

CHABOT-LAS POSITAS COMMUNITY COLLEGE DISTRICT

REQUEST FOR PROPOSAL

CALIFORNIA COMMUNITY COLLEGES

CAREER EDUCATION CAMPAIGN



PROPOSAL IDENTIFICATION / BID NUMBER:	1CLP17-0071S
PROGRAM UNIT:	Communications
FUNDING SOURCE:	Strong Workforce Program; Division of Workforce and Economic Development; California Community Colleges Chancellor's Office
TERM OF CONTRACT:	July 1, 2019 through June 30, 2022 (One-year Initial Term with a District option to renew for up to two additional one-year contract extensions.)
MAXIMUM FUNDS AVAILABLE:	\$2,700,000 for year one. (\$2,700,000 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:	FRIDAY, MARCH 29, 2019 by 3 p.m. PACIFIC



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RFP SCHEDULE / KEY DATES

RFP Available to Prospective Respondents	Monday, February 25, 2019
Deadline to Submit Pre-Proposal Requests for Information	Friday, March 8, 2019 No later than 3:00 p.m. PACIFIC
Answers Provided for Requests for Information	Friday, March 15, 2019 (Via Email)
Proposal Submission Due Date	Friday, March 29, 2019 No later than 3:00 p.m. PACIFIC
Minimum Requirements Review	Monday, April 1 to Friday April 5, 2019
Evaluation of Proposals by Scoring Committee	Monday, April 8 to Friday, April 12, 2019
Finalists Selected and Notified	Monday, April 15, 2019
Finalist Interviews	Wednesday, May 8, 2019
Notice of Intent to Award	Thursday, May 9, 2019
Initial Contract Term	July 1, 2019 – June 30, 2020

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

CALIFORNIA COMMUNITY COLLEGES
CAREER EDUCATION CAMPAIGN
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INTRODUCTION

The Chabot-Las Positas Community College District has issued this Request for Proposal (RFP) to obtain proposals for the development and execution of a comprehensive, targeted, and creative plan to continue marketing the existing California Community Colleges “Career Education” Campaign (referred to herein as the “Campaign” and also the “Career Education Campaign”). This 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 education programs.

BACKGROUND AND NEED

The California Community Colleges is the largest higher education system in the nation with 115 colleges and 78 centers serving 2.1 million students each year. Community colleges provide workforce training and certifications, basic skills courses in English and math and prepare students for transfer to four-year colleges and universities.

California is experiencing impressive economic growth, which has been attributed to the diversity of industries that make up the California business environment. 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 115-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 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 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 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 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 200 areas of study, including business and entrepreneurship; information and communications technologies/digital media; agriculture, water and environmental technologies; retail/hospitality/tourism; global trade; advanced transportation and logistics; advanced manufacturing; energy, construction and utilities; life science/biotech and health. In early 2020, a new fully-online competency-based college will also begin to enroll students in programs designed for working adults in fields like medical coding.

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

- The lack of parental, high school counselor, influencer and student support for career 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.
- Private, for-profit training institutions directly compete for time, message penetration, paid advertising and enrollment with California community college career 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 education programs both in the minds of the public as well as with policymakers and governing bodies.

There was a need to expand awareness and better inform the community of the opportunities available through the California Community Colleges. In early 2017, a contractor was hired and developed the Career Education brand based on qualitative research throughout the state. In July 2017, the California Community Colleges Chancellor's Office officially launched the Career Education Campaign along with the CaliforniaCareerEducation.com website, which provides information on the various career pathways and connect users to their local community college. Since that time, the campaign has developed and run advertisements (including but not limited to video, digital banners, out of home displays, and radio ads), updated the website with Salary Surfer videos and a Spanish version, participated in outreach events throughout the state, created and distributed collateral materials, and created templated materials available for customization and use by local colleges through an online toolkit.

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 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 education programs and increase employer engagement with these programs. To achieve this goal with limited funds, the campaign must be crafted using innovative methods to reach the most opportunistic target audiences in areas and at times in which potential program participants will be most receptive to receiving messages.

The Career Education website (CaliforniaCareerEducation.com), the Salary Surfer website (SalarySurfer.cccco.edu) and the 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, opportunities exist to improve each site's functionality and reach, providing even more information and better connecting current and prospective students directly with their local colleges.

