. On June 26, the St. Johns City... Jun 27, 2023

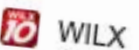




St. Johns' new mayor envisions bright future for city


There's a lot of great... Jun 29, 2023

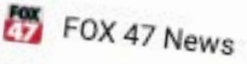




City of St. Johns selects new city manager


ST. JOHNS, Mich. (WILX...) Jul 5, 2023

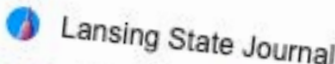




New St. Johns city manager excited to serve and help community


ST. JOHNS, Mich. — On May 22, the St. Johns City Commission unanimously voted Chad Gamble as the new city manager. Jul 12, 2023






Michigan Capitol Christmas tree is a spruce from St. Johns


Officials said the tree is typically harvested in Michigan's upper peninsula, but this year marks the first time it has come from St. Johns. Oct 28, 2022





16 people injured after 'Santa Parade' trolley overturns in St. Johns

ST. JOHNS, MI — An incident at a Christmas parade sent more than 16 residents to the hospital Friday... POLICE

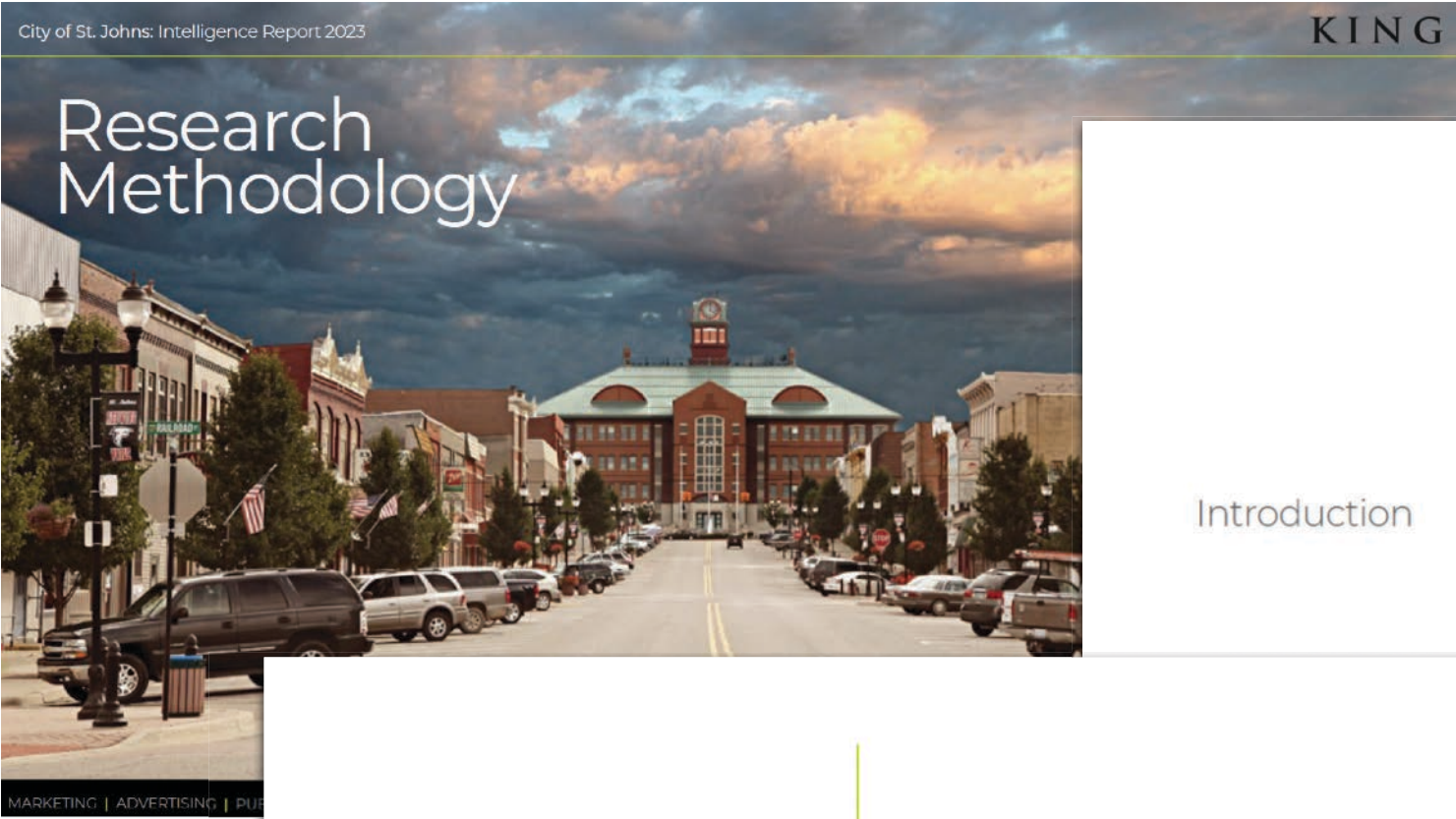


History & Experience

City of St. Johns, Michigan

Mint City

Combined, the City of St. Johns Intelligence Report and Communications/Marketing Plan contain 120 pages of deep research, rich insights and tested strategies that are moving the needle for the City of St. Johns. At right are just a few excerpts.



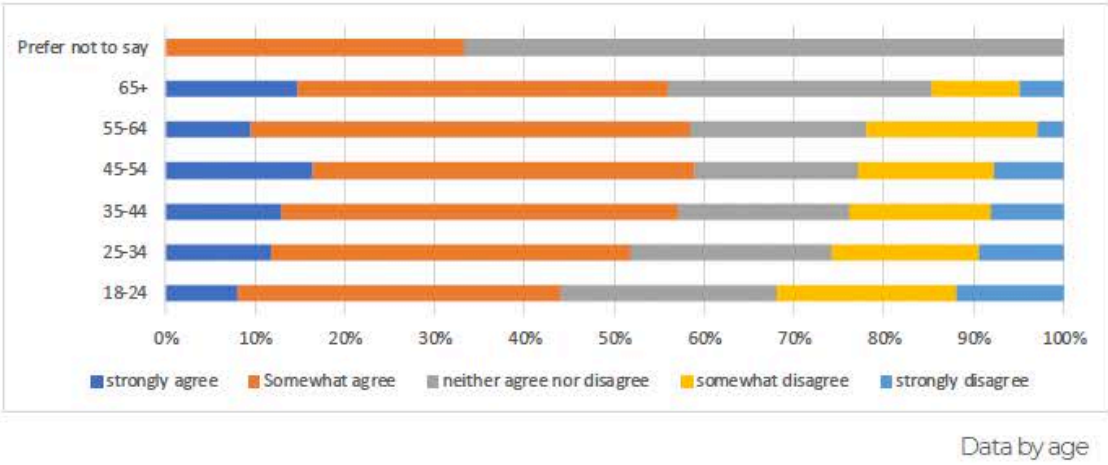
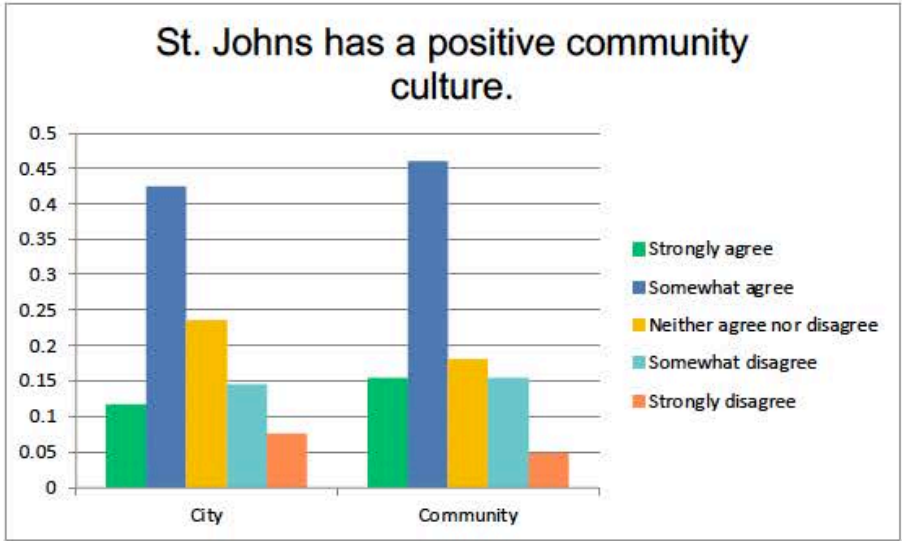
Introduction

