

**CALIFORNIA COMMUNITY COLLEGES
CHANCELLOR'S OFFICE**

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**Questions and Responses for Career Education RFP
(Proposal Identification/Bid Number 1CLP17-0071S)**

The Chancellor's office received the questions below regarding the Career Education request for proposals released on Monday, February 25th. Some questions have been edited for clarity and to avoid duplication.

Is there a preferred (or required) format for proposal submissions?

- Please see "Proposal Format" section in the RFP, beginning on page 13.

Are there physical size restrictions for the submission?

- The proposals will need to be shipped for at least one reviewer. As such, please restrict proposals to a size that will fit inside of a standard 18"x18"x16" shipping box. Please also provide a digital or scanned copy of the proposal by email to Jessica.Sorensen.is@gmail.com and PDorr@cccco.edu. Digital/scanned proposals are due by the same deadline as physical copies: Friday, March 29, 2019. **No later than 3:00 p.m. PACIFIC.**

In the RFP, there are only two forms (the Non-Collusion Affidavit and the CLPCCD Contract for Services). Are there any further forms and/or addenda required for the proposal submittal?

- No additional forms are required for the proposal submittal. If selected, the contractor will need to provide Chabot-Las Positas Community College District with a W9 and a Vendor Profile Application. A final scope of work will be developed and agreed upon by both the Chancellor's office and the selected agency, that document will be submitted as an addendum to the contract with CLPCCD.

Are there any small or minority-owned business incentives?

- No, the Chancellor's office does not provide any incentives at this time.

Where will the campaign Project Manager be based?

- The Career Education project manager is Mark Perry, based in Sacramento, CA.

Must letters of recommendation from current community organizations, media and other vendors be from entities based in California?

- We would prefer to see letters of recommendation from businesses or organizations based in or with a presence in California, but it is not required.

How important is it that the agency has a physical presence in California? Will preference be given to agencies with multiple offices in California?

- Based on past campaigns, preference will be given to a contractor that demonstrates familiarity with the various parts of the state, the different audiences, and regional nuances. A physical presence in California is not required. However, it is important to note that the Chancellor's

office cannot approve reimbursement for any travel from out-of-state, and the contractor may be required to physically attend or staff various meetings and events throughout the state.

For a firm without a larger California presence, would it be acceptable to partner with a California based firm that could manage community, legislative and employer/union outreach?

- Yes, the contractor may partner/subcontract with others to ensure the ability to have physical representation when required.

Is there an incumbent or were any agencies involved in the creation of the Career Education Campaign? If so, which ones and are they still providing support? What is the reason for going back out with the RFP?

- We are required to release an RFP at the end of each contract period. Ogilvy (Sacramento) was contracted as the prime agency beginning in spring of 2017, along with MeringCarson (Sacramento) as the main creative partner. There are additional subcontractors under Ogilvy that focus on specific areas of outreach. They will continue leading the campaign until the current contract expires on June 30, 2019 (the end of our fiscal year).

What was your criteria for selecting the firms to which you sent the RFP?

- This request for proposals is open to any and all agencies that wish to respond. The RFP was emailed to agencies on an existing list of California Community Colleges contacts. The list was updated in January of 2019 with additional large firms that we are aware of with a presence in California, plus agencies that have contacted us and requested to receive our RFPs. The RFP was also posted online here: <https://extranet.cccco.edu/Divisions/OfficeofCommunications.aspx> and <http://www.clpccd.org/education/grantbids.php>

Is it possible to get a briefing with any of the staff currently supporting the Career Education campaign?

- No, our office and reviewers will not provide a briefing. Please use the RFP and other related resources such as the Career Education toolkit (<http://careereducationtoolkit.cccco.edu/assets>) for information. Agencies are welcome to reach out to other agencies and local colleges regarding the campaign, but our office cannot arrange meetings nor require our contractors to share any information.

Would the state wish the vendor to use the foundation's services for website usability testing and brand alignment review? If so, would the foundation become a subcontractor of the vendor?

- The Foundation is one potential vendor that works closely with the Chancellor's office on a regular basis and is familiar with our needs and budgets. Contractors will not be *required* to use the Foundation for any services, but they are a valuable resource. We are looking for Respondents to make a recommendation on the best vendors for services.

Is there a report/review/audit available of the last campaign?

