

COUNTY OF ALAMEDA

ADDENDUM No. 2

to

RFP No. 2017-SSA-CFS-RPRC

for

Resource Parent Recruitment Campaign

**Responses to Questions from Bidders
& List of Bidders Conference Attendees**

This County of Alameda, Social Services Agency (SSA) RFP Addendum has been electronically issued to potential bidders via e-mail. E-mail addresses used are those in the County's Small Local Emerging Business (SLEB) Vendor Database or from other sources. If you have registered or are certified as a SLEB, please ensure that the complete and accurate e-mail address is noted and kept updated in the SLEB Vendor Database. This RFP Addendum is also posted on the SSA website at https://alamedasocialservices.org/public/departments/agency_administration/finance/funding_opportunities/Resource%20Parent%20Recruitment%20Campaign.cfm as well as on the General Services Agency (GSA) contracting opportunities website located at http://www.acgov.org/gsa_app/gsa/purchasing/bid_content/contractingdetail.jsp?BID_ID=1863

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

I. Questions from Bidders

The following 45 questions were submitted in writing either at Bidders Conferences on October 5 and 10, 2017 or by email prior to 5:00 PM on October 10, 2017. Questions are divided into categories and each question is followed by a response from SSA staff.

GENERAL SPECIFICATIONS

- Q1 Will there be any kind of pre-proposal Q&A or meeting along with the Networking/Bidders Conferences?
- A1 There is time at both bidders conferences for participants to submit written questions and for the staff to respond verbally. All questions and answers from the conferences will be transcribed and included in the addendum published 10/16/17.
- Q2 Is this conference mandatory for bidders?
- A2 The bidders conferences are not mandatory for interested bidders.
- Q3 In the criteria, it says any person or organization can only submit one proposal, but that proposal can contain several alternatives. Does that mean alternative approaches or strategies? So that we could revise once we learn more about our audiences? For example, if we learn the audience is primarily online?
- A3 Alternative approaches and strategies can be included in the proposal. However, bidders are advised to conform to the proposal narrative instructions on page 6 of Attachment No. 1, the Bid Response Packet.
- Q4 Could you please provide the names of your team that lead the meeting today? I believe I got everyone's first names but was not swift enough to capture all last names and titles. If you prefer not to, that is perfectly ok, of course.
- A4 SSA staff who participated in the bidders conferences for this RFP included, in alphabetical order, Faith Battles, Division Director, Children and Family Services; Annette Brisco, Accounting Specialist II, Contracts Office; Kathy Chen, Financial Services Officer, Contracts Office; Sally Ianaro, Program Financial Specialist, Contracts Office; Brenda Lorentzen, Management Analyst, Office of Policy, Evaluation, and Planning; Sandra Oubre, Supervising Program Financial Specialist, Contracts Office; Sarah Wales, Program Manager, Children and Family Services. Please note that bidders should only reach out to

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

or contact the single point of contact for bidders on this RFP, Sally Ianiro. She can be reached at sally.ianiro@acgov.org or 510-267-8633.

BUDGET

- Q5 I didn't see a budget noted in the RFP for the initial six-month or possible second two-year contract. Is there a not-to-exceed amount we can use to guide our planning? (We want to provide viable ideas that can be executed, which would be partly contingent upon budget.) (See Answer 5-10 below)
- Q6 Would you please tell me how much is the budget for this RFP? Or please let me know how many parents need to be recruited so we have the budget accordingly. (See Answer 5-10 below)
- Q7 How much funding is available? (See Answer 5-10 below)
- Q8 Budget: An advertising campaign can have a huge budget range from tens of thousands of dollars to millions. Does the County have a range in mind? (See Answer 5-10 below)
- Q9 My assumption is this is not a low-budget-wins contract, yet you provide no budget guidelines. What happens if it's a great plan but the budget is higher than the budget you have? (See Answer 5-10 below)
- Q10 Can you provide any guidance on budget allowed? For example, media placement is a wide open potential cost. (See Answer 5-10 below)
- A5-10 SSA encourages potential bidders to research the cost of similar campaigns in Alameda County and surrounding counties. SSA did not include a budget amount in the RFP materials intentionally and is interested to see what creative ideas bidders offer within their established budget, with appropriate justification. Bidders can assume, however, that the budget is under one million dollars.
- Q11 Should the media plan and budget just cover six months?
- A11 The budget and plan presented in the proposal should cover six months. If bidders wish to propose a longer project beyond the six-month term, they may. However, they should explain and defend their proposed budgets.
- Q12 Is the "communications" line in the budget for media spend?
- A12 Yes. Media spend would be a reasonable part of the communications line of a budget.
- Q13 Is there a target media spend or limit?

