

**San Diego/Imperial County Region Strong Workforce Program
CTE Marketing Project**

Request for Proposals

The California Community Colleges play an important role in boosting our state’s economy by serving more than 2.3 million students a year. With a wide range of educational offerings, the colleges provide workforce training, basic skills in Math and English, and occupational certificates and degree programs in ten industry sectors – partnering with regional employers to ensure students leave with the essential key job skills they need to meet industry needs.

The Strong Workforce Program

In 2014, the California legislature requested the California Community College’s Chancellor’s Office create a “Task Force on Workforce, Job Creation, and a Strong Economy.” Composed of education, workforce development and business/industry members, the Task Force completed its work – which resulted in 25 recommendations, approved by the California Community Colleges Board of Governors. These recommendations enhance career technical education and workforce training to meet the demands of the economy and the labor market, thus benefiting individuals, communities, and the entire state. The recommendations are summarized in Attachment A.

In the Governor’s budget for 2016-17, approved for ongoing funding by the California Legislature, the Strong Workforce Program was added to the Education Code and funded annually at \$200 million dollars. It requires MORE and BETTER career Technical education. The SWP funds have been allocated by a formula based on unemployment rate, proportion of CTE FTEs, projected job openings, and successful workforce outcomes. A total of 60% of the funding goes directly to the community colleges. The remaining 40% is allocated to the community college regions to invest in CTE with a regional impact.

The San Diego/Imperial County region received \$16,510,425 of SWP funds for 2016-17; \$9,906,256 went directly to community college districts to invest in their CTE programs and \$6,504,171 went to the Regional Consortium for investment in CTE regional impact programs/services; some of this funding will be disbursed to the regional colleges for implementation. The San Diego/Imperial County Regional Consortium has allocated \$1,000,000 through December 2018 to the CTE Marketing project.

The Regional Consortium for Workforce Development for the San Diego-Imperial Counties Community Colleges

The Regional Consortium is the regional entity working with all 10 community colleges to implement the new Strong Workforce Program. Member Community Colleges include:

Cuyamaca College
Grossmont College
Imperial Valley College

MiraCosta College
Palomar College
San Diego City College
San Diego Continuing Education
San Diego Mesa College
San Diego Miramar College
Southwestern College

The Regional Consortium's organizational structure comprises three groups with different functions:

- The ***San Diego-Imperial Counties Community Colleges Association (SDICCCA)*** to establish *SWP policy*. SDICCCA is made up of the CEOs of each of the ten community colleges working collaboratively as the San Diego-Imperial Counties Community Colleges Association (SDICCCA). SDICCCA was formed in 1963 to further the educational aims of the community colleges of San Diego and Imperial Counties, to promote opportunities for cooperative inter-college and inter-college/university relations, to stimulate collective support for legislation favorable to the community college mission and to provide a collective voice on higher education issues to the communities served. The ten SDICCCA colleges serve more than 150,000 students each year. Collectively, the average annual added income due to the activities of the SDICCCA member colleges and former students equals \$6.1 billion dollars, or approximately 3.7 percent of the total SDICCCA service area economy.
- The ***Regional Oversight Committee (ROC)*** to provide *vision and strategic priorities*. The SDICCCA CEOs established the Regional Oversight Committee (ROC) to provide guidance to and supervision of the Strong Workforce Program implementation in the region. The ROC consists of 2 CEOs, 2 Chief Instructional Officers, 2 Chief Student Services Officers, 2 Chief Business Officers, 2 CTE Deans, and 7 faculty members. A sub-committee of the ROC serves as the SWP Leadership team. The Leadership team includes one CEO, 1 CIO, 1 CSSO, the Workforce Development Council Chair, and the Regional Consortium Chair. The Leadership team provides communications and direction to the Workforce Development Council (WDC).
- The ***Workforce Development Council (WDC)*** to be responsible for *program operations*. The Workforce Development Council, the Consortium's operational unit, is composed of voting members (including a designated occupational dean for each college, and the regional deputy sector navigators) and resource members (including the Center for Excellence Director, other CTE Deans and Directors, Career Center Directors, the pathways director, and the Regional Consortium Chair. The Deputy Sector Navigators (DSNs) are part of California's "Doing What Matters" program for workforce development. The DSNs serve as in-region contact for an economic sector, working with the region's colleges and employers to create alignment around and deliver on workforce training and career pathways. The WDC meets monthly to discuss workforce needs in the region, review and endorse new CTE Programs, and make recommendations to college presidents about regional workforce training initiatives.