All work must be closely coordinated with the California Community Colleges Chancellor's Office of Communications and Workforce and 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. All materials produced must conform to the United States Section 508 Standards for Information and Communication Technology and WCAG 2.1 Level A and AA, or any concurrent versions of these requirements, and California Government Codes Section 7405 and Section 11546.7 or any concurrent versions of these requirements. All materials produced for the campaign are the sole property of the California Community Colleges Chancellor's Office.

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 that all end products meet ADA requirements (as outlined on page 6). Hard costs that will also come out of the total contract should include, but are not limited to music licenses, travel expenses, event participation fees, collateral printing/production, talent fees/stipends, studio rentals, equipment rentals, wardrobe and props.

In addition to the \$2,700,000 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 includes template materials that can be used by the local colleges and regions for their student and employer outreach efforts.

TARGET AUDIENCES

This effort is aimed at students, influencers, college/district administrators, and business/labor/industry leaders. The current target audiences for the Career Education 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.
- **Adults: 25 – 54 year olds**, including active duty military and veterans, with an emphasis on those that are unemployed or underemployed.

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 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 education programs.

Other Audiences:

- **Business/Labor/Industry Leaders*:** Including, but not limited to, employers (with a distinction between large companies and small businesses), chambers, industry trade associations, chambers of commerce, employer intermediaries, labor unions, local, state and federal workforce development entities such as workforce investment boards, economic development corporations, city workforce development agencies, One Stop Career Centers, technical assistance groups such as the Small Business Development Centers, and manufacturers extension programs. There should be an emphasis on appropriate messaging to reaching employers to promote the breadth,

depth and quality of career education programs at California community colleges and resources available to employers to engage their local community colleges and partners.

* In addition to the \$2,700,000 annual budget outlined for the overarching statewide campaign, there exists the possibility of up to an additional \$500,000 in annual funding specifically for business/employer outreach. ***A plan and estimated budget for employer outreach must be included as part of the proposal but should be separate from the \$2,700,000 project budget.*** Respondents should note that if selected, that plan would be presented to the Chancellor's Office Division of Workforce and Economic Development for consideration of funding, scope of work development and plan approval.

TACTICS/ SERVICES TO BE PROVIDED

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

➤ *All campaign activities should have performance measures and benchmarks built in.*

- 1) **CREATIVE DEVELOPMENT:** Update and refresh existing creative for the Campaign. The current brand creative was developed based on focus group research in the spring of 2017. New or refreshed creative concepts are needed and should be developed over the 2019-20 fiscal year for launch in spring/summer 2020. The creative 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, 115 campuses and 78 centers. The brand must increase awareness and understanding of the system's career education opportunities; change the perceptions of what career education means; and motivate students to apply to community college and enroll in a career education program. Stress that important ongoing education pathways are available through career education and are just as important as two-year or four-year degree programs. The licensing for any talent, music, images, or otherwise are to be negotiated in perpetuity whenever possible. If licensing in perpetuity is not an option or not within budget, the campaign manager must be notified in advance and approval must be provided on an alternative option. All creative materials, files, raw footage, etc. are to be the sole property of the California Community Colleges Chancellor's Office. When developing campaign materials, customizable versions should be created for the regional consortia and local colleges to access through the online toolkit (<http://careereducationtoolkit.cccco.edu/>). The online toolkit may require updates to accommodate and provide information on new materials in order to increase awareness of available materials and guide their use at the local level.
- 2) **ADVERTISING & MEDIA BUYING:** Develop and execute a statewide advertising campaign designed to raise awareness among target audiences of career education programs. Cultivate research-based messages and creative executions that are simple,

consistent, credible and audience-targeted. Provide strategies for refreshing the existing campaign by offering new and modern advertising approaches. New creative is anticipated to be developed during the 2019-20 fiscal year. Until that time, Contractor will use existing creative. Contractor is responsible for the media purchasing and production of any creative materials related to the advertising campaign. Mediums can include but are not limited to traditional radio, online video and radio, digital banners, social media, outdoor and public transit.