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

- A13 There is no target media spend or limit.
- Q14 For materials that will have a print component, (brochure, poster, fact sheet) should our budget include the actual printing, or do you only want concept, design, production and final art files from us? If printing should be included, do you have any sense of quantities needed?
- A14 Printing costs may be included in the contract. Quantities should be based on the bidders' research of similar media campaigns.

STAFFING

- Q15 All of our employees are freelancers, so there's a project cost, but there are no salaries and benefits to show on the budget. How do we show personnel costs?
- A15 The budget form on page 11 of Attachment No. 1, the Bid Response Packet, contains a category for personnel expenses, which includes a line for consultant fees. If a line item, such as salaries and wages, does not apply to a bidder's proposal, it can be omitted.
- Q16 I believe the RFP states no subcontracting. Does that include freelancers or non-legal partnerships?
- A16 Bidders are welcome to include subcontractors. This decision should be thoroughly explained throughout the bid and in the budget.
- Q17 Can you expand on the information you would like on staff that would highlight their cultural awareness. Personal and/or professional?
- A17 Bidders should explain how much experience staff has working with diverse populations. For example, if the organization's director has 10 years of experience working on LGBTQ, youth, or special needs marketing campaigns, that is worth mentioning. It also is helpful to explain how the agency speaks to the needs of diverse populations in designing its media campaigns.
- Q18 What if we don't have in-house capability for one element (i.e., focus groups)? Are we permitted to outsource and include associated costs in the budget?

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

- A18 If outsourcing sections of the project improves the overall project plan, SSA is open to considering it. However, bidders are advised to refer to Section II of the RFP document, the Statement of Work, which explains that SSA is seeking a "full-service social marketing agency with experience advertising to the public sector, beginning from research and development of the strategy, to creative design, production, media planning, implementation, and evaluation."

DATA

- Q19 Is there data on how Alameda County residents perceive being a Resource Parent?
- A19 There is no current data on how Alameda County residents perceive being a Resource Parent.
- Q20 Is data available on neighborhoods where foster youth commonly come from in Alameda County?
- A20 The majority of children, youth, and Non-Minor Dependents in Alameda County's foster care system are from Oakland, Hayward, and South Hayward.
- Q21 Can we have access to the survey results on current and former resource families described in the RFP?
- A21 The awarded contractor will have access to whatever data Alameda County has collected regarding its Resource Parents.

PROJECT DESIGN

- Q22 Is there a current marketing or communications plan for Resource Parent recruitment or outreach?
- A22 There is no current marketing or communications plan for Resource Parent recruitment or outreach.
- Q23 What attributes would you value most when working with an agency?
- A23 SSA values flexibility, cultural sensitivity, organization, excellent communication skills, the ability to work on large and diverse teams, and consistent follow-through on work tasks.
- Q24 Describe your biggest challenge.

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

- A24 Please refer to Sections II A & II B of the RFP document, which provide detailed descriptions of the challenges of providing ample quality resource homes for foster children and youth.
- Q25 What is the biggest risk to your success?
- A25 Please refer to Sections II A & II B of the RFP document, which provide detailed descriptions of the challenges of providing ample quality resource homes for foster children and youth.
- Q26 If budget were no option, what would you want to achieve?
- A26 SSA aspires to produce a Resource Parent Recruitment Campaign that crosses all communication mediums, saturates the environment with a clear message, offers colorful, vibrant, eye catching and thought provoking tangibles, accurately reflects the community and clients SSA serves, is user friendly, remains relevant for the next three to five years, and offers a model for like counties in the recruitment of Resource Parents for foster care systems.
- Q27 There are quite a few audiences and many messages to be communicated. Will you prioritize?
- A27 The message is the same in all cases: SSA needs Resource Parents who create environments for children, youth, and Non-Minor Dependents that are affirmative, culturally sensitive, and permanent.
- Q28 You had a campaign several years ago that was faith-based. Is that still working? Did it prove not to be a good strategy?
- A28 The faith-based campaign is no longer active. The County found the campaign was successful at informing the community of the needs of the County's foster care system and busting myths around what is and is not allowed for community members to be Resource Parents. Over time it became clear the campaign required a large investment of staff time outside of normal business hours for building and maintaining relationships with community and faith leaders to gain their support. Additionally, in some cases the religious beliefs of religious and faith-based leaders and prospective Resource Parents conflicted with the Agency's policies promoting affirmation and acceptance of differences among children, youth, their parents, and extended family members. SSA was quite pleased with the gains made in the campaign and fortunately is able still to rely on those partnerships today. In designing a new media campaign, if bidders plan to target certain

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

populations and groups, that would be an acceptable strategy. For example, nurses and doctors are good candidates for parenting medically fragile children, and partnering with community service-minded groups would be an effective strategy for this campaign.

