



Comprehensive Marketing Services

RFP 21-005

Filing Deadline: No later than **5:00 PM PDT, January 10, 2022.**

Filing Method: File proposals electronically through the Calbright College's PlanetBids Bid Portal. The link to the Bids Portal may be found at: <https://www.planetbids.com/portal/portal.cfm?CompanyID=40988>

Contact: Calbright College

Attn: Jeff Bell

business@calbright.org

CALBRIGHT COLLEGE
RFP 21-005 - Comprehensive Marketing Services
Notice to Bidders

Calbright, the California Online Community College (“Calbright College” or “College”) is requesting proposals from qualified individuals or firms to provide Comprehensive Marketing Services. Calbright College uses the word “firm” throughout this RFP but will also accept proposals from qualified individuals.

This is not a formal request for bids, nor an offer by Calbright College to contract with any party responding to this RFP. Calbright College reserves the right to reject any and all responses. Respondents shall not, directly or indirectly, communicate with any employee, officer, Board of Trustees member, agent or representative of the College regarding the RFP except for the College contact person noted below. The RFP response of a respondent who has engaged in any action or activity inconsistent with or in violation of the foregoing is subject to rejection for non-responsiveness.

Respondents to this RFP should submit responses electronically in PDF format. Respondent is responsible for verifying that the email and attachments have been received. RFP responses shall be submitted electronically to the PlanetBids Bid Portal, found at:

<https://www.planetbids.com/portal/portal.cfm?CompanyID=40988>

All responses must be received by 5:00 PM PDT on January 10, 2022

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Requests for Clarifications

All questions and requests for interpretations or clarifications, either administrative or technical, must be submitted in writing to Calbright through PlanetBids by selecting the Q&A Tab. Questions sent directly to Calbright Staff will not be addressed and you will be directed to submit your question(s) online.

All questions properly submitted will be answered in writing through PlanetBids. Verbal statements regarding this RFP by any person (or persons) should be considered unverified information unless confirmed in writing. To ensure a response, questions must be received through PlanetBids by 5:00 p.m. local time on December 27, 2021.

Pre-Proposal Meeting

A pre-proposal meeting will be conducted at 11:00 am PDT on Monday, December 20, 2021 via Zoom. Although not mandatory, the pre-proposal meeting is highly encouraged to learn more about the specifics of the RFP.

Michael Gladish is inviting you to a scheduled Zoom meeting.

Topic: RFP 21-005 Comprehensive Marketing Services, Pre-Proposal Meeting

Time: Dec 20, 2021 11:00 AM Pacific Time (US and Canada)

[Join Zoom Meeting](#)

<https://calbright.zoom.us/j/92039007406?pwd=K0JxUUlmeWZzc2R0dXNKYWd2dWkzQT09>

Meeting ID: 920 3900 7406

Passcode: ChJd9@s+

One tap mobile

+16699009128,,92039007406# US (San Jose)

+12532158782,,92039007406# US (Tacoma)

Dial by your location

+1 669 900 9128 US (San Jose)

+1 253 215 8782 US (Tacoma)

+1 346 248 7799 US (Houston)

+1 646 558 8656 US (New York)

+1 301 715 8592 US (Washington DC)

+1 312 626 6799 US (Chicago)

Meeting ID: 920 3900 7406

Find your local number: <https://calbright.zoom.us/u/aeb5IFFXhh>

Join by Skype for Business

<https://calbright.zoom.us/skype/92039007406>

Tentative Timeline

RFP Posted	12/13/2021
Pre-Proposal Meeting (non-mandatory)	12/20/2021, 11 am PDT
Request for Clarification	12/27/2021, 5 pm PDT
RFP Responses due	1/10/2022, 5 pm PDT
Interviews [90 mn.] (if applicable)	Week of 1/17/2022
Tentative board approval	February Board Meeting - 2/16/2022

Scope/Statement of Work (SOW)

Calbright College is California's first and only statewide online community college, offering competency-based education and workforce development [CBE] programs. In order to support the college's expansion through its next phase of high-quality growth, the college is requesting that qualified firms submit proposals outlining comprehensive

marketing services designed to:

1. Grow and support the Calbright brand through increasing awareness of Calbright's existing and future services among California residents, employers, and industry leaders; and
2. Increase enrollment through targeted advertising and/or innovative student outreach strategies, at a low cost-per-acquisition.