- 3) ***COLLATERAL MATERIALS:*** Informational materials are available to community colleges, high schools, state agencies, and community and faith based organizations free of charge. Materials include informational brochures, posters, flyers and folders, and can be ordered at <https://admailwestshops.directedje.com/CCC/self-registration.asp>. The Contractor will be responsible for creating and updating existing materials, as well as templates and collateral that local community colleges/regions across the state can tailor to reflect regional needs. Monitor collateral inventory levels on the Campaign's online ordering system at <https://admailwestshops.directedje.com/CCC/self-registration.asp>, secure estimates for re-ordering materials and facilitate ordering of materials as needed. Keep the online ordering system up-to-date as items run out and new items are made available.

- 4) ***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 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.

- 5) ***WEBSITE MANAGEMENT & UPDATES:*** The California Community Colleges Chancellor's Office currently offers the bilingual (English and Spanish) Career Education website (<http://CareerEd.cccco.edu>) which was launched in July 2017. Through the site, visitors can get information on career education programs, connect to existing statewide resources, and get connected with their local community college to identify a program that is right for them. The Salary Surfer (<http://salarysurfer.cccco.edu>) website, along with the Here to Career mobile app, also provide more information about academic programs, salaries and career options. The Contractor will need to update and maintain the current Career Education website, as well as plan and develop additional functions and improvements. When conceptualizing, the Contractor must take into consideration that the website could better integrate or connect with the Salary Surfer website, Here to Career mobile app, or local college websites. Website recommendations should use mobile-first or mobile responsive principles to account for the predominant means that

the target audience uses to access information. The current Career Education site was developed for WordPress. Future recommendations should be informed by usability testing (one-on-one or otherwise) to ensure a positive user experience. The site and all tools, documents and files posted on the site must be accessible to individuals with disabilities and conform to ADA requirements (as outlined on page 6). 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. Contractor must demonstrate technical experience in developing and producing websites and electronic content that conforms to the designated accessibility standards ADA/Section 508 and WCAG 2.1 compliance and provide examples of methods used to test and evaluate accessibility for individuals with disabilities, as well as a plan for ongoing evaluation and maintenance.

- 6) **RESEARCH:** Utilizing previous research as a starting point, Contractor will be responsible for developing research vehicles, conducting surveys or focus groups, analyzing results and developing final reports for the following:
- **Baseline Awareness Survey:** Conduct a statewide survey every other year testing the awareness levels, perceptions and knowledge of career education programs in the target audience. The last survey was conducted in June 2017, the next survey will take place spring/summer 2019. Surveys should be developed to allow direct comparison to the results of previously conducted research to track changes over time.
 - **Focus Groups:** Conduct focus group testing for any new advertisements, collateral materials and/or website messaging developed.
 - **Website Usability Testing:** For any updates in design, conduct one-on-one tests with members of the target audience(s), including individuals with disabilities, to determine effectiveness of messaging, placement of content and ease of navigation. The Foundation for California Community Colleges provides a centralized hub of knowledge of behavioral science and user experience/user interface best practices for a suite of California Community Colleges tools through a Student Centered Design Lab. Respondents can reach out to lmchugh@foundationccc.org to receive an estimate to receive student personas and journey maps vetted by the California Community Colleges, website usability testing services, and brand alignment review in proposals.
- 7) **SOCIAL MEDIA:** Develop, implement and manage social media strategies, buys and messaging, including developing monthly social media calendars for posting 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 should consider how to best integrate and coordinate messages with existing Chancellor's Office social media accounts including but not limited to the *I Can Afford*

College and Associate Degree for Transfer campaigns. Local regions should be able to use the monthly social media calendar and template posts in their own outreach efforts.

- 8) **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. Outreach should include coordination of or participation at events with high schools, community colleges, community and faith-based organizations, industry conventions, concerts and with other governmental entities. Local regions should also be able to partner with the campaign partners for their outreach efforts promoting region-specific industries.

- 9) **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. All outreach should be closely coordinated with the California Community Colleges Chancellor's Office Governmental Relations Division.

