
CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

REQUEST FOR PROPOSAL

CALIFORNIA COMMUNITY COLLEGES CAREER TECHNICAL EDUCATION REBRANDING AND MARKETING CAMPAIGN



PROPOSAL IDENTIFICATION / BID NUMBER: 1116-16205

PROGRAM UNIT: Communications

FUNDING SOURCE: California Community Colleges Chancellor's Office

TERM OF CONTRACT: February 2017 through June 30, 2017 (Five-Month Initial Term with a District option to renew for up to two additional one-year contract extensions.)

MAXIMUM FUNDS AVAILABLE: ***\$2,740,000*** for year one. (\$2,740,000 for each additional year, pending availability of funds and barring no unanticipated budget reductions. There also exists the possibility of up to an additional \$3,000,000 in matching funds handled through a separate contract(s) by local community college regions.)

PROPOSAL DUE DATE: **TUESDAY, JANUARY 3, 2017 by 3 p.m. PACIFIC**

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RFP SCHEDULE / KEY DATES

RFP Available to Prospective Respondents	Thursday, November 17, 2016
Deadline to Submit Pre-Proposal Requests for Information	Monday, November 28, 2016 No later than 3:00 p.m. PACIFIC
Answers Provided for Requests for Information	Friday, December 2, 2016 (Via Email)
Proposal Submission Due Date	Tuesday, January 3, 2017 No later than 3:00 p.m. PACIFIC
Minimum Requirements Review	Wednesday, January 4 to Tuesday, January 10, 2017
Evaluation of Proposals by Scoring Committee	Wednesday, January 11 to Thursday, January 19, 2017
Finalists Selected and Notified	Friday, January 20, 2017
Finalist Interviews	Thursday, January 26, 2017
Notice of Intent to Award	Friday, January 27, 2017
Initial Contract Term	February 2017 – June 30, 2017

*All dates are tentative and subject to change with written notice.

CALIFORNIA COMMUNITY COLLEGES
CAREER TECHNICAL EDUCATION REBRANDING AND MARKETING CAMPAIGN
Proposal Identification / Bid No. 1116-16205

INTRODUCTION

The California Community Colleges Chancellor’s Office and the Chabot-Las Positas Community College District have issued this Request for Proposal (RFP) to obtain proposals for the development of a comprehensive plan to rebrand and market the California Community Colleges career technical education programs. This project, named the Career Technical Education Rebranding and Marketing Campaign, will involve the efforts of a full-service professional agency (or group of agencies) that can manage all aspects of this marketing effort in a manner consistent with the branding of the California Community Colleges Chancellor’s Office. The purpose of the two-pronged campaign is to 1) define and raise awareness among students, their influencers, key stakeholders and others about the variety of career pathways available through career training programs at California community colleges that can lead to good paying jobs, AND 2) increase awareness and engagement by employers for community college career technical education programs.

BACKGROUND AND NEED

The California Community Colleges is the largest higher education system in the nation with 113 campuses and 78 centers serving 2.1 million students each year. Community colleges provide workforce training, basic skills courses in English and math and prepare students for transfer to four-year colleges and universities.

California is experiencing impressive economic growth, something California Gov. Jerry Brown attributes to the diversity of the California business environment, “from movies to the Internet to agriculture – the incredible array of businesses that make up the state.” However, a widening gap exists between what employers need to continue that economic growth and what California’s labor pool currently offers. Statistics show by 2025, 30 percent of all job openings in California – more than 1 million jobs – will require postsecondary education training such as middle-skills degrees (for jobs that require more than a high school diploma but less than a four-year bachelor’s degree), certificates and credentials. California’s education pipeline is not keeping pace with employer demands.

In 2015, the California Community Colleges Board of Governors Task Force on Workforce, Job Creation and a Strong Economy came together with one goal: close the skills gap that employers say is a barrier to filling existing jobs and fueling job creation. They developed 25 recommendations that seek to strengthen workforce education throughout the 113-college system, and help ensure a workforce with relevant skills and quality credentials that meet current and future employer needs, filling existing jobs and fueling job creation.

The California Community Colleges Board of Governors unanimously adopted the 25 recommendations in November 2015. The top areas covered in the recommendations are:

- Student success
- Career pathways
- Workforce data and outcomes

- Curriculum
- Career technical education faculty
- Regional coordination
- Funding

For more information, detailing all 25 recommendations, please visit:

http://doingwhatmatters.cccco.edu/portals/6/docs/sw/2016_11%20Workforce_Task_Force_Implementation%20Recommendations%20Version%201.pdf

The California Community Colleges is uniquely qualified to help meet this challenge because of the affordable and accessible career technical education programs that already exist within the system. Some of the current programs result in certificates; others result in associate degrees and some offer courses to build skills that will put students on the path to a good-paying career. However, except for a few programs, career technical education programs in California are often overlooked, under-valued and under-promoted.

Programs like nursing, firefighting, EMT/paramedic training and welding are often the most well-known career technical education programs, but there is a wide variety of programs and areas of study from which students can choose. In fact, students can enroll in associate degree and certificate programs in more than 350 areas of study, including small business; information & communications technologies/digital media; agriculture, water & environmental technologies; retail/hospitality/tourism; global trade & logistics; advanced manufacturing; energy & utilities; advanced transportation & renewables; life science/biotech and health.

OBJECTIVE

The goal of this project is to define and raise awareness among current and prospective community college and high school juniors and seniors as well as their influencers, key stakeholders (such as employers and union groups) and others about the variety of occupational pathways available through career training programs at California community colleges. The rebranding and marketing campaign should address changing perceptions of what career training programs can offer in terms of good-paying, fulfilling and sustained employment opportunities. Additionally, the campaign should motivate and increase enrollment in California community college career technical education programs and increase employer engagement with these programs. To achieve this goal with limited funds, the campaign must be crafted to reach the most opportunistic target audiences in areas and at times in which potential program participants will be most receptive to receiving messages.