- Q29 What is the length of time between the campaign launch and the first orientation?
- A29 Resource Family Approval (RFA) Caregiver Orientations are held twice a month in Oakland and South Hayward, leaving plenty of room for negotiation around when the campaign will launch to coincide with the orientations.
- Q30 Are there targets for certain ethnicities/languages or education levels?
- A30 SSA has not stated any targets. SSA expects that bidders' research will identify neighborhoods that have high numbers of foster youth and children. Targeting those neighborhoods, rather than specific ethnic, religious, racial, or socio-economic groups, is advisable.
- Q31 What is the biggest challenge to recruiting families?
- A31 The biggest challenge in getting community members to become Resource Parents is maintaining their interest through the approval process and assisting them with resolving worries and ambivalence around their commitment to care for foster children, youth, and Non-Minor Dependents. A good number of interested community partners leave the approval process prematurely and do not re-engage to complete the process and welcome children, youth, and Non-Minor Dependents into their homes.
- Q32 The RFP mentioned that prospective Resource Parents are concerned with not being seen as professional caregivers. Are there particular reasons that this is a concern?
- A32 Historically counties have not seen Resource Parents as professionals, and as a result, struggled with fully engaging community partners as full members of the professional team surrounding foster children, youth, and Non-Minor Dependents. Advances in thinking around partnership have massaged this issue greatly and community partners should absolutely expect to be considered professionals in their caretaking of SSA clients.
- Q33 Are you expecting responders to include creative samples in the RFP response?
- A33 Creative samples for a recruitment campaign are absolutely welcome for this RFP.

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

- Q34 Can you discuss "community partners?"
- A34 Community partners are anyone who lives in Alameda County. That can be individuals, groups, agencies, and organizations.
- Q35 In our experience, it is better to develop your ad buy and material tactics after you have a better understanding of your target audiences. A) How much research has the County already done to identify target audiences, determine their motivations and barriers and how/when they get information, and who their trusted messengers are? B) In the absence of the above information, is the County open to delaying or adjusting the budget and project based on the information gathered?
- A35 In regard to part A of the question, SSA has existing data on children and youth in foster care that may assist the awarded contractor in determining who the audience is. However, the contractor may propose conducting research, such as surveys, to collect additional data. In regard to part B, the evaluation criteria in Section IV, Part A of the RFP document call for a proposal that is complete and feasible. That said, County policy does permit contract modifications (refer to the standard services agreement template at <http://www.acgov.org/gsa/purchasing/standardServicesAgreement.pdf>).

MATERIALS

- Q36 What are the activities/places where these materials will be used/distributed?
- A36 In addition to being distributed by SSA staff and the agency's community-based organizations partners, the materials are used extensively at summer festivals and events such as the Alameda County Fair and Oakland's Art and Soul Festival. SSA does tabling with tri-fold brochures, buttons, bookmarks, tablecloths, and other promotional items.
- Q37 What types of materials do you currently use?
- A37 Our current recruitment materials are dated and include tablecloths with the Agency's logo and the previous recruitment tagline, bookmarks, brochures, etc.
- Q38 Is the webpage a single-page or several-page website?
- A38 The expectation is for a one-page webpage, but it needs to be robust, informative, and easy to navigate.

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

- Q39 Do we include costs for ad placements in our proposal? How broad is the placement?
- A39 Ad placement is a reasonable cost to include in the proposed budget. It is advisable for bidders to research other agencies that have conducted public services media campaigns for similar populations in California counties and to focus on specific geographical areas in planning the campaign and ad placement.
- Q40 How many copies do you typically go through in a six-month period?
- A40 This varies depending on the time of year. For example, SSA staff are most busy attending various community tabling events in the summer. Staff can easily give out 50-75 brochures a day at the Alameda County Fair.