The goal of our research was to gather information that will guide the development of communication and marketing plans for the City of St. Johns. To create successful plans, we need to have a full understanding of stakeholder perceptions – and not just as they pertain to how the City communicates. We need to know how people characterize St. Johns, what issues are important to them, where they see opportunities for improvement, and so much more. With this kind of in-depth knowledge, we can craft thoughtful plans that not only identify communication tools the City should use, but also guide the way communication and marketing can be used to address the most important things: trust and pride.

About Mega-Themes

The qualitative data we gathered during the individual interviews and focus groups introduced a set of mega-themes: persistent threads that continuously emerged in conversation with a wide variety of participants. We used these mega-themes

St. Johns embodies the best parts of “Small Town USA.” Words like friendly, nice, community, safe, and family emerged as consistent themes when research participants were asked to describe St. Johns. In general, people feel they are well-connected to each other and that this is a community where people care about each other. In the survey, well over 50% of both city and community respondents agreed or strongly agreed that St. Johns has a positive community culture.



SECTION 2 | Individual Resume, Biography and Availability

Project Team

A team that understands municipal communications.

At King, we recognize that successful municipal communication requires more than just marketing expertise—it demands a deep understanding of public sector dynamics, community engagement, and the nuances of working with government agencies, unions, and diverse stakeholders. Our team is uniquely equipped to help TACC build a strong, unified brand, enhance public perception, and effectively communicate with the communities it serves.

Our experience working with transit authorities, municipalities, and statewide organizations has prepared us to support TACC during this critical time of growth and unification. We understand the challenges and opportunities that come with expanding into previously underserved communities, merging operations, and fostering trust among both internal and external audiences. Whether it's developing a cohesive brand identity, engaging key stakeholders, or executing targeted outreach campaigns, our team is ready to provide the strategic leadership and hands-on execution needed to ensure TACC's success.





History & Experience

A partner you can count on.

Each project we undertake is backed by expertise, collaboration, and commitment to excellence, with a focus on:

- **Tailored Public Relations & Community Engagement** – Ensuring messaging resonates with riders, business leaders, policymakers, and the broader public.
- **Strategic Branding & Identity Development** – Unifying the agency’s presence across Calhoun County to build recognition and trust.
- **Effective Crisis & Issues Management** – Providing guidance and response strategies for sensitive topics, including union relations and public concerns.
- **Data-Driven Decision-Making** – Utilizing research and analytics to shape outreach strategies that maximize impact.
- **Seamless Execution & Reporting** – Delivering a full-service approach with clear performance metrics and measurable results.

Our team doesn’t just execute projects—we embed ourselves in our clients’ missions, working as true partners to achieve their goals. King brings a combination of creativity, strategic thinking, and hands-on municipal experience that will help TACC move forward with confidence.

And beyond all that? We’re a team of professionals who love what we do, and we believe that enthusiasm translates into outstanding work. We look forward to the opportunity to collaborate with TACC and create communication strategies that inspire, inform, and engage the people of Calhoun County.

Project Team



Coleen King

President & Founder

Coleen will provide high-level strategic direction for TACC, posing big picture questions to the team during the development of the branding strategy and development.



Jennifer Sturdy

Vice President for Marketing and Communications

Jennifer’s deep experience combined with her solid leadership, intelligent strategy and impeccable attention to detail, will ensure the production of high-quality, timely and effective deliverables.



Bob Veasey

Executive Creative Director

Through a combination of strategic thinking, attention-to-detail execution and creative oversight, Bob’s leadership will ensure all creative and messaging protect and align with the TACC brand identity.



Julanne Williams

Account Director

Julanne’s expertise in project management, analytics tracking, content creation, public relations, and more will help guide TACC’s path forward.



Jennifer Middlin

Digital Marketing Manager

Jennifer will use her expertise with digital platforms and analytics to find innovative solutions that drive campaign performance and produce results for TACC.

SECTION 3 | Required Responsibilities

Project Approach

We're big believers in public transit.

The TACC is seeking a marketing partner with full-service capabilities and a particular talent for public agency branding, marketing and communications. This isn't a job for just any firm: you need an agency that understands the intricacies of public transit, embraces your essential role in the community, and is simply stellar at creating exceptional work in a timely fashion.

History & Experience

Great execution starts with a great approach.

At King, we believe that a well-structured, strategic approach is essential to creating meaningful, measurable results. Our process is built on collaboration, research, and data-driven decision-making to ensure that TACC’s communication efforts effectively engage the community, unify messaging, and strengthen brand recognition across Calhoun County.

We will begin with a kickoff meeting that brings together your team and key stakeholders. This session will serve as a foundation for the project, allowing us to:

- Gain deeper insights into TACC’s goals, objectives, and challenges.
- Finalize project deliverables, timelines, and expectations.
- Identify key stakeholder groups, including transit riders, business leaders, municipal officials, and union representatives.
- Discuss primary research opportunities and the most effective methods for public engagement.

Our approach is rooted in collaboration and transparency. Leading this effort is Account Director Julianne Williams, who will serve as TACC’s dedicated project manager. She will facilitate the kickoff meeting, schedule regular check-ins, and ensure all campaign elements stay on track. Julianne will oversee the campaign’s progression, budget, and invoicing while continuously monitoring and reporting on performance.

Project Team

Real-time data. Seamless communication.