Research conducted on behalf of the Chancellor's Office shows the following barriers in promoting career technical education programs:

- The lack of parental, high school counselor, influencer and student support for career technical education program enrollment.
- The struggle to "be heard" above the constant chorus from the community college community, and others, of the need to transfer to four-year institutions.

- There is not enough money or focus to promote the opportunity, validity and pathway to excellent careers that career technical education programs deliver.
- Private, for-profit training institutions directly compete for time, message penetration, paid advertising and enrollment with California community college career technical education programs.
- The lack of coordination between and among campuses with competing training programs in the same area or in various areas throughout the state (including the lack of coordinated outreach to employers and labor representatives in each region).
- The “second-class” or even “third-class” relegation of career technical education programs both in the minds of the public as well as with policymakers and governing bodies.

In addition, the Salary Surfer (<http://salarysurfer.cccco.edu>) and Career Coach websites and Here to Career mobile app (available in the Apple and Android app stores) exist in part to help promote the vast number of degrees and careers offered by California community colleges. However, our research shows users found positive and negatives about each site/app, especially when it comes to promoting the central message of career technical education, while also promoting the other marketing objectives of the system. On the Here to Career mobile app, data is currently available statewide, except certain features that are currently being piloted in the Inland Empire, with plans to expand the app statewide within a year.

All work must be closely coordinated with the California Community Colleges’ Chancellor’s Office Communications and Workforce & Economic Development divisions, whose work on and commitment to career development is key to the success of the campaign and its support from the governor and Legislature.

The project is seeking a multi-disciplinary, full-service professional agency (or group of agencies) that provides a wide range of services including, but not limited to, project management, website design and development, website usability testing, media buys, social media management and advertising buys, baseline awareness survey research, focus group testing, collateral material development, community and faith-based outreach, development of employer-to-employer communications and strategic plans, media relations, video development and the ability to ensure ADA/508 compliance of all end products. Hard costs that will also come out of the total contract should include, but are not limited to music licenses, travel expenses, talent fees/stipends, studio rentals, equipment rentals, wardrobe and props.

In addition to the \$2,740,000 annual budget outlined for the overarching statewide campaign, there exists the possibility of up to an additional \$3,000,000 in annual funding from outside of the Chancellor’s Office. The matching monies would come from and be used for employer and student outreach at the local community college district/regional level. ***A plan for the \$3,000,000 in matching funds is not needed at this time*** but Respondents should note the statewide campaign will need to include template materials, took kits, etc. that can be used by the local regions for their student and employer outreach efforts. Each region has a set of industries that drive their economies and marketing to employers need to be sector-specific to gain resonance. An employer-to-employer

toolkit, video and outreach plan will need to be developed at the statewide level that can be used by the local regions to get more employers on board with hiring community college graduates and connecting businesses with local community college career programs.

TARGET AUDIENCES

This effort is aimed at students, influencers, college/district administrators, and business/labor/industry leaders. The current target audiences for the Career Technical Education Rebranding and Marketing Campaign are as follows:

Primary Target Audiences:

- **Teens and young adults: 16 – 24 year olds**, including high school juniors and seniors and recent graduates, as well as current and prospective community college students. There should be an emphasis on reaching African-American and Latino students as well as current and former foster youth. Stress that important ongoing education pathways are available through career technical education and are just as important as two-year or four-year degree programs.
- **Adults, including active duty military and veterans: 25 – 54 year olds**, with an emphasis on those that are unemployed or underemployed.
- **Business/Labor/Industry Leaders:** Including employers, chambers, employer intermediaries, workforce development boards, economic development agencies, labor unions, One Stop Career Centers, etc. There should be an emphasis on reaching employers to promote the breadth, depth and quality of career technical education programs at California community colleges and the high level of training community college graduates receive.

Secondary Target Audiences:

- **Influencers/Stakeholders:** Including parents, caregivers, high school and community college counselors, community leaders and elected officials. Stress that the jobs that career technical education certificate and degree holders can get obtain are well-paying and can provide a good family wage.
- **College and District Administrators:** These stakeholders are an important audience in helping understand the importance of career technical education programs.

TACTICS/ SERVICES TO BE PROVIDED

The purpose of this RFP is to solicit Proposals from vendors with sufficient resources, experience and abilities to further develop the Career Technical Education Rebranding and Marketing Campaign. Qualified Respondents must submit a Proposal that is inclusive of, but not limited to, all categories below.

- 1) **BRAND DEVELOPMENT:** Establish a comprehensive and compelling “umbrella” brand position for the California Community Colleges career technical education initiative. The

brand must be broad enough to encompass the entire state, but must also allow the flexibility to be regionally tailored to reflect local economies, and each of the 72 districts, 113 campuses and 78 centers. Apply a brand development strategy and approach for the creation of a name, logo and tagline. The brand must increase awareness and understanding of the system's career technical education opportunities; change the perceptions of what career technical education means; and motivate students to apply to community college and enroll in a career technical education program while increasing employer engagement with these programs.

- 2) **ADVERTISING:** Develop a statewide advertising campaign designed to increase awareness of career technical education programs for California community college students. Cultivate research-based messages and creative executions that are simple, consistent, credible and audience-targeted. When developing campaign materials, customizable versions will need to be created for regions that end up participating in the matching funds program.
- 3) **EMPLOYER-TO-EMPLOYER COMMUNICATIONS:** Develop and execute an employer-to-employer toolkit, video and outreach plan to raise awareness among employers that the system's career technical education programs can help close California's impending skills gap through the education and training of a workforce with relevant skills and quality credentials that meet their needs. Employers can "vouch" for community college career technical programs in order to lend credibility to messages. The plan will need to have a statewide approach but any and all templates created should be able to be used at the local regional level. There are a set of employer organizations in each region willing to lend their credibility to employer communications, which will need to be incorporated into the design of the marketing campaign to employers.
- 4) **EMPLOYER/UNION OUTREACH:** Develop an employer/labor union outreach strategy that will increase work-based learning opportunities, such as apprenticeships and internships, provide workplace experience and, ultimately lead to job placement. The employer/labor union outreach should elevate awareness and knowledge of the California Community Colleges' career technical education programs and position the system as the gold star standard for preparing Californians for jobs. Local regions should be able to use the strategy in their outreach efforts for region-specific industries.
- 5) **COLLATERAL MATERIALS:** Create marketing/informational brochures and materials. The Contractor will be responsible for creating templates and collateral that local community colleges/regions across the state can tailor to reflect regional needs.
- 6) **MEDIA RELATIONS:** Develop and execute a strategic statewide media relations plan designed to proactively raise awareness during key campaign timeframes and provide reactive media relations support as needed throughout the year. The plan will include the development and distribution of template articles to high school/community college newspapers and employer newsletters/direct mailers/fliers/email; securing interviews on radio and TV programs using a spokesperson model consisting of current and former