- This campaign has not yet completed a comprehensive review of the efforts under the current contract. A report is in progress, but will not be available prior to the proposal deadline.

Is there any past research relevant to the campaign you can make available as we prepare our proposal? Will you share the methodology of the survey conducted in June 2017 so that we can develop our proposed measurement survey in a way that will allow direct comparison?

- Reports are available on the following surveys:

- Baseline awareness survey (August 2016): <http://ccccteupdates.org/wp-content/uploads/2017/04/Koski-Background-Study-Re-brand-Market-CTE-8.23.16.pdf>
- Baseline awareness survey (June 2017): <http://ccccteupdates.org/wp-content/uploads/2017/07/Koski-Baseline-Awareness-Survey-Report-6.28.17.pdf>
- Qualitative creative focus group testing report: <http://ccccteupdates.org/wp-content/uploads/2017/04/HW-CCC-CTE-Campaign-Testing-Report-04-21-17-1.pdf>

Are there any existing assets other than the ones located on the Career Education toolkit (<http://careereducationtoolkit.cccco.edu/assets>)? Are these the correct assets we'd need update and refresh as part of this contract?

- The Career Education toolkit and the resources available on the website (<http://www.californiacareereducation.com>) contain all existing creative. The “other resources” tab on the CaliforniaCareerEducation.com menu connects to other related campaigns. The Respondent should make a recommendation in their proposal as to which assets may need to be updated or replaced.

Do you have any key performance indicators (KPIs) they are currently measuring or should we propose the KPIs? Do you have any targets to achieve in mind?

- KPIs for the current campaign are evaluated based on the number of impressions received and site traffic deliveries to the Career Education website (CaliforniaCareerEducation.com). Radio KPIs are evaluated based on overall impression delivery. Digital advertising is evaluated based on impressions, number of clicks received and click-through rate (CTR). Video is based on video completion rate (VCR) and total site sessions to the Career Education site. We would like Respondents to make a recommendation on KPIs to measure (or continue measuring) as we move forward in the campaign. All campaign activities should have performance measures and benchmarks built in.

On page 14, under “Background and Experience” the RFP requests creative samples. Can subcontractor case studies and/or creative samples that are required by the RFP be submitted as illustrating Respondent’s skill, creativity, talent, and experience? If so, is there a limit as to how many?

- If a Respondent plans to partner with a subcontractor for this campaign, creative samples and other work from that subcontractor may be submitted to demonstrate experience and expertise. A Respondent may not submit creative samples or other work from subcontractors that they do not intend to partner with for this contract. Please limit to no more than five samples.

Will the selected vendor have access to source files from the previous years’ campaign?

- Yes, all campaign assets developed are the property of the California Community Colleges Chancellor’s Office. We can provide access to those files if deemed necessary for developing or updating campaign materials.

On page 17, under “Proposal Evaluation and Scoring”, this section does not mention media relations, outreach, website management or social media – are these being scored under Marketing strategy?

- This section will evaluate/score the “comprehensive scope of work and clearly defined budgets” for all aspects of the campaign. Please refer to “Tactics/Services to be Provided” beginning on page 8 for the categories expected to be included in that comprehensive scope of work. The only tactic/service that will not be scored under this section is employer/union outreach, which will be evaluated and scored separately.

With respect to the obligation to carry costs for up to 90 days in an amount between \$500,000-\$800,000, has this been a standard provision in your agreements? What is the likelihood this will occur and what has been your experience? Is this financial term negotiable as to amount?

- The Chancellor's office can only approve reimbursement for services or products once the work is completed and delivered. We do not make any payments in advance. As such, an agency may be expected to carry media costs (which in our experience may be several hundred thousand dollars) until final affidavits have been provided and submitted with the agency's monthly billing. Billing often requires a few weeks of review, communication and corrections before it can be approved. Once approved, it may take up to 30 days for the fiscal agent (Chabot-Las Positas Community College District) to process payment.

In reviewing the budget and what is and is not included, it appears that advertising costs would be considered separately from this contract. Is that correct? And if so what is the budget for advertising?

- The total budget for the campaign is \$2,700,000.00. All campaign activities, except for employer/union outreach, should be planned within that \$2.7M budget. Campaign activities include all advertising, media buys, and hard costs.