To keep your team informed and involved, King provides:

- **Custom Performance Reports** – Real-time dashboard access to campaign analytics, public engagement metrics, and budget tracking.
- **Comprehensive Project Management** – We utilize Basecamp, a collaborative online platform, to keep communication organized, tasks aligned, and deadlines clear.
- **Frequent and Open Communication** – Through Basecamp, phone calls, and scheduled meetings, your team will always have direct access to our experts.

Our entire King team is engaged in every project, ensuring a depth of perspectives, strategic insight, and creative excellence as we refine messaging and deliver results. By following this structured approach, we will create a unified, engaging, and effective marketing strategy that positions TACC as a trusted resource and essential service provider throughout Calhoun County.



Project Approach

Our tried-and-true process is efficient and effective.

Our experience and success in working with public agencies tells us that building a firm foundation with intentional branding and messaging is essential for the long-term health and growth of the organization.

So in our recommended work plan, you won't see us jumping ahead or skipping steps—you'll see a thoughtful, research-based approach that provides the foundational branding and messaging you need. This approach yields plentiful options for reinvigorating your brand throughout Calhoun County, from taxpayers to passengers and beyond.



Research & Discovery



Messaging & Creative



Strategic Planning



Turnkey Execution



Analysis & Reporting

Project Approach



Research & Discovery

1. Define research goals and objectives. In this step, we identify what we need to accomplish through research. This often includes measuring awareness, perception and preference, providing insight into how to best reach our identified marketing goals. These goals and objectives also help us determine the right blend of quantitative and qualitative research required.

2. Determine research methods. Based on our identified research goals and objectives, we evaluate the many possible research methods that could accomplish them.

First, we dig for prevailing research that can provide further insight—leveraging secondary research and exhausting our knowledge base before making primary research recommendations.

An investment in primary research carefully weighs available resources and the requirements of each method. For the TACC, we are recommending a mix of public online surveys, interviews, focus groups, and a secret shopper exercise to document the transit experience.

We have worked with both lean and extensive research budgets, and have always developed sound, effective plans that generate meaningful data.

3. Develop research methodology. Once we determine the necessary research methods, we develop a detailed research methodology. This includes finalizing specific audiences, sample sizes and target response rates for surveys; specifying the number of focus groups and desired participant mix; specifying the number of and desired participants for individual interviews; and developing a proposed schedule for the research.



Project Approach



Research & Discovery

4. Present research methodology. We are firm believers in the power of collaboration, and will submit our research methodology for TACC review and approval. While our team has extensive experience conducting research, we also recognize that your team comprises subject matter experts in the community and has valuable contributions to make to the research planning process.

5. Develop research assets. Upon approval of the research methodology, our team develops the necessary research assets. This includes crafting and testing the survey, and writing focus group and interview questions that are clearly worded and avoid bias. TACC will have the opportunity to review, provide feedback and approve all research assets.

6. Execute research. When all testing is complete, our team executes the research according to the approved methodology.

7. Compile, analyze and synthesize data. When we have completed the research, our team will compile data from all research methods; perform quantitative and qualitative analysis as appropriate; and synthesize it into meaningful conclusions and recommendations. Survey data is cleaned and tabulated prior to review, and key findings from in-person

research methods are compared to survey data to identify mega-themes: significant threads that connect the research findings together to form a comprehensive picture of the situation.

8. Prepare and present an Intelligence Report. Provided as both an electronic document and a multi-media presentation, this report summarizes our research findings and identifies our recommendations for developing and implementing comprehensive and sustainable communications and marketing plans.

The specific components of the Intelligence Report depend heavily on the results of our research. However, we typically include an executive summary of our results; a description of our research methodology; detailed results and conclusions gleaned from data synthesis; a strengths, weaknesses, opportunities and threats (SWOT) analysis’ define key messaging and campaign concepts. We will also evaluate and provide recommendations to elevate your existing communications infrastructure and materials.

Project Approach



Research & Discovery

Clients appreciate the investment we’ve made in research and tracking tools that we use to mine for deep insights from campaign concept to completion. Once campaigns are underway, King provides regular reports with detailed metrics custom-built for each client.

We’re big fans of analytics. Just as important as every other step of the process, King analyzes individual campaign metrics with keen attention on those that best correlate to identified KPIs.

After all, it’s how we ultimately judge the success of our efforts. We conduct a thorough analysis of our campaigns to ensure the results meet and exceed benchmarks.

Where industry benchmarks are available, we measure our campaign against them and strive to exceed them. King is pleased to provide detailed monthly and year-end reports where we share comprehensive results data, dive into the analysis, and tease out key observations surrounding campaign performance.

King’s marketing tactics are as efficient, effective, and integrated as possible. While we have more than 60 research,

analytic and attribution tools to deploy, those with the most relevance for the TACC’s strategy include:

- **Demographic Data** - Any primary research such as Monthly/Annual Benefit Recipient Profile, Resource Utilization Reports, Past Proprietary research, KPI reports, Google Analytics, etc.
- **MRI & Scarborough** - National and local market syndicated research which can help us as we identify the regional audiences with the greatest potential to be overlooked or under-engaged by the current municipal landscape including alignments to their demographics, attitudes, opinions, media habits, lifestyle characteristics and consideration path.
- **ComScore** - Digital audience profiling including demographics, media, and lifestyle habits.

Project Approach



Research & Discovery

Doing the right research, and doing it right. Based on previous experience, we anticipate the following research activities.

Primary research activities include:

- Prepare and conduct an online public survey to collect data about perceptions, passenger experiences, and ways to improve the TACC’s supportive services
- Conduct up to ten (10) hours of individual interviews
- Facilitate up to four (4) one-hour focus groups
- Secret shopper exercise to document the transit experience

Secondary research activities include:

- Curate a list of suggested stakeholders for engagement
- Assess a mix of existing transit authority websites, brochures, branding and marketing materials
- Demographics, socioeconomics, general preferences, spending patterns, interests and lifestyles, industry research, transit use and seasonal impacts
- Review existing marketing, communications and public relations materials
- Review existing data and reports from TACC such as employment, ridership data, economic impact analysis
- Tap into our research investments and relationships to obtain missing data
- Identify data gaps and work with TACC to pursue additional information as needed

Project Approach



Messaging & Creative

The right campaign messages don’t just communicate, they resonate.

A successful campaign demands attention, causing audiences to pause as they scroll. Our creative team will collaborate with the TACC to perfect the final version, we’ll produce the necessary campaign assets to support them, including radio spots, social/digital media ads, videos and more.

Campaign messaging and creative are built on foundational research that provides important insights on our target audiences, who they are, where to reach them, when, and with what messages. Of course, that’s just the start. We’re constantly A>B testing and analyzing campaign performance to optimize results along the way.

Essentially, for this step we take everything we’ve learned and use what we know to craft the right message. During media planning, we use research to ensure we’re deploying messages at the right time, to the right audiences—in a way they’re open to receiving it.