career technical education students, Chancellor's Office staff and community college faculty, staff and/or administrators; developing media alerts/press releases/op-ed pieces and other press materials as needed. Provide on-going media training for identified campaign spokespeople. Local regions should be able to use the template articles in their media relations efforts for region-specific industries.

- 7) **MEDIA BUYING:** Develop and execute a statewide media buying plan to raise awareness among current high school and community college students and their families of career technical education programs. Mediums can include but are not limited to traditional radio, online video and radio, social media, outdoor and public transit.

- 8) **WEBSITE DESIGN, ACCESS AND COMPLIANCE:** The California Community Colleges Chancellor's Office currently offers the Salary Surfer (<http://salarysurfer.cccco.edu>) and Career Coach websites, along with the Here to Career mobile app, for information about academic programs, salaries and career options. The Contractor will design and develop a website or portal where visitors can get information on career technical education programs, connect to existing statewide resources, and get connected with their local community college to identify a program that is right for them. When conceptualizing, the Contractor must take into consideration the website or portal must also integrate or connect with the Salary Surfer and Career Coach websites and Here to Career mobile app. DotNetNuke is the required platform to build all Chancellor's Office websites. After a test site has been developed, we are looking for the Contractor and their research vendor to make recommendations on how to best conduct usability testing (one-on-one or otherwise) to ensure a positive user experience when site is launched. The site and all tools, documents and files posted on the site will need to be ADA/508 compliant and should follow Web Content Accessibility Guidelines (WACG). Section 508, an amendment to the United States Workforce Rehabilitation Act of 1973, is a federal law mandating that all electronic and information technology developed, procured, maintained, or used by the government be accessible to people with disabilities. This includes but is not limited to font sizes, color contrast, closed captions, written transcripts, alt tags, screen reading devices, etc.

- 9) **RESEARCH:** The Contractor will be responsible for developing research vehicles, conducting surveys and/or focus groups, analyzing results and developing final reports for the following:
 - **Baseline Awareness Survey:** Conduct a statewide survey with members of the key target audience(s) beginning in year one and continuing every other year that tests the awareness levels, perceptions and knowledge of career technical education programs.
 - **Focus Groups:** Conduct focus group testing for any new advertisements, collateral materials and/or website messaging developed.
 - **Website Usability Testing:** Conduct one-on-one tests with members of the target audience(s) to determine effectiveness of messaging, placement of content and ease of navigation.

- 10) **SOCIAL MEDIA:** Develop, implement and manage social media strategies, buys and messaging, including developing monthly social media calendars for posting daily content on Facebook, Twitter, Instagram accounts, and any additional social media platforms the Chancellor’s Office might want to consider, such as Snapchat and YouTube. Respondents can make recommendations on how to best integrate messages with existing Chancellor's Office social media accounts rather than creating new accounts. Local regions should be able to use the monthly social media calendar and template posts in their outreach efforts for region-specific industries.
- 11) **COMMUNITY OUTREACH:** Conduct outreach to recruit campaign partners such as student groups, high school counselors and administrators, faculty organizations, community-based organizations, faith-based organizations, statewide and local chambers of commerce, and other key community stakeholders. Develop relationships with partners with the goal of distributing collateral materials, posting social media messages, hosting events, assisting with research, etc. Local regions should also be able to partner with the campaign partners for their outreach efforts promoting region-specific industries.
- 12) **LEGISLATIVE OUTREACH:** Working under the direction of the California Community Colleges Chancellor’s Office, keep Legislators informed of campaign activities and seek support to help spread campaign messages in their districts/communities.
- 13) **ADMINISTRATIVE:** Provide the campaign’s project manager with a monthly update and annual year-end report in addition to monthly billing, website analytics and other ad hoc reports as requested.
 - *All campaign activities should have performance measures and benchmarks built in.*

COORDINATION WITH THE CHANCELLOR’S OFFICE/CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

The California Community Colleges Chancellor’s Office (“Chancellor’s Office”) has designated the Chabot-Las Positas Community College District (District) as the responsible fiscal agent and contract administrator for the Career Technical Education Rebranding and Marketing Campaign in accordance with Public Contract Code § 20662. The Chancellor’s Office recognizes that the nature and complexity of the contract services to be performed will require close cooperation between the Chancellor’s Office, the District and selected Contractor. As such, the campaign’s Project Manager, jointly selected by the Chancellor’s Office and the District, will have primary responsibility for coordination of the Campaign under the direction of the Chancellor’s Office. The Project Manager will serve as liaison with all parties. It is expected that the Chancellor’s Office and the Project Manager will be directly involved in the Contractor’s message and strategy development. This will ensure that any action plan is consistent, in all respects, with system policy and messaging and in turn receive the fullest support of the Chancellor and Executive Team at the Chancellor’s Office. All materials produced for the Campaign will require approval of the Project Manager and the California Community Colleges Chancellor’s Office Director of Communications. Additionally, a Contract Manager may be selected by the District and Chancellor’s Office to oversee budgets, billing, contract execution and oversight. The Contract Manager will work

closely with all parties to ensure all mandates are being met on time and within budget. If a Contract Manager is not identified, the Project Manager will oversee all of these activities and duties.