Need for CTE Marketing

CTE's share of statewide community college enrollment (FTES) declined from 31.3% in 2000/2001 to 28.2% in 2013/2014. While non-CTE FTES increased 16.2% during this time period, CTE FTES remained about the same. Overall, in years when total FTES increases, the percentage increase for CTE tends to be lower than for non-CTE. In years when total FTES decreased, the percentage decrease in CTE tends to be greater than for non-CTE. This pattern has been observed in the San Diego/Imperial region as well as statewide.

CTE enrollments have been in decline throughout the region over the past decade. However, the gap between job openings and the availability of qualified applicants is expected to increase to over one million jobs statewide by 2025. The number of students enrolling in CTE programs in the region and statewide is not expected to fill that gap. Strong Workforce Program local funds will provide additional CTE training opportunities, but students must learn that they are available and that they offer the ability to earn a living wage.

In addition, regional partners identified several cross-sector employer needs/priorities by utilizing the findings from multiple sector studies. The top priority is for workers with strong soft skills – communication, professionalism, critical thinking, problem solving, etc. These soft skills make the difference in securing and retaining employment; previous work experience also is key for many well-paying middle-skill occupations, and employers across sectors report the need for more experienced workforce. Regional employers have difficulties finding qualified employees and are interested in new ways to find and cultivate new talent. They indicate that industry-based certifications are an indicator to employers of a job candidate's technical proficiency. While some businesses surveyed (particularly in advanced manufacturing) indicated a strong interest in partnering with the community colleges for internships and company tours, many were not aware of the training programs that the community colleges offer or how they could partner with the colleges to find a qualified work force.

The colleges in the San Diego/Imperial region seek to increase enrollments in their CTE programs. However, each college does its own marketing of its career technical education programs to students (with publication in the class schedule often the only CTE marketing effort). There is no cohesive, coherent message to all students and potential students in the region. In addition, the public workforce system engages employers by program, with different people from different organizations calling employers to hire their participants. Each college does its own marketing of its career technical education programs to employers; there is no cohesive, coherent message to all employers in the region.

The State Chancellor's office has retained the services of renowned public relations firm Ogilvy Public Relations to develop a comprehensive plan to rebrand and market that California Community Colleges career technical education programs. The statewide campaign will develop template materials, tool kits, etc. that can be used by the local regions for their student and employer outreach efforts. An employer-to-employer toolkit, video and outreach plan will be developed at the statewide level that can be used by the local regions to get more employers on board with hiring community college graduates and connecting businesses with local community

college career programs. The San Diego/Imperial regional marketing plan must be coordinated with and utilize tools created through the statewide plan. The Request for Proposals for the statewide Career Technical Education Rebranding and Marketing Campaign, and Ogilvy Public Relations' initial report on the campaign and provided in attachment A.

Project Description

The long-term objective for this project is to develop and implement a regional marketing plan to promote San Diego Imperial Counties Regional Consortium CTE programs, with local implementation tools and options, utilizing a contracted marketing firm. Steps include (a) prioritization of target CTE programs and audiences; (b) application of media formats proven most effective for each audience; (c) development of a common branding and outreach campaign that is consistent with the statewide plan and promotes high-demand careers and community college educational/training options; and (d) an evaluation plan to measure marketing effectiveness.

A consultant will be hired under contract to develop a regional marketing plan that can coordinate with the statewide plan. The focus of the marketing program is to attract students to enroll in the community college CTE programs. The project is seeking a marketing professional/agency that provides a wide range of services including, but not limited to, project management, website design and development, website usability testing, media buys, social media management and advertising buys, baseline awareness survey research, focus group testing, collateral material development, community and faith-based outreach, development of employer-to-employer communications and strategic plans, media relations, video development and the ability to ensure ADA/508 compliance of all end products.

Scope of Work for the CTE Marketing Consultant

The Regional Consortium seeks a consultant to undertake the following activities:

Phase I: Creation of Three Year Marketing Plan

Objectives:

A. Define the marketing target audience

The marketing plan must start with formative research to:

- a) Review the current CTE marketing efforts at each of the regional college districts
- b) Define the correct targets for the campaign
- c) Understand their psychological/cultural perspective
- d) Identify the benefits and barriers for pursuing education that can motivate or prevent the complex change in the adult learners' behavior as it pertains to CTE programs

The marketing plan must be informed by the statewide marketing plan and focused research produced by Ogilvy Public Relations. The marketing plan must target regional activities to complement statewide marketing efforts.