This will include (but is not limited to) digital advertising (display and programmatic, inclusive of paid search), social media advertising, traditional media advertising (television, print, radio), content marketing, email marketing, direct mail marketing, conversion rate optimization, and concomitant testing and analytical services. Calbright is seeking firms with a holistic and innovative approach to marketing, including market research, identifying and clarifying marketing objectives, campaign development, testing, execution, and post-campaign analysis.

Please refer to [Calbright's 2021-2023 Strategic Vision](#) document for background and key insights regarding the College's development and expansion.

Calbright is deeply committed to equity and inclusion, and is focused on serving a target population of working Californians traditionally underrepresented in higher education. All proposals should reflect an understanding of Calbright's mission to serve this population, the dynamics of these groups within California, and a commitment to support their success.

This Scope of Work requires the following core elements, which are described in detail under Deliverables:

- Development of new marketing strategies to expand and improve brand awareness and visibility across California, which includes tracking and analysis of the effectiveness of previous and proposed marketing efforts.
- Development of quarterly Objectives and Key Results (OKRs) and industry benchmarks for comparison. Firms will track the effectiveness of marketing and communications campaigns using industry-standard metrics to measure and improve Return on Investment (ROI) year over year.
- Development of marketing messages and visuals aligned with Strategic Vision goals; collateral aimed at new students, with an eye toward scaling Calbright's online job training programs and associated employment services.

- Conception, execution and assistance in managing marketing campaigns targeting traditionally underrepresented communities, e.g. veterans, Latinos, African-Americans, those working multiple jobs, single parents, etc.
- Ability to manage cross-channel ad buys and make data-driven allocation decisions in near-real time regarding the most effective use of resources that result in achievement of student acquisition campaign targets.
- Planning, design and production of collateral, print and digital, in support of the campaign on a deadline-driven basis (i.e. provide a calendar of topics including all assets to be used across all platforms, to be released on a weekly and monthly basis for the duration of the campaign).
- Development of research-based messages and creative executions that are simple, consistent, credible, and audience-targeted.
- Attendance at key meetings and meet with the Calbright Executive Team in the management of the plan during the design, implementation, and execution of the project.

RFP Scoring Standards

Selection of a firm will be based on demonstrated competence and on the professional qualifications necessary to meet Calbright College's needs to perform the services as described in this RFP. After an initial screening of proposals, the College may conduct interviews with one or more candidates. The awarding of a contract is at the sole discretion of the College. The College intends to utilize the following criteria in evaluating responses to this RFP but the College reserves the right to exercise discretion in the weight and priority of the evaluation criteria.

Responsiveness and Quality of the Proposal. The College will consider the overall responsiveness and quality of the proposal, clearly stating the understanding of the purpose, scope and objectives of the program and demonstrating a practical approach and work plan and matching resources to achieve these objectives.

Expertise and Qualifications. The College will consider the overall technical expertise and qualifications of the organization, including the organization's areas of expertise, proven track record of success, principals and staff including depth and availability of staff and resources to meet anticipated requirements. The College will specifically be looking for expertise and qualifications related to market research, marketing objectives, campaign / programmatic development, campaign execution (including tracking and analysis), A/B (or multivariate) testing of digital asset effectiveness, search engine optimization (SEO), content marketing, and social media marketing.

Management Plan. The College will consider all the roles including responsibilities and expertise of the team, staff and subcontracted partners, that will contribute to the scope of work.

Past Performance. The College will consider the past performance of the proposing firm on relevant work previously accomplished on behalf of organizations.

Ability to Meet or Exceed Work and Technical Requirements. The College is seeking organizations with resources dedicated to Calbright programs in the initial development of materials / campaigns, and on an ongoing basis for campaign support and analysis. This work will require relatively rapid development and potentially parallel processes to reach business goals and timelines.

