

**San Diego Community College District
DISTRICT AND COLLEGE BRANDING – DISTRICT OFFICE**

RFP #23-06



**ADDENDUM NO. 2
APRIL 7, 2023**

CERTIFICATION OF RECEIPT OF ADDENDUM

I certify that I have received this addendum on behalf of the company listed below.

Signed: _____ **Dated:** _____

Name and Title: _____

Company: _____

**ADDENDUM NO. 2
TO RFP #23-06**

- 1.0 This addendum is considered to be a part of the RFP. All other terms of the RFP remain unchanged and in effect. This addendum is intended to provide additional information and/or to change requirements in the above referenced RFP. Any information contained herein will be considered part of the RFP and as such will be used in the evaluation of the responses. Attention all potential bidders, if you have already submitted your proposal prior to the bid closing date, please review this addendum and re-submit your response, should this addendum modify your initial response.
- 2.0 To verify that all Vendors have received a copy of this addendum, please sign the cover page of this addendum and return it with your proposal to:

**San Diego Community College District
Purchasing and Contract Services
Attention: Kellie Silva, RFP# 23-06
3375 Camino del Rio South, Suite #270
San Diego, CA 92108-3883**

- 3.0 The information in this addendum is as follows:
- A result of Question and Answer period that closed on March 29, 2023.
 - Moves the date of Interviews/Presentations for selected proposers.

Budget

- 4.0 What is the estimated budget and timeframe for this branding project?

The budget is \$200,000 and the timeframe is 6-12 months after award.

Timeline

- 4.1 Have you established a timeline for the launch of this program? Besides the upcoming bond initiative, is there any other deadline driving this?

Project timeline is 6-12 months after award.

- 4.2 Are there any timelines and/or milestones this project is working towards? Nothing that you mention the upcoming November 2024 campaign.

Project timeline is 6-12 months after award.

Strategic Planning

- 5.0 Can you share or direct us to the outcomes of the strategic planning process conducted by the district that defines its goals and priorities through 2030?

The Districtwide Strategic Plan is available at:

https://www.sdccd.edu/docs/District/cpr/FINALStrategicPlan_092822.pdf

- 5.1 In the 2023 - 2030 Strategic Plan, online research was conducted with the community ("donor, volunteer, or advisory committee member"), students and employees. On page 5 of the RFP document in "Opportunities and Challenges" there is a new emphasis on alternative streams of revenue, including grants, fundraising, and other business opportunities. Was there other research conducted with opinion leaders (business and political) in the District's service area that will be available to the proposer that may influence the branding development?

There is no other research currently available to be shared.

Brand Related

- 6.0 Is the main engagement objective to focus on building the brand of the District, and then to leverage a single District platform and identity across campuses in an effort to raise the profile and stature of the District and its colleges overall? Or is the intention to develop a platform and identity for the District and distinct but connected brand expressions (strategies and logos) for each of the four entities in an effort to build each of their individual brands (with the District brand as more of an endorsement)? Another way to state it is, where is the greatest need? Raising the profile of the District as a whole, or of its individual colleges? Or both?

The greatest need is at the District level. However, it is important to build a districtwide identity that encompasses the District and all four colleges.

- 6.1 Does the District plan on developing a new district-wide brand? Would this be a new brand to replace SDCCD?

We are looking for the consultant to make a recommendation in this area after conducting a brand review.

- 6.2 Does the District intend to sunset the individual college campus names / brands and collapse them all into a new district-wide brand?

No. The colleges will be allowed and encouraged to build their brands, but as part of a framework that strengthens their connection to the District.

- 6.3 Is the intention to convert the district into a "branded house" where each of the colleges keeps their distinct name but becomes part of an integrated district-wide brand platform vs. the current "house of brands" structure (where each college has a separate and district brand?)

I would disagree with the premise that we currently have a "house of brands" structure. I think the intent is to allow the colleges to maintain their own brands but to establish a stronger framework for how this is to be done.

- 6.4 Will changes or updates to individual college brands be part of the scope of work of this contract?

Yes.

- 6.5 How would the District describe its current brand platform?

The attached PowerPoint summarizes our branding from 2017.

- 6.6 Has any work been completed in terms of branding the District? If so, will you provide a description of the work/dates/outcomes?

The attached PowerPoint summarizes our branding from 2017.

- 6.7 How was the District brand formed for the current marketing lead and/or marketing committee?

No significant work has happened on the District brand since 2017.

- 6.8 As part of the brand architecture effort, is the District seeking to re-name either the SDCCD name or any of the colleges/campuses/foundations that it represents?

We are not looking to rename any of our institutions.

- 6.9 Are there any entities to consider beyond the SDCCD and the colleges?