In addition, any services provided must recognize the following:

- The quality of materials produced and activities undertaken must be of the highest caliber to reflect the high quality of our system, individual colleges/districts, faculty and students.
- The content of materials produced and activities undertaken must be reflective of and sensitive to the ethnic and cultural diversity of our state and our students.

MINIMUM QUALIFICATIONS

The RFP Respondent must meet all of the following minimum qualifications and provide evidence in the written Proposal of how each qualification is met. Failure to satisfy any of the following minimum qualifications upon submittal of the Proposal may result in the rejection of the Proposal:

- Respondent and its subcontractor(s) have been in existence as a business entity performing services similar in scope and magnitude as required in this RFP for at least three years.
- Respondent and its subcontractor(s) are licensed to do business in the State of California.
- The designated key personnel for Respondent and their subcontractor(s) must have a minimum of three years' experience in work of similar scope and magnitude as required in this RFP.
- Respondent and its subcontractor(s) must, at the time of submission of its Proposal, have the work facilities, equipment, supplies and staff needed to perform all services as required in this RFP.
- All payments for work completed on the campaign will be made in arrears. As such, Respondent must have sufficient financial resources to perform services, make any advance payments to subcontractor(s) on behalf of the campaign and withstand reimbursement, if necessary, for periods of up to 90 days.

PROPOSAL FORMAT

These instructions prescribe the mandatory written Proposal format. Proposal format instructions must be followed and all listed items must be included. Failure to prepare Proposals in the following required format may result in elimination from Proposal evaluation. Each Proposal must include the following:

A. Table of Contents

B. Cover letter

The cover letter must include the following:

- Name of Respondent's business entity, mailing address, telephone number, e-mail address, website and name of individual to communicate with if further information is desired.
- A statement acknowledging, as of the date of submission of Proposal, Respondent's availability of staff and other required resources for performing all services as described in the RFP.

- A statement acknowledging that Respondent is aware that payments will not be made in advance of services or products provided.
- Respondent must confirm their ability to carry Campaign costs for up to 90 days via a written statement no more than one page in length that outlines the specifics. Along with this statement, Respondents must attach their most recent balance sheets or income statements as proof of assets. While it is highly unlikely that any contractor would have to carry costs for up to 90 days, the ability to do so speaks to their financial stability. Our goal would be to pay all invoices within 30 days of receipt by the Contract Manager (or Project Manager if a Contract Manager is not identified). At this time, we would not consider a cap on the dollar amount of costs the contractor must be able to carry. Respondents should be aware that monthly media costs alone (during a consolidated period) could range from \$500,000 to \$800,000 based on other statewide campaigns with similar budgets.
- Respondent must acknowledge they are in good standing with the State of California and attach a copy of its valid business license.
- Respondent must acknowledge they and their subcontractor(s) meet all Minimum Requirements outlined in this RFP.
- Cover letter must include the signature of an individual who is authorized to bind the Respondent contractually. The undersigned declares and certifies that this Proposal is complete and accurate; there are no omissions of material fact or information that render the Proposal to be false or misleading and there are no misstatements of fact in the Proposal. An unsigned Proposal may be rejected. The undersigned's name and title must be included under the signature.

C. Background and Experience

- Provide a brief history of Respondent's business including date of establishment, services provided and areas of expertise.
- Provide the size of the business by headcount at each office location.
- Provide the physical address from which the primary work on the Campaign would be performed.
- Provide list of all current clients.
- Demonstrate expertise, consistency and longevity by describing Respondent's experience on two to three similar projects completed within the last three years. Include the name of the client, project goals, description of work performed, audience reached, budget, creative work samples and results achieved.
- Include creative samples of projects (print, online, website and radio) created within the last five years that further illustrate Respondent's skill, creativity, talent, and experience.
 - *Work samples become the property of the California Community Colleges Chancellor's Office and will not be returned.*

D. Personnel

- Designate a qualified staff person who will be the day-to-day lead contact for this Contract. Provide name, title, resume, description of qualifications, length of time with the agency and a summary of similar work performed. Contract terms will not permit substitution of lead personnel without advanced written approval of the Project Manager and/or the California Community Colleges Chancellor's Office Director of Communications.
- List all additional personnel who will perform services on the Campaign. For each person listed, provide their name, title, a resume, a description of their qualifications, length of time with the agency and a summary of similar work performed.
- Identify the specific project management structure. Include an organizational chart indicating the internal reporting structure for all personnel involved with the Campaign including subcontractors.

E. Subcontractors

- List your proposed subcontractor(s), if any, and document the services to be subcontracted. For all subcontractors identified, provide contact information, organizational background information, staff bios, description of tasks to be performed and qualifications, and billing rates.
- All subcontractors are subject to final approval of the Project Manager and/or the California Community Colleges Chancellor's Office Director of Communications.

F. Scope of Work

Agencies responding to this RFP must develop a preliminary Scope of Work for a 17-month period (encompassing activities for the first two fiscal years – Year One being five months and beginning with February 2017 and going through June 30, 2017 AND Year Two being 12-months beginning July 1, 2017 and going through June 30, 2018) describing strategy and tactics for meeting the objectives of the RFP using a total budget \$5,480,000. The Scope of Work must include:

- A clear understanding of campaign objectives, key timeframes and target audiences.
 - Creative strategies and ideas for the campaign's overall look and feel.
 - An estimated budget broken down by activity (including the statewide media buy and flowchart). The budget must also include costs such as production fees, hard costs, commissions, hourly staff rates, subcontractor fees and mark-ups (if any), honorariums, supplies, overhead and administrative and travel expenses.
- *Costs to develop the Scope of Work, proposal materials and work samples are entirely the responsibility of the Respondent and will not be reimbursed.*

G. Fee Proposal:

Each Respondent must submit a Fee Proposal that includes the following (no more than two pages):

- Titles and hourly rates for all personnel who will work on the Campaign.
- Titles and hourly rates for all subcontractor personnel who will work on the Campaign.