Budget. The College will consider budget proposals for this scope of work, including preferred design of business partnership (minimum monthly hours, mechanism for ad buys, etc).

Deliverables

Assessment and Strategy

- **Campaign Analysis** of previous marketing campaigns including social and traditional media ad buys and associated assets. Includes review of previous audience research and persona development.
- **Quarterly Objectives and Key Results (OKRs)** - Develop advertising goals, strategies, objectives, tactics, and key results with Calbright staff. After the initial audit of existing assets, research, and campaigns (to be performed immediately upon contract start date), the chosen partner will deliver first draft OKRs. This can include platform-specific OKRs (e.g. YouTube, Instagram, Facebook), and may also include strategies relating to influencer marketing, content marketing, guerilla marketing tactics, and outreach.
- Campaign Planning
 - Develop platform-specific strategies and spending projections within the context of a holistic approach where each platform complements the others.

Campaign Development

- **Brand Awareness**
 - Asset generation (e.g. pre roll video ads, photo assets, print ad proofs, etc.) as needed;

- Traditional (transit ads, billboards, radio, etc.) ad buys as needed and as they relate to OKRs and overall marketing strategy; and
 - Non-traditional (e.g. DMV ads, flyers, development of assets for outreach campaigns in food pantries, VA outreach, etc.) engagement strategies as needed and as they relate to OKRs and overall marketing strategy.
- **Ongoing Enrollment**
 - Implementation of above assets for specific campaigns designed to grow enrollment in target populations/regions.
 - Development and utilization of assets/strategies for ongoing endeavors (not tied to specific timing within the calendar year) designed to foster enrollment growth with potential students who are actively seeking solutions like Calbright and its competitors.
 - **Program Launches**
 - Supports new program launches, integrates advertising and outreach efforts integrated with Calbright messaging as needed;
 - Asset generation (e.g. pre roll video ads, photo assets, etc.) relating to new program launches as needed;
 - Ad buys (traditional and digital) as needed;

Execution of Marketing Campaigns

- A/B (or multivariate, as needed) testing, with provision of crosstabs and access to underlying data sets if requested. Reports on efficacy of asset testing are expected for each campaign. Calbright expects an eagerness to change tactics quickly if the data show a need to do so.
- Post-campaign analysis, including but not limited to cost-per-acquisition, number of impressions, demographic tracking data (if available), etc, and measure the success of the objectives and determine areas for improvement with an eye toward reducing cost-per-acquisition.
- Commitment to ongoing optimization across platforms and mediums, with regular (weekly/monthly) analysis of asset effectiveness and consistent entertainment of the question: “is this working as effectively and efficiently as possible?”

Budget

Proposals should indicate, at the least, the minimum monthly rate that would allow for engagement with the College to complete this work, and whether a monthly minimum number of hours would include ad purchasing services, or how those would be

administered outside of the monthly budget. Ideally, this relationship would run through the end of June 2023, and may require the need for periods of time with higher expenditures as well as months with lower.

RFP Requirements

We invite you to provide your vision for a collaboration that will result in a consistently innovative, comprehensive, and agile marketing function that reflects Calbright's commitment to equity. Please be specific in your approach, including what expertise you can provide related to the opportunity presented.

In addition to addressing the scope of work and deliverables as described, please provide a demonstration — 2 or 3 case studies — of your organization's capabilities, where you have:

1. Designed and executed innovative digital and traditional marketing campaigns;
2. Provided advisory services for the in-house marketing team of a public agency, non-profit organization, or other complex organization (political campaign, foundation, large organization);
3. Tested efficacy of advertising assets to lower cost-per-acquisition and/or increase quality of marketing leads;
4. Helped define and develop marketing activities for a startup, technology company, or public sector organization;
5. Identified and successfully targeted specific demographics through effective, approachable, appropriate campaign generation; and
6. Demonstrated consideration for underrepresented populations, and demonstrated focus on diversity, equity, and inclusion.

Please include your organization's equity statement and be as specific as possible in your approach, including areas of expertise you will provide and partners (if any) you will work with.