Does the two-page limit for the Fee Proposal also apply to the Employer/Union Outreach budget or must the Fee Proposal (with a two-page limit) also include Employer/Union Outreach budget as well as the other Scope of Work elements?

- No, the two-page limit for the Fee Proposal does not apply to the employer/union outreach budget. The employer/union outreach budget and plan should be provided separately. Please limit the fee proposal for the employer/union outreach plan to one page maximum.

Please confirm that the Employer/Union Outreach activities are separate from the \$2.7M annual budget. Further, please confirm that a separate \$500,000 budget should be prepared and submitted for \$500,000 for the proposed Employer/Union activities.

- Yes, the proposed scope for employer/union outreach activities should be presented as a stand-alone plan and \$500,000 (maximum) budget, separate from the rest of the Career Education campaign activities. The employer/outreach plan should tie in with and complement all other campaign activities but will be evaluated separately, and if approved, a final scope of work will be developed and agreed upon by both the contractor and the Chancellor's office. If approved, funding (up to \$500,000) will be added to the \$2.7M campaign budget. The overall Career Education campaign plan should be able to stand alone without employer/union outreach activities if proposed employer/union outreach plan is not approved.

Should the additional \$500,000 for Employer Outreach be included in the calculation for the 15% pro bono value of the contract? Or is the \$500,000 budget outside of the desired calculation and 15% pro bono should only be calculated on the statewide annual budget of \$2.7M?

- A separate fee proposal should be provided for both the overall marketing campaign (\$2.7M) and the employer/union outreach plan (up to \$500,000). Please provide a description of services that you are willing to provide pro bono along with each fee proposal. At least 15% of each total budget is expected to be provided pro bono.

The RFP refers to the campaign as an awareness building effort but also lists that an objective of the campaign is motivating and increasing enrollment in these programs. Are they seeing 2019 as a shift in the purpose and direction of the campaign to be more focused on recruitment/action?

- As a statewide campaign, our goal is to raise awareness and perceptions of Career Education programs, to drive our audience to their local college for more information and to encourage enrollment. We are not shifting the originally purpose of the campaign, but rather looking to expand upon it. Please note, this campaign does not track enrollments at the local level.

What do you view as the biggest strengths or what was done well in the current campaign? What about its weaknesses? What is the state hoping to see different during this second phase?

- We have had a strong start to this campaign since our launch in July 2017. Creative assets have been well received, but as an awareness campaign it takes time to build a brand. We have not made our outreach efforts as much of a focus as we have built the brand. The efforts of phase one have been strong, and we are ready to move forward with phase two. We are looking for a contractor to lead that charge and continue to build momentum for the campaign.

Are the desired changes to the campaign’s creative and website based on feedback from the target audiences?

- Based feedback and research on past campaigns, it is best to refresh the creative every 2-3 years. Our creative was launched in July 2017, so something new will be expected in the 2019-2020 fiscal year. We are looking to Respondents to make a recommendation on the updates they feel are necessary.

Does the campaign have different goals or objectives based on the campuses (i.e. urban campuses vs. rural campuses)?

- Our campaign and audience are statewide, but regional and local differences should be considered. All assets are expected to be usable or customizable by all California community colleges to reach their local audience. Please see our toolkit (<http://careereducationtoolkit.cccco.edu/assets>) for examples of existing customizable creative.

Is the campaign open to changing its overall messages and positioning?

- We are neither opposed to nor seeking a change in messaging. We are looking to Respondents to make a recommendation on the best course of action.

The RFP mentions recruiting campaign partners. Are there existing campaign partners that will continue to be involved? If so, does the list included in the RFP (on page 11) represent gaps in current types of partners?

- The first years of this campaign have focused primarily on building marketing materials and creative assets, as well as some outreach. The list in the RFP represents areas we would like to reach and grow, but not necessarily where gaps currently exist. The Chancellor’s office and related campaigns do have several existing partners and that list will be provided to the selected contractor. However, we are looking for Respondents to make recommendations on partners for the campaign and leverage their own connections.

Several activities speak to collaboration with regional teams. What sort of ongoing collaboration is expected between the campaign and the regional teams?