This depth of understanding opens the door for using hyper-targeted creative, messaging to reach each target audience with hyper-local tactics including geo-targeting, geofencing, physical placement, and more. Because the campaign needs to reach multiple audiences and communicate a variety of messages, King will develop a messaging map to guide these placements.

Our copywriting and design team is excellent at bringing messages to life in marketing collateral that resonates with each audience—and translates effectively into the tactics laid out in the marketing plan. What makes excellent messaging for a television commercial (when we have the audience’s attention for 30 seconds) doesn’t translate well into an outdoor billboard, when that window shrinks to six seconds.

We take all of this (and so much more) into consideration as we creatively brainstorm concepts, test them in various applications, and present options to the TACC.

Project Approach



Messaging & Creative

Branding and Messaging

From our research, we will develop a brief that guides our creative team through the branding and messaging phase. Armed with this intelligence, the creative team will define your brand in written form. Why? This helps us capture your brand in words that carry weight and offer depth. Your Brand Definition will be provided in the Marketing and Communications Plan and will include five elements:

- **Brand Values:** The authentic, intangible characteristics that shine through in all aspects of the TACC. Articulating them as part of your brand definition allows you to make them a more intentional factor in decision-making and communication.
- **Brand Personality:** The personality traits that are common to the TACC. Your brand personality should be reflected in all written and verbal communication. Every email, flyer, letter, press release and announcement should contain elements of these personality traits. But beyond that, all TACC staff, representatives and leadership can reinforce the brand by embracing these personality traits as they interact with stakeholders throughout Calhoun County.

- **Brand Positioning Statement:** Articulates how the TACC is to be positioned in the context of public transit in Calhoun County. Communication and marketing should consistently reinforce this position.
- **Brand Promise:** Highlights what the TACC promises to provide to residents and other stakeholder groups in its service area.
- **Key Messages:** A set of 3-5 succinct messages that provide a framework for crafting communication in a way that is both consistent and appropriate for each community.

Messaging and creative activities include:

- Creative development of “Big Idea” campaign concept.
- Presentation of campaign concepts.
- Asset production

Project Approach



Strategic Planning

Media Planning

While the creative team is honing in on your marketing campaign and messaging, we will also be working through the strategic planning process by refining our goals and objectives and defining key performance indicators (KPIs), target audiences and sub-audiences, messaging, opportunities, timing and budget. These outcomes form the basis for each project’s media plan. Here’s what our strategic planning process looks like for each campaign/initiative.

Define required metrics. With goals and objectives established, we’ll determine how best to measure the success of our planned tactics.

We will identify the performance metrics and benchmarks by which each campaign’s performance is measured. Further, we’ll verify that these key performance indicators (KPIs) will be available for analysis, and document which individual campaign metrics correlate to each KPI.

These could include the number of visitors, jobs created, visitor days, satisfaction rates, distance traveled, etc.

Define target audiences. Next, we will identify and define the County’s target audiences and sub-audiences using demographic, behavioral, geographic and a combination of other data.

At the same time, we are generating key consumer insights that identify how each audience feels about relevant issues and defines what is most important to them.

Define messaging. To be effective, messages must resonate with their intended audiences. We start with previously established insights from demographic and behavioral data to provide the foundation, then our team transforms them into powerful and engaging messaging for each audience and sub-audience.

Define opportunities. Messages that resonate with the target audiences must also reach them. Data-informed communication channels allow us to target specific audiences with individualized messages.

Define timing. Part of reaching your target audiences is knowing when they will be most receptive to our messages. We consider key events, seasonal factors, demographic and behavioral data, key consumer insights and other factors as we lay out the calendar.

Define budget. “Defining the budget” in this context means itemizing the expenditures necessary to carry out the presented plan.

Project Approach



Strategic Planning



Connected TV (CTV)

CTV advertising offers a powerful way to engage viewers during streaming content with non-skippable ads that provide an immersive brand experience. By utilizing a network of over 70 apps, TV networks, and smart TV platforms, we ensure broad reach while precisely targeting key audiences.

For TACC, we will leverage third-party audience data and proprietary technology to reach:

Commuters & Transit Users in Albion, Battle Creek, Marshall, and Springfield, targeting those engaging with travel and local content.

Local Business Owners & Decision-Makers through business-related and news programming.

Community Stakeholders & Civic-Minded Residents by focusing on public affairs and local programming.

General Audiences & Families by targeting households with varied content preferences, including family-friendly shows and sports.

CTV ads will appear across platforms like Hulu, ESPN, Paramount+, Tubi, Sling, and Crackle, ensuring TACC’s message reaches the right audiences in the communities it serves.



Digital Out of Home (DOOH) & Gas Station TV (GSTV)

DOOH and GSTV reach a captive audience during everyday activities like fueling, grocery shopping, and at bus stops. These platforms provide a unique opportunity to connect with families in Albion, Battle Creek, Marshall, and Springfield, ensuring high engagement and recall rates by targeting busy residents during routine errands.



Digital Display

Interactive digital display ads engage audiences on third-party websites with compelling graphics and messaging, driving actions like website visits and enrollment inquiries. Using high-quality audience data and proprietary technology, we will target underserved groups in Albion, Battle Creek, Marshall, and Springfield, including commuters and transit users facing mobility challenges, residents with limited access to essential services like healthcare, employment, and groceries, veterans seeking community resources, and K-12 families with limited busing services. This focused approach ensures TACC’s message effectively reaches key communities in need of reliable transit and essential services.

Project Approach



Strategic Planning



Streaming Audio

Streaming audio advertising places ads on popular platforms like Spotify, Pandora, SoundCloud, and more, reaching listeners wherever they consume audio content. Using third-party data and proprietary technology, we will target audiences in Albion, Battle Creek, Marshall, and Springfield, focusing on those with mobility challenges, limited access to essential services, and those in need of reliable transit options. This strategy ensures TACC’s message connects with key listeners across a wide range of audio platforms.



Social Facebook & Instagram

Advertising on Facebook and Instagram offers a powerful strategy for engaging with local communities. We will use targeted campaigns to drive website traffic and raise awareness, leveraging advanced targeting options to reach specific demographics in Albion, Battle Creek, Marshall, and Springfield. These platforms are visually compelling, making them ideal for showcasing content that resonates with individuals facing mobility challenges and those in need of essential services. Additionally, their robust analytics and optimization tools enable real-time adjustments, ensuring TACC’s message remains effective throughout the campaign.



Email Marketing

Email marketing delivers personalized content directly to qualifying individuals, driving engagement and response rates. By incorporating compelling calls to action, such as encouraging users to explore transit options or learn more about local services, this strategy prompts immediate action and boosts website traffic and inquiries. This targeted approach ensures TACC’s message reaches the right audiences and encourages greater involvement with essential community resources. This also can be an essential tool for driving community support and engagement.