- Please indicate if the hourly staff rates provided in the Fee Proposal reflect a discount from your standard rates.
- An explanation of how the media buying commission will work with other fees or flat rates your agency (or team of agencies) propose to charge.
- The percentage of the overall contract amount you are willing to provide in pro bono services/products/staff time (above and beyond the contracted amount) and a brief description of when/how.

H. Letters of Recommendation:

Provide at least three Letters of Recommendation from current and/or past clients that can attest to the nature and quality of Respondent’s past performance. Letters of Recommendation must come from clients whose projects are similar in scope to this Campaign. Please include at least one recommendation from a State or higher education client. The Chabot-Las Positas Community College District and the California Community Colleges Chancellor’s Office reserve the right to contact any references. Letters of recommendation for subcontractors do not count toward the three letters. Additional letters of recommendations may be provided by subcontractors to further support their qualifications and experience. In addition to the above information, each letter must include the following:

- Name and address of the organization.
- Name, title, telephone number and e-mail address of your day-to-day contact.
- A description of services provided, the overall budget and specific outcomes.

I. Conflicts of Interest:

Any and all possible conflicts of interest must be disclosed and addressed. Although a Respondent will not be automatically disqualified by reason of work performed for, or financial interests in, firms that may be affected by action of the California Community Colleges Chancellor’s Office or Chabot-Las Positas Community College District, we reserve the right to consider the nature, extent, and recentness of such work.

J. Non-Collusion Affidavit Explanation:

Each Respondent is required to submit a completed and signed Non-Collusion Affidavit provided as an attachment in this RFP (page 24). The Non-Collusion Affidavit must be signed by an individual who is authorized to bind the Respondent contractually.

PROPOSAL SUBMISSION

Each Respondent is required to deliver one (1) original and seven (7) copies of the Proposal by **3 p.m. PACIFIC on Tuesday, January 3** to the following address:

**California Community Colleges Chancellor’s Office
 Attn: Paige Marlatt Dorr, Director of Communications
 1102 Q Street, 6th Floor
 Sacramento, CA 95811
 PROPOSAL IDENTIFICATION / 1116-16205**

- *It is the responsibility of the respondent to verify proposals are received at the location and by the submission date/time noted above.*

EVALUATION AND SELECTION

All Proposals received on or before the final submission date and time will be evaluated as outlined below. *Chabot-Las Positas Community College District / California Community Colleges Chancellor's Office* may request clarifications from Respondents at any phase of the evaluation process for the purpose of eliminating ambiguities in the information presented in the Proposal. Alternatively, the *Chabot-Las Positas Community College District / California Community Colleges Chancellor's Office* may waive minor and/or immaterial irregularities or informalities in any RFP Response. However, such waiver shall in no way modify the RFP documents or excuse the Respondent from full compliance with the RFP requirements.

A. Preliminary Review

Proposals will undergo a preliminary review to determine if the Respondent meets the Minimum Qualifications and if it is responsive to the requirements of the RFP. Proposals that meet the Minimum Qualifications and requirements of the RFP will be evaluated and scored by an Evaluation and Selection Committee (Committee).

B. Proposal Evaluation, Scoring and Interviews

Upon satisfactory preliminary review, Proposals that meet submission requirements will be evaluated, scored and ranked by an Evaluation and Selection Committee. Each committee member will independently evaluate the Respondent's Proposal using these relative values for each category, expressed in points possible (by category) out of ***a total possible score of 100.***

- **Marketing strategy and creative development experience (up to 30 points):** Including duration, personnel experience, relevance of plan and materials to Chancellor's Office needs, comprehensive scope of work and clearly defined budgets, demonstrated ability and thought toward taking the statewide campaign and creating template materials/plans to be used by local regions. Demonstrated ability to not only reach the student target but also effectively deliver an employer to employer strategy and plan.
- **Campaign creative concepts (up to 25 points):** Relevant creative to target audiences, clear messaging, demonstrated understanding of target audiences, concepts meet campaign objectives.
- **Media plan (up to 20 points):** Demonstrates the best combination of media mediums used to achieve the overall marketing campaign objectives. The plan demonstrates how the target audience(s) can be reached through the various channels; the mediums on which the ads should be placed; the ad frequency by various mediums; the dollar amount spent by each medium and for each flight.
- **Cost (up to 15 points):** Hourly or flat rates/project costs, media commissions, expense levels, overall financial ability to perform tactics outlined in the RFP, and pro bono plan/added value.

- **Credibility and accuracy of proposal (up to 10 points):** Client letters of recommendation/references demonstrate the agency's qualifications and experience and meet the outlined criteria, the outlined proposal format was followed, care was taken in preparing the proposal - emphasis on completeness and clarity of content, the visual appeal of the overall proposal and packaging.

A single score for each Proposal will be reached by averaging the committee member's scores for each Respondent.

It is important to note, some or all of the Respondents may be selected and notified on Friday, January 20, 2017 that they are invited to participate in an oral interview at the Chancellor's Office in Sacramento on Thursday, January 26, 2017. The proposer's interview presentation will not reduce the aggregate score of the proposer, as determined immediately above, but at the Chancellor's Office sole discretion the interview presentation **may increase the aggregate score by up to 15 points.**

Interviews, if conducted by the Evaluation and Selection Committee, will generally consist of no more than forty-five (45) minutes for Respondent's presentation, followed by questions posed by the Committee. Total time of each interview will not exceed one (1) hour and fifteen (15) minutes. If requested by the Evaluation and Selection Committee, any Respondent invited to participate in the interview process shall have present at the interview its key personnel identified in the Respondent's Proposal (the number of key personnel invited to participate in the interview process may be limited). The order of Respondents to be interviewed will be selected randomly. Neither the Chabot-Las Positas Community College District nor the California Community Colleges Chancellor's Office shall be responsible for or reimburse any costs incurred by Respondents in connection with the interview process. The Contract will be awarded to agency with highest combined score.