B. Create a marketing plan to reach the target audience.

Plan must include the following components:

1. Brand Planning (Utilizing Statewide CTE Branding)
 - a. Provide strategic insight and direction to marketing communications at the organizational and program level.
 - b. Summarize key research on brand awareness, tracking, and communications effectiveness.
 - c. Define the overarching marketing communications strategy.
 - d. Describe the strategy, specific goals and message of each marketing project.
 - e. Study and analyze the markets and audiences for the Region, as well as the key competitors' strategies, programs, and spending.
 - f. Propose a system of marketing communications, advertising, strategy and account planning, with follow-up research.
2. Multi-media advertising plan. Media planning will include the effective use of all media vehicles as needed based on strategic direction (network TV, cable TV, radio, consumer print, trade print, outdoor, etc.)
 - Broadcast (PSAs)
 - Television
 - Radio

Print advertising (with potential free ads/remnant space)
3. Employer-to-Employer communications. Ogilvy will develop and execute an employer-to-employer toolkit, video and outreach plan to raise awareness among employers that the system's career technical education programs can help close California's impending skills gap through the education and training of a workforce with relevant skills and quality credentials that meet their needs. The plan will have a statewide approach but templates created will be designed to be used at the local/regional level. The plan must include how use of these tools will benefit the region.
4. Employer/Union Outreach. The plan should include an employer/labor union outreach strategy to will increase work-based learning opportunities, such as apprenticeships and

internships, provide workplace experience and, ultimately lead to job placement. This strategy should coordinate with the statewide strategy.

5. **Community Outreach.** The plan should include 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.
6. **Media Relations.** The plan must include a strategic 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 of media alerts/press releases/op-ed pieces and other press materials as needed. This strategy should coordinate with the statewide strategy.
7. **Online presence**
 - **Website.** Review current website, the potential for integration with the marketing plan, and any updates needed.
 - **Use of social media.** The plan should include development and management of social media strategies, buys and messaging.
8. **Evaluation of Marketing Effectiveness:** feedback at each step along the way about whether strategies are having the planned effect.

Phase I: Deliverables

1. **Summary of Target Research** - A written summary of the marketing target population research, with specific identification of target populations for the marketing plan.
2. **Marketing Plan** - A written document that includes the following sections:
 - a. brand plan
 - b. multi-media advertising plan
 - c. plan for press and news releases about Consortium services
 - d. plan for online presence, addressing both website and social media.
3. **Evaluation Plan** - A written plan to gather feedback at each step along the way about whether strategies are having the planned effect.

Phase I: Project Timeline

Phase I marketing plan deliverables will be due by December 31, 2017.

Phase I Deliverables must be approved by the Regional Consortium Chair before the start of Phase II. If deliverables are not acceptable, contract may be terminated by the fiscal agent.

Phase II: Marketing Plan Implementation

Objectives

A. Implement Communications Services, including Public Relations

- Draft and distribute press releases, media announcements, etc.
- Coordinate with media
- Monitor all media coverage
- Implement social media

B. Implement Creative Services

- Develop marketing campaigns and materials (conception, information architecture, creative design, copywriting, graphical design and resizing, and final mechanicals) based on previously defined marketing programs and projects.
- Execute advertising plan. Develop all necessary materials, including TV storyboards, print, collateral, POP, radio, etc. Negotiate rates, placements, creative options, and deal term:
 - Broadcast
 - Television
 - Radio
 - Print

C. Implement Media Services

- Purchase media services
- Purchase print/outdoor media services
- Implement social media campaign

Phase II: Deliverables

1. Report of communications services provided, including copies of press releases and summary of media coverage
2. Marketing materials as identified in plan.
3. Report of advertising purchased.

Phase II: Project Timeline

Phase II marketing deliverables will be due no later than December 31, 2018.

Requirements

Project Meetings

Consultant must meet with Regional Consortium Chair and representatives of the WDC/ROC at start of project to identify standards and requirements.

Consultant must seek input from WDC/ROC members (to be identified by the Regional Consortium Chair) in the project research and development of the analysis.

Consultant must maintain weekly contact with the Regional Consortium Chair.

Consultant must meet bi-monthly with the WDC sub-committee (conference call or in person).

Deliverables

Phase I deliverables must be approved by the Regional Consortium Chair before Phase II is started. Phase II may or may not be funded, depending on the Consortium's evaluation of the results of Phase I and desired next steps. The Regional Consortium reserves the right to make changes to Phase II at this point.

All deliverables, including reports and materials created through the project are the property of SDICCCA.

Regional Consortium Chair and staff must be able to access all materials developed through the project, and be able to modify them/reformat them as needed.

Term of Contract

The Grossmont-Cuyamaca Community College District (GCCCD) is the fiscal agent for the San Diego/Imperial County Regional Consortium. Contract will be with the Grossmont-Cuyamaca Community College District Auxiliary Organization ("GCCCD Auxiliary Organization"), serving on behalf of GCCCD. The term of the contract shall be from June 1, 2017 through December 31, 2017, a seven-month initial contract with an option to renew for up to an additional one year, through December 31, 2018.