Pay Per Click (PPC)

PPC advertising places your website at the top of search engine results for relevant queries, ensuring high visibility and engagement. This strategy targets users actively seeking information on transportation, mobility solutions, and essential services in Albion, Battle Creek, Marshall, and Springfield. By delivering tailored messaging to those with immediate needs, TACC’s PPC campaign ensures maximum relevance and drives qualified traffic to your site.

Project Approach



Strategic Planning

Added Value: Bonus Media

Creating permanent behavioral change is no easy task. This is the driving reason why our team secures as many no-cost, added-value and bonus media elements as possible: to ensure the TACC’s efforts will have every advantage possible to shift attitudes and behavior.

When applied strategically to the paid media campaign, each no-cost amplifier becomes a critical tool, an advantage, to increase important aspects of our campaign. Each added value element provides the extra exposure that the TACC will need to be successful in its mission.

Our media partners are carefully chosen based upon their ability to provide effective and efficient audience

delivery, access to programming features and, most importantly, execute flawlessly. Each no-cost element improves the effectiveness of the campaign and allows us to reinvest dollars into other key aspects of the campaign.

Our ability to secure more reach, engagement and media at no cost demonstrates our commitment and the added value King brings to TACC’s efforts and goals.

Added Value: Podcast Impressions

With podcast listenership up 200% in the last couple of years, we’ve learned that focusing ads in top-tier podcasts is generally not as effective as delivering them to a variety of podcasts that are most listened-to by our identified audiences and sub-audiences.

Project Approach



Turnkey Execution

Once the media plan has been approved by your team, **we expertly handle all the details and keep you informed each step of the way.** You'll work most closely with your project manager, but every member of our team will contribute to ensure your campaign benefits from the agency's collective experience, expertise and perspectives.

Throughout the project we use the Basecamp project management platform to keep projects organized and facilitate communication. In addition to back-and-forth project communications, we'll post project status updates, actual-to-cost details and next steps in accordance with the project timeline. We'll obtain approval on assets before they're sent into production or digital placement.

Due to the fluid nature of broadcast media, stations typically "tweak" or adjust advertising schedules as needed. That's why **we reconcile every spot** on each media invoice against client contracts to ensure they're getting exactly what was promised.

Often, stations need to make changes and offer "make-goods" when the original plan is not followed exactly. When this occurs, we weigh the make goods to ensure that their value exceeds that of the original in terms of its time slot, placement in the commercial lineup, associated programming and more. If there's any discrepancy, Ms. King goes to bat for the client for additional bonus, make-goods and more.

This extra step ensures you'll receive every spot promised, and more. It verifies each spot's value according to its placement (ie. Bookends), time slots, corresponding programming and other factors. If we find any discrepancy that is not in your favor, we negotiate valuable "make-goods" on your behalf.

King manages all social media campaigns in-house. We do this in order to retain the level of hands-on care necessary for close monitoring, effective optimization and detailed reporting.

Project Approach



Strategic Planning

PR Strategy

At King, we understand that a robust public relations strategy is integral to successfully shaping public perception, driving engagement, and enhancing the overall visibility of the **Transportation Authority of Calhoun County**. A well-executed PR strategy not only amplifies TACC’s messaging but also strengthens its position as a trusted, community-focused transit authority.

Our approach to public relations will involve proactive, strategic planning, and hands-on execution to ensure that TACC’s voice is heard across multiple platforms and among key audiences. Through earned media, we will spotlight TACC’s existing, new, or expanded programs, projects, and community outreach efforts, positioning the organization as a vital community asset.

PR Strategic Planning & Execution

We’ll begin by working closely with TACC’s leadership to identify key PR opportunities, newsworthy stories, and strategic messages. These may include major transit developments, partnerships, public outreach events, or community engagement initiatives. From there, we will:

- **Develop Press Materials** - Our skilled writers will craft compelling press releases, articles, op-eds, and media content that tell TACC’s story in a way that resonates with local audiences. Every piece will be thoughtfully designed to attract media attention and public interest.
- **Tailor Strategy & Timing** - Our team will develop a targeted release strategy, selecting the optimal timing and distribution channels for maximum exposure and impact.
- **Leverage Media Relationships** - King has built longstanding, trusted relationships with media outlets across Michigan and beyond. Our leadership team’s personal outreach will ensure that press releases receive attention from key journalists and editors, increasing the likelihood of earned media coverage.

Project Approach



Strategic Planning

Comprehensive PR Services

We offer a full suite of public and media relations services, including:

- **Media Monitoring & Reporting** – Track earned media coverage, audience engagement, and performance metrics to assess campaign effectiveness and make data-driven improvements.
- **Managing Media Inquiries & Contact Lists** – We’ll build and manage media lists tailored to TACC’s messaging, making sure we reach the right outlets at the right time.
- **Media Outreach & Relationship Building** – Establishing and maintaining strong local media connections, providing ongoing opportunities for TACC’s leadership and spokespeople to engage with journalists and thought leaders.
- **Community Engagement** – Planning and executing press conferences, community forums, speaking engagements, and other public events designed to raise awareness, build relationships, and foster positive community interactions.
- **Crisis Communication & Response** – Handling sensitive situations with proactive communication strategies, ensuring that TACC’s message remains clear and consistent during challenging times.

Proactive PR & Creative Event Strategies

King’s extensive experience allows us to anticipate media opportunities and proactively develop creative, high-impact strategies for community and media engagement. We will identify and recommend:

- **Media-Worthy Public Events** - Special announcements, groundbreaking ceremonies, or transit-related events that will attract attention and generate positive news coverage.
- **Speaking Engagements & Public Forums** - Opportunities for TACC leaders to speak at community gatherings, panels, and interviews to increase visibility and build trust.
- **Engaging Location-Based Strategies** - Creative event-based marketing campaigns that drive interaction, spark conversations, and draw attention to TACC’s initiatives.

Through a combination of well-crafted messaging, strategic outreach, and ongoing community engagement, we’ll ensure that TACC is positioned as a valued resource and trusted leader in public transportation across Calhoun County. Our PR strategy is designed to amplify the positive work TACC is doing, strengthen its brand, and foster ongoing community support.

Project Approach



Strategic Planning

We'll present the TACC Communications & Marketing Plan to all involved stakeholders, answer questions, and make any final refinements.

The Plan will include:

- Introduction with key high-level findings.
- Clear identification of the goals and objectives of the plan.
- Define and explore primary, secondary, and marketing target audiences.
- Analysis of your brand's values, personality, positioning statement and promise, along with suggestions to level-up current communications and marketing materials.
- Key messaging matrix, with guidance on tone, voice and general themes.
- Recommended blend of "push" and "pull" communications with defined (itemized) budget.
- For each tactic in your unique mix, we'll document the correlating audience, purpose, frequency and metrics, along with tips for implementation.

Project Approach



Analysis & Reporting

We’re relentless in our pursuit of success on behalf of our clients.

That means campaigns are constantly being monitored, analyzed and improved to maximize performance. We’re also big fans of analytics. Just as important as every other step of the process, King analyzes individual campaign metrics with keen attention on those that best correlate to identified KPIs.