C. Post Response-Opening Inquiries

After the Evaluation and Selection Committee has opened timely submitted responses to this RFP, the Committee reserves the right to engage in further inquiry regarding a Respondent's Proposal, a Respondent's qualifications or any other matter relating to a Respondent's Proposal. The Committee's inquiries may be in writing or verbal. The failure of any Respondent to timely, completely and accurately respond to any such inquiry may result in rejection of the Respondent's Proposal for non-responsiveness.

D. Best and Final Offer

The Committee reserves the right to engage in cost negotiations with a Respondent and/or request a Respondent submit a Best and Final Offer. Respondents who fail to participate in cost negotiations and/or submit a Best and Final Offer in the form and format directed by the Committee within the time requested by the Committee will be rejected for non-responsiveness.

E. Basis of Award

Any Contract resulting from this RFP will not be awarded based solely on the lowest Fee Proposal submitted to the Chabot-Las Positas Community College District, but will be awarded to Respondents whose Proposals contain a combination of desired qualifications and competitive fees. Pursuant to Government Code § 53060, these contracts do not require competitive bidding

or award to the lowest responsible bidder. *See also, Cobb v. Pasadena City Bd. of Ed.*, 134 Cal.App.2d 93, 95, 285 P.2d 41, 42 (Cal.App.1955) (“the employment of a person who is highly and technically skilled in his science or profession is one which may properly be made without competitive bidding.”). The District further reserves its right to reject all Proposals.

F. Award of Contract

Upon completing reviews of Proposals and Interviews with Respondents, the Evaluation and Selection Committee will make recommendations to the Chabot-Las Positas Community College District for the award of the Campaign. The Chabot-Las Positas Community College District reserves the right to accept or reject any or all Proposals, to negotiate with any or all responsible Respondents submitting proposals, and to waive any informality in the RFP. Notwithstanding any recommendations of the Evaluation and Selection Committee, action to award Contracts for the Career Technical Education Rebranding and Marketing Campaign is vested solely in the Chabot-Las Positas Community College District.

G. Notice of Intent to Award

Following the submission of the Evaluation and Selection Committee’s recommendations, the Chabot-Las Positas Community College District will issue a Notice of Intent to Award the Contract, identifying the Respondent to whom the Chabot-Las Positas Community College District intends to award the Contract, if any.

H. Protests Regarding Award of Contract

Any Respondent submitting a Proposal to the Chabot-Las Positas Community College District may file a protest of the Chabot-Las Positas Community College District intent to award the Contract provided that each and all of the following are complied with:

- The protest is in writing;
- The protest is filed and received not more than five (5) calendar days following the date of issuance of the Chabot-Las Positas Community College District Notice of Intent to Award the Contract. The protest must be received by:

Julia Dozier, District Executive Director of Economic Development
Chabot-Las Positas Community College District
jdozier@clpccd.org

- The written protest sets forth, in detail, all grounds for the protest, including without limitation all facts, supporting documentation, legal authorities and argument in support of the grounds for the protest; any matters not set forth in the written protest shall be deemed waived. All factual contentions must be supported by competent, admissible and creditable evidence.

If the Chabot-Las Positas Community College District does not issue a Notice of Intent to Award Contract or if the Notice of Intent to Award Contract is issued less than five (5) calendar days prior to the date of the Board of Trustees meeting to consider award of the Contract for the Work, the latest date for a Respondent to timely submit a Protest is 12:00 P.M. of the day prior to the date of the Board of Trustees meeting to consider award of the Contract for the Work. Any protest not conforming with the foregoing shall be rejected by the Chabot-Las Positas Community College District as invalid.

Provided that a protest is filed in strict conformity with the foregoing, the Chabot-Las Positas Community College District's Executive Director of Economic Development or such individual(s) as may be designated by him/her, shall review and evaluate the basis of the protest. The Chabot-Las Positas Community College District's Executive Director of Economic Development or other individual designated by him/her shall provide the Respondent submitting the protest with a written statement concurring with or denying the protest.

The Chabot-Las Positas Community College District Board of Trustees will render a final determination and disposition of a protest by taking action to adopt, modify or reject the disposition of a protest as reflected in the written statement of the Chabot-Las Positas Community College District Executive Director of Economic Development or his/her designee. Action by the District's Board of Trustees relative to a protest shall be final and not subject to appeal or reconsideration by the Chabot-Las Positas Community College District's Executive Director of Economic Development or any other employee or officer of the Chabot-Las Positas Community College District or the District's Board of Trustees.

The rendition of a written statement by the Chabot-Las Positas Community College District's Executive Director of Economic Development (or his/her designee) and action by the Chabot-Las Positas Community College District's Board of Trustees to adopt, modify or reject the disposition of the protest reflected in such written statement shall be express conditions precedent to the institution of any legal or equitable proceedings relative to the bidding process, the Chabot-Las Positas Community College District's intent to award the Contract, the Chabot-Las Positas Community College District's disposition of any protest or the Chabot-Las Positas Community College District's decision to reject all Proposals.

RULES GOVERNING COMPETITION

A. RFP Requirements and Conditions

1. Introduction

The particular competitive method being used for this procurement is known as the "Request for Proposals" (RFP).

2. Definitions

The Chabot-Las Positas Community College District has established certain requirements with respect to proposals to be submitted by Respondents. The use of "shall," "must" or "will" (except when expressing simple futurity) indicates a requirement or condition from which a deviation, if not material, may only be waived by the Chabot-Las Positas Community College District or the California Community Colleges Chancellor's Office. A deviation is material if the deficient response is not in substantial accord with RFP requirements; has a potential significant effect on amount paid to the Respondent, net cost to the Chabot-Las Positas Community College District, quantity or quality of product and/or service; or provides an advantage to one Respondent over other Respondents. Material deviations cannot be waived.

3. Desirable Items

The words “should” or “may” indicate a desirable attribute or condition, but are permissive in nature, and deviation from, or omission of, such a desirable feature, even if material, will not in itself cause rejection of a proposal. However, such deviation may affect the score the proposal receives in the final proposal evaluation stage.