- 10) **EMPLOYER/UNION OUTREACH:** Develop and submit an outreach plan and materials to raise awareness among employers that the system's career 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. The outreach plan should position the system as the gold star standard for preparing Californians for jobs and help promote work-based learning opportunities and partnerships with local community colleges, such as apprenticeships and internships. Employers and business organizations can leverage community colleges as cost effective professional and career development resources for their employees, a source for their workforce needs, as well as partnerships in sharing industry expertise to develop the next generation workforce pipeline. The plan will need to have a statewide approach while taking into consideration the regional variances in leading industries and leveraging existing partnerships at the local level. ***The budget and timeline for this section of the proposal should be separate from the rest of the campaign project budget (please see funding reference on page 8 under the "Other Audiences" section).***

- 11) **ADMINISTRATIVE:** Provide the campaign's project manager with a monthly update and annual year-end report in addition to monthly billing (following the guidelines of the California Community Colleges Chancellor's Office), website analytics and other ad hoc reports as requested. Working under the direction of the California Community Colleges Chancellor's Office, keep internal stakeholders such as Regional Chairs, Sector Navigators, local college PIOs, and other staff informed on campaign activities and seek support to help spread campaign messages at the local level.

- 12) **ACCESSIBILITY/ADA COMPLIANCE:** It is crucial that all communication and marketing materials are accessible to *everyone*. Respondent must demonstrate the ability to ensure that *all* end products, materials, and communications conform to current accessibility standards for individuals with disabilities (as outlined on page 6). Responsibilities will also include ensuring conformance with identified accessibility standards of existing materials, monthly testing and maintenance to ensure all materials remain conformant, and updating materials as needed should accessibility standards change. Contractor must outline in the proposal specific methods of testing and ensuring the conformance of all campaign materials and provide evidence of staff experience, ongoing training and/or partnership with third-party vendors that provide this service.

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 Education Campaign in accordance with Public Contract Code Section 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 and Marketing. Additionally, a Contract Manager, jointly selected by the Chancellor's Office and the District, will 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.

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 Request for Proposals 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 45 days of receipt by the Contract Manager. 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 and past clients over the previous 18 months.
- 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

The language used in proposals will be the basis of the scope of work and used as a preliminary scope for contract purposes, but proposals are **not** considered final or binding. The final scope of work must be developed and agreed upon by both the agency and the California Community Colleges Chancellor's Office Director of Communications, and will be attached as an addendum to the final contract once approved. Agencies responding to this Request for Proposals must develop a preliminary Scope of Work for a 12-month period (encompassing activities for the first fiscal year – beginning July 1, 2019 and going through June 30, 2020) describing strategy and tactics for meeting the objectives of the RFP using a total budget \$2,700,000. 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.
 - A campaign overview or flow chart, showing the timing and coordination of all campaign activities (including but not limited to paid media, event participation, website updates, development and release of collateral, etc.) over the course of the first fiscal year.
- *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. This proposal is not considered final or binding, and a clear plan must be provided in the final scope of work to be approved by the California Community Colleges Chancellor's Office. At least 15% of the total contract value is expected to be provided pro bono, including (but not limited to) added value from media partners, reduced commission on paid advertising, and senior staff time. Costs being provided as pro bono should be reported monthly along with the regular campaign billing.

H. Letters of Recommendation:

Provide at least five Letters of Recommendation supporting the Respondent's ability to deliver on campaign requirements and tactics.

- 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.
- At least two Letters of Recommendation from current community organizations, media vendors, or other partners that can attest to the Respondent's ability to deliver on outreach connections and/or added value marketing.

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 **3:00 P.M. PACIFIC on Friday, March 29, 2019** 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 / 1CLP17-0071S**

- *It is the responsibility of the Respondent to verify proposals are received at the location and by the submission date/time noted above.*
- *Submissions received after the above deadline will not be considered for the contract.*

EVALUATION AND SELECTION

All Proposals received on or before the final submission date and time will be evaluated as outlined below. The Chabot-Las Positas Community College District 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 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 and Scoring

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 20 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 elevate perceptions of career education programs. Demonstrates ability to ensure accessibility/ADA compliance of all end products.

- **Campaign creative concepts (up to 20 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.
- **Employer/union outreach plan (up to 10 points):** Including duration, personnel experience and partnerships, relevance of plan and materials to other campaign activities, comprehensive strategy to reach the target audience, clearly defined budget and timeline, demonstrated ability to leverage existing college-business relationships, and careful consideration toward regional nuances.
- **Cost (up to 20 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.

C. Oral Interviews

It is important to note, some or all of the Respondents may be selected and notified on Monday, April 15, 2019 that they are invited to participate in an oral interview at the Chancellor's Office in Sacramento on Wednesday, May 8th, 2019. The proposer's interview presentation will not reduce the original aggregate score of the proposer, as determined immediately above, but at the Chancellor's Office sole discretion the proposer **may be awarded an additional 15 points** for the interview presentation.