PERFORMANCE MEASURES

- Q41 Evaluation: Why isn't increasing the number of participants in resource family orientations a metric of success?
- A41 The results of the Resource Parent Recruitment Campaign will be long-term and may not be visible for a year or more. It would be unrealistic to base campaign outcomes on an immediate increase in the number of participants attending orientations within the six-month contract term because some of community partners will learn of the orientation when being contacted by the Agency with the information that a relative or friend of the family is in protective custody. It is possible to track the number of orientation participants who heard about the orientation from a billboard, radio spot, bus ad, etc. By contrast, increasing basic knowledge of resource parenting is an important outcome. SSA would like to see people come to orientation sessions already knowing, for example, how critical permanency is to foster children and youth. SSA needs relatives and fictive kin of foster children and youth to have the knowledge that they can have a positive impact by becoming a Resource Parent. This could be traced back to the media campaign as well.
- Q42 Accountability: You will be looking at a six-month project, but it could take a year for a person to decide to be a Resource Parent. How will you measure if anyone is better off based on just six months?
- A42 For those community partners that learned of the need for resource caregivers from the media campaign, we will be able to assess their understanding of the needs of the County's public child welfare system based on their participation in the orientation and pre-approval training, for example.
- Q43 Do you have minimum requirements for reach and frequency?

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

A43 SSA advises bidders to research other agencies and counties that have conducted public services media campaigns for similar populations.

Q44 Is there a target number of impressions or resource family signups?

A44 SSA is aware that there may be a lag time of several years between the time individuals first hear about resource parenting and the time they sign up. Therefore, it is not reasonable for SSA to expect immediate increases in the number of people coming in to sign up to be Resource Parents. What the campaign can do, however, is reach a broad audience and inform, interest, and educate the public. SSA wants the public to be consistently reminded that Alameda County needs Resource Parents.

Q45 Performance measures: Some data for social and newspaper, TV advertising would be analytics provided by the medium (readership, clicks, etc.) Does that cover the request or do you want more measures?

A45 Yes. The contractor is expected to compile these numbers from such sources or via other methods and report them.

II. List of Bidder Conference Attendees

| NAME | ORGANIZATION | PHONE NUMBER | E-MAIL |
|--|--|-----------------|--|
| Bidders Conference – Tuesday, October 5, 2017 10:00 AM – 12:00 Noon | | | |
| 1. Amanda Cooper | Lightbox Collaborative | 917-930-7552 | amanda@lightboxcollaborative.com |
| 2. Marady Hill | Future State | 510-332-0083 | marady.hill@futurestate.com |
| 3. Tonia Webb | Hill & Company Communications | 510-521-2200 | twebb@hillpr.com |
| 4. Jim Hill | Hill & Company Communications | 510-427-4623 | jhill@hillpr.com |
| 5. Sarah Wales | Alameda County Social Services Agency | 510-268-7907 | waless@acgov.org |
| 6. Kathy Chen | Alameda County Social Services Agency | 510 267-9459 | kchen@acgov.org |
| 7. Ndidi Okwelogu | Lyre Productives | 916-512-0377 | Ndidiokwelogu@gmail.com |
| 8. Sally Ianiro | Alameda County Social Services Agency | 510-267-8633 | sally.ianiro@acgov.org |
| 9. Faith Battles | Alameda County Social Services Agency | 510-780-8967 | battlfa@acgov.org |

County of Alameda, Social Services Agency
RFP No. 2017-SSA-CFS-RPRC
Addendum No. 2

| | | | |
|---|---------------------------------------|--------------|--|
| 10. Brenda Lorentzen | Alameda County Social Services Agency | 510-271-9195 | lorenb@acgov.org |
| 11. Sandra Oubre | Alameda County Social Services Agency | 510-267-9457 | soubre@acgov.org |
| Bidders Conference – Tuesday, October 10, 2017 1:00 PM – 3:00 PM | | | |
| 1. Amanda Piercy | A Better Way | 510-852-1694 | apiercy@betterwayinc.net |
| 2. Sally Ianiro | Alameda County Social Services Agency | 510-267-8633 | sally.ianiro@acgov.org |
| 3. Anette Brisco | Alameda County Social Services Agency | 510-267-8607 | rbrisco@acgov.org |
| 4. Kathy Chen | Alameda County Social Services Agency | 510 267-9459 | kchen@acgov.org |
| 5. Sandra Oubre | Alameda County Social Services Agency | 510-267-9457 | soubre@acgov.org |
| 6. Faith Battles | Alameda County Social Services Agency | 510-780-8967 | battlfa@acgov.org |
| 7. Sarah Wales | Alameda County Social Services Agency | 510-268-7907 | waless@acgov.org |
| 8. Les Pappas | Better World Advertising | 415-979-9775 | LESP@socialmarketing.com |
| 9. Ali Gencarelle | LekasMiller Design | 925-934-3971 | ali@lekasmiller.com |
| 10. Brenda Lorentzen | Alameda County Social Services Agency | 510-271-9195 | lorenb@acgov.org |