Proposal Format

The Proposal Format must follow the template, which is located in the appendix. To summarize, respondents are required to include the following:

Please include your management plan approach, including the following:

- Proposal response as outlined in the Appendix:
 - Assessment and Strategy
 - Campaign Development
 - Execution of Marketing Campaigns
- Case Studies
- Management plan approach to include bios of all team members.
 - If you will be subcontracting services with another firm, please provide details on the organization and for what capacity.
- Pricing (submitted separately)
- References, no more than 5, where you have provided similar services.

Please provide a general overview of the per-component pricing structure (hourly rate for different team members and/or blended rate, for example).

Attachments A-D must be submitted separately from your response.

Schedule

Work will start immediately, upon contract approval by the Board of Trustees, with a deliverable schedule to be defined beginning in early 2022 and through the end of fiscal year 2023 (June 30, 2023). Additionally, due to the important, ongoing, and building nature of this work, Calbright intends for the first contract period to run from early 2022 through June 30, 2023 (end of fiscal year 2023), with the option to renew for one additional year, fiscal year 2024 (ending June 2024). Within the initial contract, the following timelines would apply:

- **Assessment and Strategy**
 - To begin immediately upon contract start date.
 - Draft OKRs to be presented as soon as feasible on a timeline to be agreed with the College; quarterly OKR development and reports expected going forward
- **Ongoing Marketing Activities**
 - Marketing activities (including ad buys) will continue for brand awareness and enrollment growth; these activities will be subject to change depending on the outcome of the OKR development process.
- **Introduction and Launch of New Programs**

- New programs will be developed as they are approved by the Calbright Board of Trustees, and deployed on timelines developed internally from date of board approval. Expectations are that the marketing function and related ad buys will be part of the launch process.

RFP Scoring | Criteria

Scoring	
Responsiveness and Quality of the Proposal.	10
Expertise and Qualifications.	30
Management Plan.	20
Past Performance.	20
Ability to Meet or Exceed Work and Technical Requirements.	10
Budget	10

After screening the proposals, the College may conduct interviews with one or more candidates. The awarding of a contract is at the sole discretion of the College.

CALBRIGHT COLLEGE

RFP 21-005 – Comprehensive Marketing Services General Conditions

1. COLLEGE RIGHTS AND LIMITATIONS. Calbright College reserves the right to contract with any entity responding to this RFP. This RFP is neither a formal request for bids, nor an offer by the College to contract with any party responding to this RFP. This RFP does not commit the College to select any firm and the College makes no representation that participation in the RFP process will lead to an award of contract or any consideration whatsoever. It is at the sole discretion of Calbright College to award a contract for the services or no contract at all. The award of the contract(s) is subject to approval of the College's Board of Trustees.

Calbright College shall not be liable for any costs incurred in preparing and submitting responses to this RFP. In no event will the College reimburse any respondent for any costs or expenses incurred in preparing and submitting responses to this RFP.

The College, in its sole discretion, reserves the right to: (i) Accept or reject any and all submittals, or any portion or combination thereof; (ii) Contract with any entity responding to this RFP in whatever manner the College decides; and/or (iii) Waive any informality or non-substantive irregularity, not affected by law, as the interests of the College may require.

The respondent's submission, and any other supporting materials submitted to the College in response to this RFP will not be returned and will become the property of the College unless portions of the materials are designated as proprietary at the time of submittal, and are specifically requested to be returned. The College will have no liability to the respondent or other party as a result of any public disclosure of any RFP.

The College reserves the right to add additional firms for consideration after receipt of submissions in response to this RFP if it is found to be in the best interest of the College. All decisions concerning firm selection will be made in the best interests of the College.

2. FULL OPPORTUNITY. The College hereby affirmatively ensures that Disadvantaged Business Enterprises ("DBE"), Small Local Business Enterprises ("SLBE"), Small Emerging Local Business Enterprises ("SELBE"), Disabled Veterans Business Enterprises ("DVBE") and minority and women business enterprises shall be afforded full opportunity to submit proposals in response to this RFP and will not be discriminated against on the basis of race, color, gender, sexual orientation, political affiliation, age, ancestry, religion, marital status, national origin, medical condition or disability in any consideration leading to the award of the contract. No

qualified disabled person shall, on the basis of disability, be excluded from participating in, be denied the benefits of, or otherwise be subjected to discrimination in any consideration leading to the award of contract.