Proposal Timelines and Due Date

RFA Release Date: March 3, 2017

Notice of Intent to Apply: March 17, 2017

Proposal due date: April 7, 2017

Awards Notification Date: June 1, 2017

Implementation Timeline:

6/1/2017 – 12/31/2017 for Phase I, 1/1/2018 - 12/31/2018 for Phase II

Notice of Intent to Apply

The Regional Consortium requests that individuals and organizations planning to submit a proposal send an email to Sally Cox, Executive Director of the GCCCD Auxiliary Organization, at Sally.Cox@gcccd.edu no later than 5:00pm on Friday, March 17, 2017. Please include "Intent to Apply for CTE Marketing Project" as the subject line of the email message. This intent to apply notice is requested to allow the Regional Consortium to determine the number of reviewer needed. Respondents who do not submit an Intent to Apply notice may still submit a proposal.

Response Content

The following format has been prepared as the guide for the development of the proposal in response to the RFP. Responses should address each item thoroughly and follow this format. Comments should be specific and generalized discussions should be avoided. Submittals must be limited to responses to the questions and issues outlined below.

Each submission must state the full business address of the Proposer and must be signed by the Proposer with his or her signature. The name of each person signing shall also be typed or printed below the signature. All individuals that will be directly involved with the project should be identified and represent the firm in all discussions and interviews, members of teams shall not change unless approved or directed by the Regional Consortium Chair.

Proposals by corporations must be signed with the legal name of the corporation, followed by the signature and designation of the president, secretary, or other person authorized to bind the corporation in this matter.

Executive Summary (Limit: 2 Pages)

The executive summary shall be signed by an authorized officer of the firm or organization or by the individual that binds the Proposer to the terms of the response. The executive summary must introduce the Proposer and contain (a) the legal name of the firm; (b) whether the firm is local,

national, or international; type of firm (individual, corporation, etc.); a brief description of your firm, including number of years in business; Number of employees working in Southern California Counties (San Diego, Orange, Los Angeles, Riverside, San Bernardino, etc.); date firm established; California Business License Number; Tax Identification Number; a listing of all principals in the firm; and address, telephone, and e-mail address of the responsible contact person.

Conflict of Interest. The proposer shall certify that no official or employee of the GCCCD Auxiliary Organization, nor any business entity in which an official of the GCCCD Auxiliary Organization 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 GCCCD Auxiliary Organization.

Table of Contents (Limit: 1 Page)

Qualification of Staff (Limit: 2 page)

In this section proposers are to provide a brief history of their organization, firm or agency. Proposers are to provide the resume(s) or CV(s) of the personnel proposed to be assigned to perform work on behalf of the project. Also, provide areas of expertise for proposed personnel. In this section proposers are to provide a listing of any professional memberships, certifications, licenses, and other qualifications for key personnel deemed pertinent to this RFP. Proposers should provide the location and listing of potential resources of the local office (e.g. number of partners, associates, clerical staff, etc.) and the distance from San Diego County. Proposers should provide their experience and qualification for similar types of engagement; this summary must include your experience in each of the areas of expertise listed herein for which proposer is submitting a proposal.

Approach and Methodology (Limit: 4 Pages)

Include an explanation of the creative, problem solving and technical competence of the proposed team/staff to be dedicated to the project. Describe the proposer's approach to working collaboratively with the Regional Consortium.

Resources Committed to the Project (Limit: 1 Page)

Describe response time to questions and requests for on-site meetings.

References (Limit: 5 Pages)

Please provide at least five (5) references (within 5 years) for whom you have provided services similar to what is being requested in this RFP. Previous contracts within California and/or with public colleges/universities are desirable. Please provide enough detail to indicate the type of services performed and deliverables provided. Please include the following information below:

- Year(s):
- Institution/Entity:
- Contact Person:
- Title:
- Contact Phone Number:
- E-mail address:

- Brief description of work performed for that client.

Rate/Fee Structure (Limit: None)

Proposer should provide separate budgets for Phase I and Phase II of this project. The total for Phase I and Phase II may not exceed \$1,000,000. The project must be complete by December 31, 2018.

Rationale for Selection (Limit: 1 page)

Proposer should describe in a narrative form why their proposal should be selected. Provide additional information you feel relevant to your consideration.

Appendices (Limit: None)

Include all appendices as necessary to fulfill requirement for the RFP. Proposers are encouraged to include letters of references and/or testimonials in their proposal.