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.

D. 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.

E. 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.

F. 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 Section 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.

G. 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 Education Campaign is vested solely in the Chabot-Las Positas Community College District.

H. 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.

I. 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 and Contract Education
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.
- Any protest not conforming with the forgoing shall be rejected by the Chabot-Las Positas Community College District as invalid.

Notification is hereby given that in order to meet required deadlines for public notices, a recommendation to the Chabot-Las Positas Community College District's (CLPCCD) Board of Trustees to either accept or reject a Notice of Intent to Award requires no fewer than fourteen (14) days prior to a regularly scheduled Board of Trustees meeting, in order to be added to the agenda and reviewed for approval. Receipt of either the Notice of Intent to Award Contract and/or a protestation of such award received after fourteen (14) days prior to a monthly Board meeting will result in the CLPCCD Board of Trustees' review and action at its next regularly scheduled meeting. The Chabot-Las Positas Community College District's Board of Trustees usually meets on the third Tuesday of each month. Interested parties can phone (925) 485-5207 to request a schedule of CLPCCD meetings.

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 and Contract Education 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 Executive Director of Economic Development and Contract Education (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. 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 **Friday, March 29, 2019 at 3:00 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, 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 an 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 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 may, at its discretion, require a Respondent 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 3:00 P.M. PACIFIC on Friday, March 8, 2019**. The campaign Contract Manager, working in coordination with the Chabot-Las Positas Community College District and 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 3:00 P.M. PACIFIC on Friday, March 8, 2019** 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 and Contract Education
(925) 249-9370
jdozier@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 **Thursday, March 28, 2019 at 3 p.m. PACIFIC**. However, in order to be considered, a modified Proposal must also be received by **Friday, March 29, 2019 at 3:00 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 Education Campaign is Mark Perry. 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 and Campaign Manager

The Chabot-Las Positas Community College District has hired/designated a contract manager with experience in advertising and budget management to work with direction from the Chancellor’s Office to oversee budgets, monthly billing, contract execution and oversight. The Chabot-Las Positas Community College District Contract Manager is Jessica Sorensen. Paige Marlatt Dorr, Director of Communications and Marketing, is designated as the California Community Colleges Chancellor’s Office Campaign Monitor and will oversee all direction provided by the California Community Colleges Chancellor’s Office. The Chabot-Las Positas Community College District reserves 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

Danita Romero, Fiscal Agent and Economic Development Manager, 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 expenses and staff hours must be billed within 60 days of completion, or may be rejected.
 - a. Hard costs for collateral materials or services (such as video production, website development, or research) will not be paid until the project is completed and final deliverables provided. This is the only exception to the above 60 day deadline. Costs should be billed within 60 days of receipt of final deliverables.
- e) 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.
- f) 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 and Date: _____

Printed Name and Title: _____

**Chabot-Las Positas Community College District, Fiscal Agent for
California Community Colleges Chancellor's Office (CCCCO)**

Contract for Services

This is a contract for professional services between the Chabot-Las Positas Community College District ("District"), fiscal agent for the California Community Colleges Chancellor's Office (CCCCO) and _____ an Independent Contractor ("Contractor"), entered into this _____ day of _____, 20__.

1. Contractor agrees to perform the following services in his/her capacity: Scope of Work attached

2. Contractor hereby understands that no employment relationship is established by this contract for services. This Contractor is doing work under a grant-funded / contract-funded agreement, the services of which are temporary in nature. The Contractor has been engaged due to their experience and subject matter expertise. These services are typically performed by independent educational consultants.

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. Deliverables included in the Scope of Work (if any) must be approved by the California Community Colleges District before work can begin on the Program and invoicing can occur.

7. District agrees to pay the Contractor up to the sum of \$ _____, payable if services performed are satisfactory to CCCCCO and an invoice has been submitted and approved by CCCCCO administrator for this project.

8. By signing below, the Contractor certifies that they do not wish to be hired as an employee of the Chabot-Las Positas Community College District at this time, and are willingly serving as an Independent Contractor.

9. 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.

10. This contract can be revised or cancelled by either party, with 30-days' notice to all parties.

Fund - Org - Account - Program - PO/Bd Rec

Rev 7/18