After all, it’s how we ultimately judge the success of our efforts. Not conducting a thorough analysis of our campaigns would be like writing a great novel but leaving off the last chapter. And when you love happy endings like we do, that would be quite unsatisfying!

King is pleased to provide detailed monthly and year-end reports where we share comprehensive results data, dive into the analysis, and tease out key observations surrounding campaign performance.

We’re also happy to present these results to key stakeholders upon request.

Project Timeline

This timeline assumes a project kickoff date of April 1; King is available to start immediately upon notification.

DATE	TASK/MILESTONE
Week of March 31	Project kickoff meeting
April 1 - June 15	Foundational research & discovery; develop Intelligence Report
Week of June 2	Presentation of Intelligence Report
May 15 - June 30	“Big Idea” development and creative planning
June 16 - 30	Client review/feedback, preliminary plan and campaign messaging
June 2 - June 30	Development and presentation of Communications and Marketing Plan
Week of July 7	Finalization of Communications and Marketing Plan
July 7 - 30	Asset production and rolling approvals
July 7 - March 30, 2026	Marketing and communications execution, monitoring, optimization and reporting

References



Clark Harder
Retired Executive Director

Michigan Public
Transit Association

mtpaclark@comcast.net
989.277.0447



MaLissa Schutt
Executive Director

Clinton Area Transit System

schuttm@clintontransit.com
989.534.2706



Chad Gamble
City Manager

City of St. Johns

cgamble@stjohnsmi.gov
989.224.8944 ext. 231

SECTION 4 | Fees and Requirements

Investment

Working with you to meet your needs.

We’re dedicated to being a responsible steward of your resources. On the following pages, we’ve outlined two potential investment options.

Investment

OPTION 1

Streamlined Campaign Approach

Research & Discovery\$15,000

- **Scope:** This phase includes conducting a thorough analysis of the target audiences in Albion, Battle Creek, Marshall, and Springfield. This will involve community outreach and engagement through surveys, focus groups, or public forums to gather qualitative insights. Quantitative research will provide data-driven insights into ridership patterns and demographic breakdowns to inform campaign strategy.
- **Deliverables:** Audience segmentation report, insights on current community needs and preferences, and identification of key messaging opportunities.

Creative Planning & Development.....\$25,000

- **Scope:** A strong focus will be placed on developing the “Big Idea” for the campaign, exploring creative concepts, and refining them for TACC’s specific needs. This phase includes brainstorming sessions, development of brand messaging, identifying key themes, and presenting initial creative concepts for feedback.
- **Deliverables:** Concept boards, messaging guidelines, creative assets for initial review, and refined marketing strategies that align with TACC’s objectives.

Communications & Marketing Plan.....\$12,000

- **Scope:** This phase includes developing a detailed, action-oriented marketing plan based on research insights and the creative concepts that will guide all aspects of the campaign. The plan will outline campaign goals, media strategies, timelines, and performance metrics for success measurement.
- **Deliverables:** Final communications and marketing plan, with clearly defined goals, KPIs, and strategic approaches for community engagement, brand development, and awareness-building.

(Continued)

Investment

OPTION 1

Streamlined Campaign Approach

Asset Production & Approvals.....\$18,000

- **Scope:** Design and production of creative materials that will be used for outreach and community engagement, including digital ads, social media posts, print materials, and videos. The process includes collaboration with TACC for approvals at each stage to ensure alignment with the agency’s vision.
- **Deliverables:** Finalized digital, print, and video assets for distribution across all channels. Production of marketing collateral for both physical and digital platforms.

Execution, Monitoring & Optimization.....\$30,000

- **Scope:** Full execution of the campaign, with continuous monitoring of its performance across all channels, including digital and social media. King will track key metrics like engagement rates, click-through rates, and conversions while optimizing the campaign in real-time to improve effectiveness.
- **Deliverables:** Monthly performance reports with detailed metrics and insights, ongoing campaign optimization to refine messaging and strategy based on audience feedback and data analytics, and recommendations for adjustments.

OPTION 1 Total.....\$100,000

Investment

OPTION 2

Comprehensive Full-Service Campaign

Research & Discovery\$25,000

- **Scope:** In addition to audience research, this comprehensive phase includes demographic mapping, in-depth stakeholder interviews, and thorough public engagement initiatives such as town halls or focus groups. Community leaders and organizations will be involved to ensure that all stakeholder voices are considered in campaign planning.
- **Deliverables:** A detailed Intelligence Report, which includes audience segmentation, public perception insights, needs assessments, and community-based engagement findings that will inform the campaign’s direction.

Creative Planning & Development\$40,000

- **Scope:** This phase allows for the exploration of multiple creative concepts and deeper strategic development. Our team will produce several rounds of brainstorming, idea development, and creative refinement, using multiple channels (digital, print, social, and video) to ensure the campaign resonates across different community segments. This includes concept testing and market validation.
- **Deliverables:** Multiple creative concepts, refined messaging strategies, audience-specific creative adaptations, and the development of a visual brand identity that aligns with TACC’s mission and goals.

Communications & Marketing Plan\$20,000

- **Scope:** A more in-depth communications plan will be developed, outlining multi-channel strategies for outreach, media relations, community engagement, and public relations. This includes a detailed content calendar, media engagement plan, event promotion strategies, and a comprehensive crisis communication protocol if necessary.
- **Deliverables:** A fully detailed communications and marketing plan with clearly defined messaging for both internal and external stakeholders, media outreach strategies, engagement tactics, and a timeline of key campaign milestones.

(Continued)

Investment

OPTION 2

Comprehensive Full-Service Campaign

Asset Production & Approvals\$35,000

- **Scope:** Extensive production of high-quality materials, including videos, ads, brochures, infographics, and social media content tailored for specific demographics. This phase also allows for comprehensive testing of creative assets to gauge effectiveness across different audiences before finalizing materials for full deployment.
- **Deliverables:** Finalized video, print, digital, and social media assets for public distribution and stakeholder engagement. This includes high-impact video ads, digital banners, and printed collateral, all crafted to optimize engagement with the target audience.

Execution, Monitoring & Optimization\$55,000

- **Scope:** This extensive phase covers campaign launch and ongoing execution, where King will oversee all aspects of campaign performance. It includes real-time tracking and optimization across digital and traditional platforms, ensuring content is reaching the right audiences and driving engagement. Regular adjustments will be made based on real-time data to refine strategies and maximize performance.
- **Deliverables:** Monthly performance reports, ongoing optimization based on KPIs, real-time strategy changes, and detailed analytics reports showing the impact of the campaign on key metrics like ridership, community engagement, and brand perception.

OPTION 2 Total\$175,000

Thank you.

We appreciate your consideration. If you have any questions about our approach or this proposal, please don't hesitate to reach out to us.