3. RESTRICTIONS ON LOBBYING. From the period beginning on the date of the issuance of this RFP and ending on the date of the award of the contract, no person, or entity responding to this RFP, nor any officer, employee, representative, agent or contractor representing such a person or entity shall contact through any means or engage in any discussion regarding this RFP, the evaluation or selection process or the award of the contract(s) with any member of the College's Board, Committee members or with any employee of the College except for clarifications and questions as described herein. Any such contact shall be grounds for the disqualification of the firm submitting a proposal.

4. MINIMUM INSURANCE REQUIREMENTS. The selected respondent shall maintain policies of insurance with an insurer(s) qualified to do business in the State of California and acceptable to the College. The awardee will be required to provide an insurance certificate and must meet all insurance requirements set forth in Section 4.6 of the sample contract included herein, including but not limited to naming the College as an additional insured. The College reserves the right to request that the awardee maintain additional policies of insurance, including but not limited to errors and omissions coverage.

5. PURCHASING AND CONTRACTS. The Chief Executive Officer/President is delegated the authority to purchase supplies, materials, equipment, and services as necessary to the efficient operation of the College. No such purchase shall exceed the amounts specified by California Public Contract Code §20651, as amended from time to time.

With the exception of contracts entered into by the Chief Executive Officer/President in amounts less than \$100,000, in accordance with the authority delegated to the Chief Executive Officer/President in Board Policy 6100, contracts are not enforceable obligations until they are ratified by the Board. *References: BP 6330, Education Code §§ 75003(d), 75005(d)(1) & (d)(4)(B), 81656, Public Contracts Code §20650, 20651, Government Code §53060*

6. MISCELLANEOUS.

a) The proposal shall be signed by a duly authorized representative(s) of the proposer and include the full name and address of the proposing firm or entity.

b) The proposals must set forth accurate and complete information as required in this RFP.

c) Submission of a proposal constitutes agreement by the proposer to each and all of the terms, conditions, provisions and requirements set forth and contemplated in this RFP and any attached documents.

- d) The successful proposer will be expected to adhere to all College policies, procedures and regulations.
- e) The proposal submitted by the interested individual shall be irrevocable for a period of sixty (60) days from the official closing date for the receipt of proposals.
- f) The contents of the proposal of the successful proposer will become contractual obligations. Failure of the successful proposer to accept those obligations in a subsequent contractual agreement may result in cancellation of the award.
- g) Any contract resulting from this RFP is subject to appropriation of funds by the College's Board of Trustees for each fiscal year of service.
- h) The successful respondent, if any, will be required to execute a contract with the College in a form substantially similar to the form of contract included herein.
- i) Respondent shall certify that no official or employee of the College, nor any business entity in which an official of the College has an interest, has been employed or retained to solicit or assist in the procuring of the resulting contract, nor that any such person will be employed in the performance of any contract without immediate divulgence of this fact to the College.

7. DEBRIEFINGS AND PROTESTS. Debriefings are available by request for unsuccessful respondents. Any protest must be received within 5 calendar days of the bid opening, in writing, containing all facts of the protest, to:

Calbright College

Attn: Jeff Bell

business@calbright.org

Failure to comply with protest procedures will result in rejection and waiver of right to further protest

CALBRIGHT COLLEGE
RFP 21-005 – Comprehensive Marketing Services
Sample Contract

The successful proposer will be required to execute a contract with the College in a form substantially similar to the form attached in PlanetBids "Sample Contract Form".

CALBRIGHT COLLEGE
Attachment A
RFP 21-005 – Comprehensive Marketing Services

I certify that I have read the attached **Request for Proposals 21-005 – Comprehensive Marketing Services**, and the instructions for providing a response. I understand that documents I submit in response to this request may be subject to disclosure under the California Public Records Act. (Gov. Code, §§ 6250, et seq.) I further certify that I am authorized to commit the firm to the qualifications submitted.