4. Addenda

The Chabot-Las Positas Community College District may modify the RFP, prior to the date fixed for possible interviews, by issuance of an addendum to all parties who have been furnished the RFP for bidding purposes. Addenda will be numbered consecutively as a suffix to the RFP identification number. The first number for an addendum will be A-1.

5. Submission of Proposals

- a) **Preparation.** Proposals shall be complete in all respects as required under the Proposal Format. Proposals should be prepared to provide a straightforward, concise delineation of capabilities to satisfy the requirements of the RFP. Emphasis should be concentrated on completeness and clarity of content.
- b) **Respondent’s Costs.** Costs for developing proposals and any and all travel costs are entirely the responsibility of the Respondent and shall not be chargeable to the Chabot–Las Positas Community College District and/or the California Community Colleges Chancellor’s Office.
- c) **Timing of Submission.** All Respondents must submit their Proposals no later than **Tuesday, January 3, 2017 at 3 p.m. PACIFIC.**

6. Grounds for Rejection

A Proposal shall be rejected if:

- a) It is received at any time after the exact time and date set for receipt of Proposals.
- b) It is not prepared in the format described under the Proposal Format, or contains a material deviation from a requirement.
- c) It contains false or misleading statements or references that do not support an attribute or condition contended by the Respondent. The Proposal shall be rejected if, in the opinion of the Chabot-Las Positas Community College District or the California Community Colleges Chancellor’s Office, such information was intended to erroneously and fallaciously mislead the Chabot-Las Positas Community College District and/or California Community Colleges Chancellor’s Office in its evaluation of the Proposal and an attribute, condition or capability related to a requirement of this RFP.
- d) There is a conflict of interest, as contained in the following *Public Contract Code* Sections:

“**10410.** No officer or employee in the state civil service or other appointed state official shall engage in any employment, activity, or enterprise from which the officer or employee received compensation, or in which the officer or employee has a financial interest and which is sponsored or funded, or sponsored and funded, by any state agency or department through or by a state contract unless the employment,

activity, or enterprise is required as a condition of the officer's or employee's regular state employment. No officer or employee in the state civil service shall contract on his or her own individual behalf as an independent contractor with any state agency to provide services or goods."

"10411. (a) No retired, dismissed, separated, or formerly employed person of a state agency or department employed under the state civil service or otherwise appointed to serve in state government may enter into a contract in which he or she engaged in any of the negotiations, transaction, planning, arrangements, or any part of the decision-making process relevant to the contract while employed in any capacity by any state agency or department. The prohibition of this subdivision shall apply to a person only during the two-year period beginning on the date the person left state employment.

(b) For a period of 12-months following the date of his or her retirement, dismissal, or separation from state service, no person employed under state civil service or otherwise appointed to serve in state government may enter into a contract with any state agency, if he or she was employed by that state agency in a policymaking position in the same general subject area as the proposed contract within the 12-month period prior to his or her retirement, dismissal, or separation. The prohibition of this subdivision shall not apply to a contract requiring the person's services as an expert witness in a civil case or to a contract for the continuation of an attorney's services on a matter he or she was involved with prior to leaving state service."

- e) If the cover letter is unsigned. A cover letter, which shall be considered an integral part of the Proposal, shall be signed by an individual who is authorized to bind the Respondent contractually. A Proposal may be signed by an agent of the Respondent only if the agent is properly authorized by a power of attorney, or an equivalent document is submitted to the State prior to the submission of Proposals, or with the Proposal.
- f) Respondent and/or an individual associated with Respondent's business have submitted multiple Proposals.

B. Other Information

1. Disposition of Proposals

All materials submitted in response to this RFP will become the property of the California Community Colleges Chancellor's Office. All Proposals and all evaluation and scoring sheets shall be available for public inspection at the conclusion of the committee scoring process. Materials may be returned only at the Chabot-Las Positas Community College District's or the California Community Colleges Chancellor's Office option and at the Respondent's expense. One copy of the Proposal shall be retained for official Chabot-Las Positas Community College District files.

2. Proprietary Data in Proposal

A Proposal may include proprietary data which the Respondent does not want disclosed to the public or used by the State for any purpose other than Proposal evaluation. However, unless proprietary data is identified, the Chabot-Las Positas Community College District and

the California Community Colleges Chancellor's Office cannot assume responsibility for the use of such data. Therefore, proprietary data should be identified specifically as such on every page where the same may be contained, in which event, it will be used by the Project Director or his/her designated representatives, including staff and consultants, solely for the purpose of evaluating the Proposal. In such case, reasonable care will be exercised so that the data so identified will not be disclosed or used without the Respondent's permission, except to the extent provided in any resulting Contract or the extent required by law. This restriction does not limit the Chabot-Las Positas Community College District's or the California Community Colleges Chancellor's Office's right to use or disclose any data contained in the Proposal if it is obtainable from another source or from the Respondent on another occasion previously, without restriction.

In any event, the Chabot-Las Positas Community College District and the California Community Colleges Chancellor's Office cannot accept legal liability for the accidental disclosure of such data, even if it is marked. After the award of the Contract(s), all information in the Proposal of the Respondent(s) who has/have been selected becomes public record, available upon request. The only exception shall be with respect to "proprietary data," as defined in Section XII, paragraph 23.b. With respect to alleged proprietary data, the Chabot-Las Positas Community College District and/or the California Community Colleges Chancellor's Office may, at its discretion, require a contractor to submit an application for confidentiality in the manner prescribed in Section 2505 of Title 20 of the *California Code of Regulations*.

3. Use of Replies

The Chabot-Las Positas Community College District and the California Community Colleges Chancellor's Office have the right to use any or all ideas or concepts presented in any Proposal. Selection or rejection of the Proposal does not affect this right.