CONTACT: Coleen King • coleen@kingmedianow.com • 517.333.2048

METHOD OF PROCUREMENT DECISION MATRIX
(To be used for all procurements except micropurchases)

As required by Federal Transit Administration Circular FTA C 4220.1F Third-Party Contracting Guidance, Revision 4, March 18, 2013, and all subsequent editions, as available on FTA's website, www.fta.dot.gov.

AGENCY

TRANSPORTATION AUTHORITY OF CALHOUN COUNTY

ITEMS BEING PROCURED

MARKETING SERVICES

PROJECT AUTHORIZATION

REQUEST FOR QUOTES (RFQ) a.k.a small purchase

Amount < \$250,000

Multiple sources

Price is the only determining factor in award

SEALED BID (IFB)

Any dollar amount

Multiple sources

Complete and adequate specifications or description

Selection can be made on basis of price alone

Suitable for firm, fixed price

No discussion with bidders needed after receipt of offers

COMPETITIVE PROPOSALS (RFP)

Any dollar amount

Multiple sources

Selection based on price and other criteria

Discussion with proposers allowed after receipt of offers

Fixed price can be set after discussion

X
X
X
X
X

ARCHITECTURAL AND ENGINEERING (QUALIFICATION BASED)

Multiple sources

A & E services that lead to construction

SOLE SOURCE

Custom item

Only one source

Public urgency/emergency

Competition is inadequate after public solicitation

MDOT approval

STATE EXTENDED CONTRACT/PIGGYBACK PURCHASE

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SIGNATURE

Angela Evans

DATE

02.10.25

ADVERTISEMENT AND SOLICITATION
(To be used for procurements utilizing an IFB or RFP)

As required by Federal Transit Administration Circular FTA C 4220.1F Third Party Contracting Guidance, Rev. 4, March 18, 2013, and all subsequent editions, as available on FTA's website, www.fta.dot.gov.

AGENCY TRANSPORTATION AUTHORITY OF CALHOUN COUNTY	
ITEM BEING PROCURED MARKETING SERVICES	PROJECT AUTHORIZATION NO.

COMPANIES TO BE NOTIFIED **

BLUFISH CONSULTING - ryan@bluefishbranding.com, erica@bluefishbranding.com

CRYSTAL CRANES MEDIA - janeve@crystalcranesmedia.com

KING MEDIA - coleen@kingmedianow.com

LKF MARKETING - mnicholson@lkfmarketing.com

PROCUREMENT TO BE PUBLISHED* (Newspaper, trade magazine, website, etc)

RIDECALHOUN.ORG

** Retain copies of communications with companies e-mails, letters, etc. in your procurement file.

* Retain copies of published ads, screenshots of publication on websites, etc. in your procurement file.

NAME <i>Amy D. Evans</i>	TITLE <i>Board Member, acting Treasurer</i>
SIGNATURE <i>Amy D Evans</i>	DATE <i>02.10.25</i>

RESPONSIBILITY DETERMINATION
(To be used for procurements utilizing an IFB or RFP)

As required by Federal Transit Administration Circular FTA C 4220.1F Third Party Contracting Guidance, Rev. 4, March 18, 2013, and all subsequent editions, as available on FTA's website, www.fta.dot.gov.

AGENCY TRANSPORTATION AUTHORITY OF CALHOUN COUNTY	
ITEM BEING PROCURED MARKETING SERVICES	PROJECT AUTHORIZATION NO.
SUPPLIER KING MEDIA	
Bid Received on time <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Price in separate sealed envelope <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A
Clauses signed <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	Bid Security Received <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A

For each of the areas described below, check that the appropriate research has been accomplished. Explain how you did the research and the rationale for your determination.

1. Appropriate financial, equipment, facility, and personnel: Does the vendor have the expertise, equipment, etc. to fulfill the order and comply with the contract?

☒ Acceptable ☐ Not acceptable

Comments:

King Media has the expertise, equipment, etc. to fulfill the order and comply with the contract. They currently work with the Michigan Public Transit Association (MPTA) and Clinton Area Transit System providing the marketing, communication and community engagement services TACC is seeking.

2. Ability to meet the delivery schedule

☒ Acceptable ☐ Not acceptable

Comments:

King Media is available to start immediately upon notification and work within TACC's schedule.

3. Satisfactory period of performance: Has the vendor demonstrated ability to do this type of job in the past?

☒ Acceptable ☐ Not acceptable

Comments:

King Media has demonstrated their ability to perform the RFP required marketing and communication services through their ongoing work with the Michigan Public Transit Association (MPTA) and Clinton Area Transit System and other public agencies.

4. Satisfactory record of integrity, not on debarred or suspended listings (<https://www.sam.gov/SAM>) Attach a copy of the debarment documentation.

☒ Acceptable ☐ Not acceptable

Comments:

King Media is a State of Michigan Preferred Vendor.

5. Receipt of all necessary data from supplier: Did vendor submit all requested information?

☒ Acceptable ☐ Not acceptable

Comments:

King Media's proposal included all necessary and requested information.

SIGNATURE

Amy W. Davis

DATE

04.14.25

PROPOSAL TABULATION

(To be used for all procurements utilizing a Request for Proposal (RFP))

As required by Federal Transit Administration Circular FTA C 4220.1F Third-Party Contracting Guidance, Revision 4, March 18, 2013, and all subsequent editions, as available on FTA's website, www.fta.dot.gov.

TRANSIT AGENCY
TRANSPORTATION AUTHORITY OF CALHOUN COUNTY

ITEMS BEING PROCURED
MARKETING SERVICES

PROJECT AUTHORIZATION NUMBER

EVALUATION CRITERIA - RFP LISTED IN ORDER OF
IMPORTANCE AND STATED THIS ☒ Yes

NUMBER OF EVALUATORS
3

PROPOSALS DUE DATE
03/05/25

Each evaluator must perform an evaluation for each proposal submitted. A score sheet evaluation form is shown on the next page. Add the total score each evaluator has given each vendor to calculate the Total Combined Score. Retain all evaluations from each evaluator in your procurement file.

VENDOR NAME	TOTAL COMBINED SCORE
KING MEDIA	279
LKF MARKETING	253
BLUFISH	259
CRYSTAL CRANES	274

SELECTED VENDOR
KING MEDIA

TRANSIT AGENCY REPRESENTATIVE

Amy Evans

TITLE

TACC Board Member, Acting Treasurer

I certify this firm has met all solicitation specifications and conditions.