Signature: _____

Typed or Printed Name: _____

Title: _____

Company: _____

Address: _____

Telephone: _____

Date: _____

If responding as a corporation, please provide your corporate seal below:

All materials submitted in response to this Request for Proposals shall become the property of Calbright College.

Attachment B – RFP 21-005
Non-Collusion Affidavit, Public Bid Code § 7106

STATE OF CALIFORNIA)

COUNTY OF) ss.
)

_____ 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 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 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.

PROPER NAME OF CONTRACTOR: _____

SIGNATURE: _____

PRINT NAME: _____

TITLE: _____

DATE: _____

Subscribed and sworn to (or affirmed) before me on this _____ day of _____, 20____

by _____ who proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

(PLACE NOTARY SEAL HERE)

Signature, Notary Public

My Commission Expires: _____

**Attachment C – RFP 21-005
Drug-Free Workplace Certification**

I, _____, am the _____
(Print Name) (Title)

of _____. I declare, state and certify to all of the following:

(Supplier Name)

I am aware of the provisions and requirements of California Government Code §§8350 et seq., the Drug Free Workplace Act of 1990.

I am authorized to certify, and do certify, on behalf of Supplier that a drug free workplace will be provided by Supplier by doing all of the following:

Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in Supplier's workplace and specifying actions which will be taken against employees for violation of the prohibition; establishing a drug-free awareness program to inform employees about all of the following:

- (i) The dangers of drug abuse in the workplace;
- (ii) Supplier's policy of maintaining a drug-free workplace;
- (iii) The availability of drug counseling, rehabilitation and employee-assistance programs; and
- (iv) The penalties that may be imposed upon employees for drug abuse violations;

Requiring that each employee engaged in the performance of the Contract be given a copy of the statement required by subdivision (A), above, and that as a condition of employment by Supplier in connection with the Work of the Contract, the employee agrees to abide by the terms of the statement.

Supplier agrees to fulfill and discharge all of Supplier's obligations under the terms and requirements of California Government Code §8355 by, inter alia, publishing a statement notifying employees concerning: (a) the prohibition of any controlled substance in the workplace, (b) establishing a drug-free awareness program, and (c) requiring that each employee engaged in the performance of the Work of the Contract

be given a copy of the statement required by California Government Code §8355(a) and requiring that the employee agree to abide by the terms of that statement.

Supplier and I understand that if the District determines that Supplier has either: (a) made a false certification herein, or (b) violated this certification by failing to carry out and to implement the requirements of California Government Code §§8355, the Contract awarded herein is subject to termination, suspension of payments, or both. Supplier and I further understand that, should Supplier violate the terms of the Drug-Free Workplace Act of 1990, Supplier may be subject to debarment in accordance with the provisions of California Government Code §§8350, et seq.

Supplier and I acknowledge that Supplier and I are aware of the provisions of the California Government Code §§8350, et seq. and hereby certify that Supplier and I will adhere to, fulfill, satisfy and discharge all provisions and obligations under the Drug-Free Workplace Act of 1990.

I declare under penalty of perjury under the laws of the State of California that all of the foregoing is true and correct.

Executed at _____ this _____ day of _____, 20____.

_____ (City and State)

_____ (Signature)

_____ (Printed Name)

Attachment D – RFP 21-005
Accessibility Compliance Statement and Certifications

Reinforcing Calbright College’s commitment to equitable access and accessibility, Respondents must complete the requirements of this Accessibility Statement Compliance Certification upon request before a contract shall be awarded against the RFP. With respect to ADA compliance, must demonstrate and deliver the following:

1. Conform to section 508 of the Rehabilitation Act (<http://www.section508.gov/section-508-standards-guide>) and WCAG Level 2.0AA (<http://www.w3.org/TR/WCAG20/>) specifications.
2. Comply with all applicable FCC regulations regarding advanced communications services (<http://www.fcc.gov/encyclopedia/advanced-communications-services-ac>).
3. Provide support for multi-modal advanced communications services to facilitate communications between individuals using digital text, audio, and video.
4. Resolve immediately any accessibility issues that are discovered or encountered by end users, and communicate a concrete timeframe for resolving the issue(s).
5. Provide an updated VPAT upon request. Any website or services provided must conform to Section 508 and WCAG mentioned above.