Proposal Submission Requirements

Paper Proposals:

Three copies of proposal shall be submitted in a sealed package with the following information clearly marked on the outside of the package:

Name of Proposer

RFP Title: Strong Workforce Program CTE Marketing Project

Deliver to the following address no later than 5:00pm on Friday, April 7, 2017.

Sally Cox, Executive Director
GCCCD Auxiliary Organization
8800 Grossmont College Dr.
El Cajon, CA 92020

Emailed Proposals:

Please submit proposal to Sally Cox, Executive Director of the GCCCD Auxiliary Organization, by email at Sally.Cox@gcccd.edu no later than 5:00pm on Friday, April 7, 2017.

Interview Requirements

Proposers that are finalists for contract award may be requested to attend an in-person interview with the ROC before selection of a consultant is made.

Miscellaneous

Questions from Respondents

Questions or comments regarding this RFP must be in writing and received no later than 12:00 p.m. (local time) on March 17, 2107. Any written or called in questions submitted after the deadline will not be answered. Any questions relative to the RFP submittal shall be directed, in writing, to Sally Cox, Executive Director of the GCCCD Auxiliary Organization, by email at Sally.Cox@gcccd.edu.

In addition, responses to written questions received will be incorporated in an RFP addendum. GCCCD Auxiliary Organization response to questions will be distributed at least 72 hours prior to the deadline for RFP submission. Proposers shall not contact any other employee, officer or representative of the GCCCD Auxiliary Organization regarding this RFP other than as allowed herein. The GCCCD Auxiliary Organization shall not be held liable for oral representations made by its officers, employees or agents.

Confidential Information

The proposal, and any other supporting materials submitted to the GCCCD Auxiliary Organization in response to this RFP will not be returned and will become the property of the GCCCD Auxiliary Organization unless portions of the materials are designated as proprietary at the time of submittal, and are specifically requested to be returned. It is understood that proposal made in response to the RFP may contain technical, financial, or other data, the public disclosure of which would cause substantial injury to the Consultant's competitive position or that would constitute a trade secret. To protect this data from disclosure, the Consultant should specifically identify the pages of the proposal that contain such information by properly marking the applicable pages and by inserting the following notice in the form of its proposal. Vague designations and/or blanket statements regarding entire pages or documents are insufficient and will not bind the GCCCD Auxiliary Organization to protect the designated matter from disclosure. The GCCCD Auxiliary Organization will have no liability to the respondent or other party as a result of any public disclosure of any SOQ, Proposal, and any other supporting materials.

Proposal Evaluation Criteria

The San Diego Imperial Counties Regional Consortium reserves the right to select the proposal that best meets the needs of the Regional Consortium. The Consortium also reserves the right to waive minor irregularities in the RFP and in the proposals submitted in response to the RFP. All proposals will be reviewed by a selection committee of Consortium representatives.

Appeals

Where a timely and completed application results in a rating below that necessary to prequalify as one of the top three (3) teams, an appeal may be made. An appeal is begun by the proposer delivering a written notice to the GCCCD Auxiliary Organization of its appeal and a request for

explanation of any aspect of the GCCCD Auxiliary Organization's determination within three (3) business days after receiving notice of its qualification status. Within three (3) business days after receipt of the GCCCD Auxiliary Organization response, the PROPOSER may submit a written request for reconsideration by the GCCCD Auxiliary Organization's staff. The request for reconsideration must include any information that the proposer believes supports a finding that the GCCCD Auxiliary Organization's determination should be changed. Thereafter, the GCCCD Auxiliary Organization will provide a response to the request for reconsideration.

Without a timely appeal, the proposer waives any and all rights to challenge the decision of the GCCCD Auxiliary Organization, whether by administrative process, judicial process or any other legal process or proceeding.

No Commitment to Award

Issuance of this RFP and receipt of responses does not commit the GCCCD Auxiliary Organization to award a contract. The GCCCD Auxiliary Organization expressly reserves the right to postpone response opening for its own convenience, to accept or reject any or all responses received to this RFP.

Compliance with Laws

The successful firm(s) shall comply with all applicable federal, state, and local statutes, rules, regulations and codes.

Rejection of Proposal

The GCCCD Auxiliary Organization reserves the right to accept or reject any and all proposal, or any portion or combination thereof, or award on the basis of the total proposal.

Multiple Proposals

Persons, firms, or corporation are allowed to make, or file, or be interested in more than one proposal for the same work unless special conditions indicate otherwise. A person, firm, or corporation who has submitted a sub-submission to a proposer, or who has quoted prices of materials to a proposer is not thereby disqualified from submitting a sub-proposal or quoting prices to other proposer.