4. RFP Errors, Questions and/or Requests for Clarification Regarding the RFP

If a Respondent discovers any ambiguity, conflict, discrepancy, omission, or other error in the RFP or requires clarification of the intent or content of this RFP, or on procedural matters regarding the competitive bid process, he/she shall contact the Chabot-Las Positas Community College District Project Director via email **no later than 3 p.m. PACIFIC on Monday, November 28, 2016**. The District or Program Manager, working in coordination with the California Community Colleges Chancellor's Office, will issue written responses to properly submitted RFP inquiries without identifying the Respondent submitting the inquiry by issuing an "addendum," pursuant to paragraph 5, Addenda. A copy of the addendum will be given to all parties who have obtained the RFP.

A Respondent who desires clarification or further information on the content of the RFP, whose questions relate to a proprietary aspect of this proposal and which, if disclosed to other Respondents, would expose the proposal, may submit such questions in the same manner as above, but also marked "**CONFIDENTIAL**," **no later than 3 p.m. PACIFIC on Monday, November 28, 2016** to ensure response. The Respondent must explain why his questions are sensitive in nature. If the Chabot-Las Positas Community College District and its Project Manager concur that the disclosure of the question or answer would expose the

proprietary nature of the Proposal, the question will be answered, and both the question and the answer will be kept in confidence. If the Chabot-Las Positas Community College District and its Project Manager do not concur with the proprietary aspect of a question, the question will not be answered in this manner, and the Respondent will be so notified.

Oral communications of the Chabot-Las Positas Community College District, the California Community Colleges Chancellor's Office and/or the Project Manager concerning the RFP shall not be binding on Chabot-Las Positas Community College District and/or California Community Colleges Chancellor's Office. Inquiries concerning this RFP are to be directed to:

Julia Dozier, District Executive Director of Economic Development
(925) 249-9370
idozier@clpccd.org

5. Modification or Withdrawal of Proposals

Any Proposal may be withdrawn or modified by written request of the Respondent, as long as the request is received by the Chabot-Las Positas Community College District by **Monday, January 2, 2017 at 3 p.m. PACIFIC**. However, in order to be considered, a modified Proposal must also be received by **Tuesday, January 3, 2017 at 3 p.m. PACIFIC**.

6. Chabot-Las Positas Community College District Project Director

The Chabot-Las Positas Community College District hired/designated a project manager with experience in advertising and/or outreach to work with direction from the Chancellor's Office and oversee the day-to-day activities related to the project. The Chabot-Las Positas Community College District Project Manager and day-to-day liaison for the Career Technical Education Rebranding and Marketing Campaign is Jessica Sorensen. The Chabot-Las Positas Community College District, with the approval of the California Community Colleges Chancellor's Office, reserves the right to approve a substitution of the Project Manager at any time during the contract.

7. California Community Colleges Chancellor's Office Contract Manager & Campaign Manager

The Chancellor's Office and the Chabot-Las Positas Community College District have yet to designate the California Community Colleges Chancellor's Office Contract Manager for the Career Technical Education Rebranding and Marketing Campaign. Paige Marlatt Dorr, Director of Communications, is designated as the California Community Colleges Chancellor's Office Campaign Manager. The Chabot-Las Positas Community College District and the California Community Colleges Chancellor's Office reserve the right to approve any substitution of the Contract Manager or put the position on hiatus at any time during the contract.

8. Chabot-Las Positas Community College District Contract Manager

Julia Dozier, District Executive Director of Economic Development, is designated as the Chabot-Las Positas Community College District Contract Manager. The Chabot-Las Positas

Community College District may change their Contract Manager by written notice given to the California Community Colleges Chancellor's Office and the Contractor.

9. Billing Timelines and Procedure

The Respondent awarded the Contract must adhere to strict billing timelines and procedures as outlined below. Failure to do so will result in delay of payment.

- a) Electronic invoices must be submitted monthly to the Chabot-Las Positas Community College District Project Manager by the 7th business day of each month.
- b) Invoices must include detailed documentation for all hourly services, materials and products being billed.
- c) Monthly invoices must also include a one-page summary of the services provided within that month and the specific outcomes.
- d) All payments for work completed on the Campaign will be made in arrears. No payments will be made in advance of products or services being provided.
- e) All billing must follow state guidelines. For information on what is reimbursable, please visit the following link: <http://www.calhr.ca.gov/employees/pages/travel-reimbursements.aspx>

NON-COLLUSION AFFIDAVIT

TO BE EXECUTED BY BIDDER AND SUBMITTED WITH BID FORM

_____, being first duly sworn, deposes and says that he or she is of the party making the foregoing bid that the bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; that the bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

I certify (or declare) under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Signature & Date: _____

Printed Name & Title: _____

Chabot-Las Positas Community College District

Contract for Services

This is a contract for professional services between the Chabot-Las Positas Community College District ("District") and _____, Independent Contractor ("Contractor"), entered this _____ day of _____, _____.

1. Contractor agrees to perform the following services in his/her capacity:

2. Contractor hereby understands that no employment relationship is established by this contract for services.

3. The Contractor shall provide his/her own Workers' Compensation Insurance and shall properly report all income in accordance with federal and state law (Labor Code § 3700).

4. Contractor shall be in compliance with the Drug Free Workplace Act of 1988.

5. Services shall begin on or about _____/_____/_____, and terminate on or before _____/_____/_____. Services shall not be assigned nor subcontracted to another party without written consent of the District.

6. District agrees to pay the Contractor the sum of \$ _____, payable as follows, upon receipt of an invoice, if the services performed are satisfactory to the District.

Date	Payment
_____	_____
_____	_____
_____	_____

7. District retains the right to cancel this contract in the event of funding shortage or for any other reason by written notice of not less than 30 calendar days. In such case, Contractor will be paid for services rendered through the date of cancellation only.

8. This contract is not valid until signed and accepted by the Vice Chancellor, Business Services, nor does the District assume any liability for work performed prior to acceptance by the Vice Chancellor, Business Services.

Independent Contractor

Name

Email Address

Phone #

Address

Signature

CLPCCD

Initiating Manager

Date

President

Date

Vice Chancellor, Human Resources

Date

Vice Chancellor, Business Services

Date