By signing below, I attest that I am a duly appointed representative of my organization with authority to commit to the RFP and subsequent agreement’s accessibility obligations; and if requested, by completing the attached Voluntary Product Accessibility Template (VPAT), my organization confirms its commitment to accessibility requirements above and invoked by Calbright College.

Print Name and Signature

Date

**Attachment E - RFP 21-005
Comprehensive Marketing Services
RFP 21-005 Proposal Format Template**

Instructions

- Respondents must answer each question or statement individually
- Respondents are encouraged to provide examples whenever possible to illustrate responses
- RFP submissions should be a maximum of 20 pages, excluding attachments such as references.
- Please review the Calbright College Strategic Vision 2021-2023

Assessment and Strategy

1. What is your approach/process for multichannel advertising and marketing programs? How do you go about determining the marketing mix and proposed budget allocations per medium/channel?
2. Marketing to non-traditional students requires an understanding of cultural and situational nuance and astute consideration of a target audience's needs. Describe how you would develop a marketing strategy within the frame of cultural competence, or provide an example. Please note that in this context, "cultural competence" does not necessarily refer to ethnicity.
3. Describe how you develop marketing strategies for different geographic constituencies (e.g., the Inland Empire, coastal California, the Central Valley, Northern California, etc.). Explain how regional nuances can impact programs and drive strategies.

Campaign Development

1. What is, by your own definition, the most innovative campaign your firm has developed? Please illustrate with supporting information and examples across the campaign lifecycle, i.e. strategy, creative development, targeting, analysis, optimization, and results.
2. Describe the campaign development process that led up to the aforementioned campaign. How did this process drive results?
3. Describe your firm's creative capabilities and process for content/asset generation.

4. What experience can you bring to bear around working to engage underrepresented/ underserved communities?

Execution of Marketing Campaigns

1. How does your firm approach campaign optimization using data/analytics, and what is your process to drive decision making? What are your preferred tools for campaign analysis?
2. Describe how your firm tests the effectiveness of different assets, with respect to general engagement and also specific to conversions?
3. Describe a campaign that involved a pivot — i.e., an example of when data showed your campaign was not as effective as it could have been, and you changed course to improve effectiveness vis-a-vis your client's goals.
4. Describe your firm's experience reporting to a governing board or political entity. If you have not interfaced with governance bodies for a public agency before, how would you approach this challenge?
5. Describe your ideal system for ad purchasing, with respect to administrative setup, financing, and budget tracking.

Case Studies

We invite you to provide your vision for a collaboration that will result in well-researched, data-driven, innovative, cost-effective, effective marketing activities capable of attracting future students and serving the College's ongoing needs for equitable growth within the population we serve. Please be specific in your approach, including what expertise you can provide related to the opportunity presented.

In addition to addressing the scope of work and deliverables as described, please provide a demonstration — through two to three case studies — of your organization's capabilities, where you have:

1. Designed and executed digital and traditional marketing campaigns;
2. Provided advisory services for the in-house marketing team of a public agency or non-profit organization;
3. Tested efficacy of advertising assets to lower cost-per-acquisition and/or increase quality of marketing leads;
4. Helped define and develop marketing activities for a startup, technology company, or public sector organization;
5. Identified and successfully targeted specific demographics through effective, approachable, appropriate campaign generation; and

6. Demonstrated consideration for underrepresented populations, and demonstrated focus on diversity, equity, and inclusion.

Please include your organization's equity statement and be as specific as possible in your approach, including areas of expertise you will provide and partners (if any) you will work with.

Management Plan

Please provide the following information:

- Bios of all team members and the roles/specialities they will occupy as part of this engagement.
 - If you will be subcontracting services with another firm, please provide details on the organization and for what capacity.

Pricing

Please provide a general overview of the per-component pricing structure (hourly rate for different team members and/or blended rate, for example). This must be submitted electronically as a separate file in PlanetBids.

References

Please provide up to five references from organizations to which you have provided similar services.