SIGNATURE

Amy N. Evans

DATE

04.14.25

RFP# 02-2025 RFP SCORE SHEET

Title: TACC Marketing Services

Consensus

Committee Member:

	Possible Points	King Media	LKF Marketing	BluFish	Crystal Cranes
1 History and Experience Evaluate the entity's history, experience and strengths working with public agencies. If the proposal is from a firm, describe the firm, including the size, office location(s), experience in municipal and Transportation Authority Marketing and Communications, and a list of other municipal and Authority clients. If the proposal is from an individual, describe your experience in municipal and Transportation Authority Marketing and Communications, and a list of other municipal and Authority clients.	60	60	59	50	49
2 Resume/Biography/Availability Evaluate the main individual's qualifications and availability. Include a resume and cover letter from the person seeking the Marketing and Communications contract. Address a cover letter to the Transportation Authority of Calhoun County Board and include a biography and availability.	60	54	59	44	48
3 Required Responsibilities 1. Evaluate experience as a content creator, manager, advisor, and designer of print, published, electronic, and interactive materials. 2. Evaluate experience with: • brand management (including visioning, identity, messaging, and community outreach), • strategic planning, • research and analysis (including surveying and focus groups), • advertising, • public relations, • graphic design, • print media and digital media (including web development and management).	60	60	38	37	54
3. Evaluate experience with: • earned and purchased media, • executable strategic approach to M&C outreach, its methods, intended outcomes, and data to support, • significant strategic, community engaged updates and operational brand development. 4. Evaluate included information, samples, and references of similar scopes of work, including brand and web management, community outreach, and full-service marketing campaigns.	60	60	40	60	49
4 Fees Requirements Evaluate competitiveness of fees. Provide a fee schedule for additional support or operational staff, and an hourly rate for performing the duties of the Marketing and Communications team. Fees and Rates are negotiable with the successful applicant(s).	60	30	42	53	59
A Good Standing Evaluate if the prospective vendor is in good standing with the State of Michigan.	15	15	15	15	15
SUBTOTAL TO SHORT LIST OR AWARD	315	279	253	259	274
B Interview (if applicable, consensus only)	45	0	0	0	0
GRAND TOTAL FOR AWARD	360	279	253	259	274

LKF: Lowest consensus score. Outsourcing rather than in-house/full service. Commission charges in addition to the hourly rates provided. Budget weak.
 BluFish: Proposal was light. Budget was unclear. Lacked full elaboration on scope of work and deliverables.
 Crystal Cranes: In comparison, wasn't able to demonstrate the depth and long term strategic partnership. Didn't feel that the pricing proposal anticipated a comprehensive marketing package.
 King Media: Demonstrated being a strategic partner best. Appreciated that the pricing reflected an anticipated and comprehensive marketing package.

Questions: How quickly and flexibly can you support things not included in the RFP? What is the hourly rate for additional work/deliverables?

PRICE ANALYSIS

Use for all procurements of \$50,000 or more, unless a cost analysis is required.

As required by Federal Transit Administration Circular FTA C 4220.1F Third-Party Contracting Guidance, Revision 4, March 18, 2013, and all subsequent editions, as available on FTA's website, www.fta.dot.gov.

AGENCY TRANSPORTATION AUTHORITY OF CALHOUN COUNTY	
ITEM BEING PROCURED MARKETING SERVICES	PROJECT AUTHORIZATION

A price analysis is needed to determine if the offers you received are fair and reasonable. The most common way to make this determination is to compare the offers to your Independent Cost Estimate (ICE). You may need to conduct additional analysis if your ICE is not consistent with the offers received. An ICE is only required for procurements of more than \$100,000 or more than \$250,000 when buying off state bus contracts. Leave the INDEPENDENT COST ESTIMATE field blank if your procurement does not require an ICE.

Step 1: Determine if the offered prices are Fair and Reasonable by comparing them to your ICE, if one was required.

INDEPENDENT COST ESTIMATE	VENDOR A OFFERED PRICE	VENDOR B OFFERED PRICE	VENDOR C OFFERED PRICE	VENDOR D OFFERED PRICE
\$120.24	\$84.13	\$130.00	\$125.00	\$77.78

(Attach additional sheets if more than four vendors submitted prices)

For Request For Proposal (RFP) procurements and procurements of A & E services, if an ICE was required and it is consistent with the offered prices, proceed to Step 3. If not, complete Step 2 and Step 3. Sign and date this form and submit it with your procurement documents.

For Invitation for Bid (IFB) procurements and Request For Quotes (RFQ) procurements, if an ICE was required and it is consistent with the offered prices, sign and date this form and submit with your procurement documents. If not, complete Step 2. Sign and date this form and submit with your procurement documents.

Step 2: Determine if offer is fair and reasonable (complete either a or b below).

- a. Explain how the above numbers show that the price is fair and reasonable:
Vendor A's price includes a variation of marketing services including research and discovery, creative planning, development, communication/marketing plan, and asset production. This price, for all marketing services, is determined to be fair and reasonable. ICE was developed using general PPI rates as published and does not account for locality.
- b. If you cannot use your ICE to determine if the price is fair and reasonable, additional explanation is required. Please indicate how you determined the price is fair and reasonable. Some accepted forms of price analysis techniques discussed in the Pricing Guide for FTA Grantees are:
 1. Prices set by law or regulation (e.g., utility rates)
 2. Established catalog prices
 3. Comparison to previous purchases
 4. Current published standards
 5. Established market prices

Please indicate your technique. Retain supporting documentation in your files and make available to MDOT upon request.

Prices are set by law or regulation. These are considered fair and reasonable. Grantees should acquire a copy of the rate schedules set by the applicable law or regulation. Once these schedules are obtained, verify they apply to your situation, and you are being charged the correct price. For utility contracts, this policy applies only to prices prescribed by an effective, independent, regulatory body.

Comparison with competing suppliers' prices or catalog pricing for the same item. (Documentation could be copies of the catalog pages, website screenshots, etc). Established catalog prices require the following conditions:

- Established catalog prices exist
- The items are commercial in nature
- They are sold in substantial quantities
- They are sold to the general public

- _____ Comparison of proposed pricing with historical pricing from previous purchases of the same item. Changes in quantity, quality, delivery schedules, the economy, and inclusion of non-recurring costs such as design, capital equipment, etc., can cause price variations. Each situation must be analyzed. Also ensure that the previous price was fair and reasonable. Documentation should be a copy of the previous purchase invoices or quotes.
- X _____ A written analysis of price components against current published standards, such as labor rates, dollars per pound, etc., to justify the price reasonableness of the whole.
- _____ Established market prices are based on the same principle as catalog prices except there is no catalog. A market price is a current price established in the usual or ordinary course of business between buyers and sellers free to bargain. These prices must be verified by buyers and sellers who are independent of the offeror. If you cannot determine other commercial buyers and sellers, you may obtain this information from the offeror. Documentation could be advertisements, catalog pages or invoices from other buyers and sellers.
- _____ Other (provide explanation):

Step 3: Negotiation – Required for A & E procurements and may be appropriate for some RFP procurements.

For RFP procurements – were negotiations conducted with the selected vendor?

☐ Yes ☒ No, If No, why not?

For all A & E and those RFP procurements that conducted negotiations, describe the negotiations that occurred.

NAME <u>Amy Bans</u>		
SIGNATURE <u>Amy Evans</u>	TITLE <u>Acting TACC Board Member, Treasurer</u>	DATE <u>04.14.25</u>