- Each California community college is part of a regional consortium that helps coordinate various efforts and messaging in their region. To assist in providing consistent messaging throughout the state, the Project Manager for the Career Education campaign conducts a monthly conference call (the 2nd Tuesday of every month) to review current activities of the statewide campaign with the Career Education Regional Consortium. This group also meets in person roughly every

3 months to discuss what the regions/colleges and Chancellor's Office are doing from a Marketing standpoint. It is the responsibility of the Career Education Project Manager to make sure the Regional Consortium is aware of the strategies and deliverables of the statewide campaign. The Chancellor's Office created a Career Education Toolkit (<http://careereducationtoolkit.cccco.edu/>) in 2018 for the regions/colleges to utilize as a resource when producing any local Marketing materials. This toolkit provides customizable materials for colleges and/or Regions. Ready-to-use downloadable Marketing materials, guidelines for customizing the campaign, which provide a comprehensive overview of how best to utilize and tailor Marketing assets for a region or college use, and materials for hosting outreach events are available. Individual media plans can also be customized for each region, with help from the Chancellor's Office and its respective agencies, depending on budgets and markets to be covered. Our current agencies have provided three budget levels for Regional media plans. Our goal is to have all California community colleges and regions utilizing the same Career Education branding and messaging throughout the state for a cohesive look and feel.

The social media section (on page 10) references the platforms included as part of the campaign. Are there executives with online presences who should be considered as part of this effort?

- The Career Education campaign supports general California Community Colleges social media, and occasionally may share messages from Chancellor Eloy Oakley. There is currently no separate social media handles for Career Education. Current social media can be found at...
 - YouTube: https://www.youtube.com/channel/UC84UZL51ElhF_MY6RDuCtmA
 - Instagram: @californiacommunitycolleges
 - Facebook: @CACommColleges
 - Twitter: @CalCommColleges

Has any business/employer outreach occurred during the first phase of the state's campaign? If so, what has occurred?

- In FY 2017-18, the Career Education campaign conducted interviews with nearly 60 employers and associations to learn about their past experiences working with local community colleges. We also gauged their interest in future partnerships with either the Career Education campaign and/or community colleges. The campaign received commitments from 28 employers to help on a variety of opportunities including but not limited to: Assisting and providing input on curriculum development; Earned and social media participation as third party supporters; and Collaborating on internship programs and opportunities; and assisting in reaching out to their employees/members to provide information of the California Community Colleges. The campaign also helped facilitate several "Future of Work MeetUps" to discuss workforce development practices, strategies helpful to employers and workers, and recruit additional businesses and associations to support career education. The campaign has also conducted dozens of interviews with a diverse set of Strong Workforce Program (SWP) stakeholders, including members of the Career Education Regional Consortium, Sector Navigators, California community college administrators/leadership, employers, business associations/third parties and other campus stakeholders. We are taking this information and creating a "portfolio/manual" of successful engagement methods used and lessons learned/tips from those in the field. This tool will be shared with California community colleges that are looking to create, strengthen or scale employer partnerships. The focus for FY 18-19 is to continue outreach with a focus on minority-owned and small business. We are looking for a recommendation on how best to move forward and expand our outreach efforts.

What is the expectation for participation in outreach events, and what has been the role of the current agency? What types of outreach events have occurred? Have events already been identified and is there a minimum number of events the campaign should participate in?

- The campaign has participated in events such as career and college fairs, student organization meetings, professional/employer conferences, cultural events, large events that draw our target audience such as concerts, and many more. The current contractor has supported the event in various ways depending on the scale, audience reach, and budget. This includes (but is not limited to) staffing a table or booth, providing support to local colleges, distributing and/or providing collateral, giving presentations, and organizing meetings or workshops. We will require the selected agency to identify at least 15 large scale events each year for participation, and work with the project manager to determine the best use of budget and reach to target audience.

What would be the measurement of success for business outreach activities? What should the activities hope to accomplish? How will those be measured?

- We are looking for a recommendation on how to measure the success of business/employer outreach. Our goal is to expand our outreach efforts and create a pipeline between local colleges and businesses, unions, trade organizations, chambers of commerce, and others. Employers/unions should look to California community colleges as their first stop for hiring, internships, and high-quality training partners.

For media relations, do distribution lists for high school and employer publications already exist or would part of the scope of work be to develop these?

- We have some existing contacts and mailing lists for high schools and community colleges, but no current list of publications. The selected agency will be responsible for developing a distribution list and making recommendations on the materials to create and/or distribute.