No.

- 6.10 What research (if any) has been completed to help understand the mindset of the community and/or brand perception with respect to the District and its colleges? For example, the RFP states "Some of the District's colleges have stronger brands than others." Is there data on file that verifies baseline perception? If so, please provide a description of the work/dates/outcomes.

No recent work has been done.

- 6.11 Could you add more detail around what you mean by: "Determine brand foundation and principles" and "Values and key traits/descriptors". What's the difference between values and principles? In your eyes, what makes up a "brand foundation"?

The attached PowerPoint summarizes our branding from 2017.

Brand Voice

- 7.0 Once Brand Voice principles are established, they're typically demonstrated through real examples in application. Do any languages other than English need to be considered as part of this exercise?

We will look to the consultant to make recommendations in this area.

Scope Phase 1

- 8.0 Should formative primary research be included in the scope of Phase 1?

Market research may be necessary.

- 8.1 As part of “Phase 1 – Develop the Brand” you state “Review and aggregation of previous market research, current messaging, and collateral” – does the District envision additional market research or just a review and synthesis of existing research?

Some additional market research may be necessary.

Discovery

- 9.0 What relevant research (market, competitive, awareness, perception, etc.) have you done in the past 1-3 years that we can review?

None.

- 9.1 Market research can encompass a wide range of topics, data points, and stakeholder audiences. Per the RFP, can you please clarify what is included in San Diego Community College District’s “previous market research”? Specifically, what consumer-based research has been conducted, including brand awareness or perception research studies? For each market research study, please clarify if it was conducted at the District-level, college-level, or both, and the date it was conducted. Will we have access to top-line findings from your research prior to meetings with agencies?

No recent research has been done.

- 9.2 Normally, qualitative research is conducted first to ensure the best questionnaire design for a quantitative brand perception study. Given that the contract will be awarded on May 11, 2023, will internal stakeholders such as the chancellor, presidents, executive vice chancellors, and other key stakeholders be available and accessible over the summer for interviews either in-person, or virtually? Will the campus be accessible to the team for campus tours? Over the years conducting similar brand projects, we have learned that it can be difficult getting prospect and student feedback, as well as other external stakeholder groups, over the summer months. What is the timeline for the completed brand research? Per the RFP, it is “expected that input and perspectives from (a) diverse array of stakeholders making up the District community be included”. Internally, what stakeholder groups need to be included in the brand research outside of leadership, current students, faculty, staff, alumni and community leaders and employers? Externally, outside of a general market sample including prospects and community members, what stakeholder groups need to be included?

The executive team and representatives from the colleges will be available over the summer. The timeline is 6 to 12 months from award of the contract. External stakeholders may include elected officials, community leaders, business leaders, donors, alumni, and others.

- 9.3 Will lists of students, prospects, faculty, and other stakeholders be available for research recruiting?

Yes.

- 9.4 What is meant by “research and recommendations on prospective student populations?”

Market research and recommendations on prospective students.

- 9.5 Does the District and each college have current messaging and brand guidelines, and have they been aggregated for our audits? What about collateral or advertising?

The attached PowerPoint summarizes our branding from 2017.

- 9.6 Can you provide the number (and a list) of competitors?

No such list exists.

- 9.7 The stated scope of the discovery phase includes “evaluation of awareness and perception of District by external audiences.” Does the District anticipate the selected agency will base their evaluation on previously conducted market research only or that the agency will also conduct new/supplemental market research?

New research.

- 9.8 The stated scope of the discovery phase includes “research and recommendation on prospective student populations.” Can the District clarify the objective of this effort? Is it to learn more about known prospects, identify potential prospects, or other? Does the District have a point of view on whether new market research will be required to complete this portion of discovery?

Currently, research is being done with prospective students for a separate enrollment marketing campaign. That research will be available for review.

- 9.9 Under "Discovery" you state "Research and recommendation on prospective student populations". Please provide more detail on what the expected deliverable for this task looks like. Are you trying to identify best fit prospective student populations for the District as a whole and/or for each Campus? Are you asking for personas to be used in marketing efforts? Are you looking for help identifying prospective students for the research study?

We will look for the consultant to make recommendations in this area.

- 9.10 How in-depth do you perceive the research phase to be, specifically when evaluating the awareness and perception by external audiences?

We will look for the consultant to make recommendations in this area.

- 9.11 Besides quantitative research and community and stakeholders' engagement, do you envisage the agency conducting quantitative research (on their own or with a specialist research partner agency)? Is there any quantitative data already available that will be shared with the successful agency?

No recent research is available to be shared.

- 9.12 Can you provide a description of research you've done in the past 3-5 years?

The District's enrollment marketing consultant is currently doing a survey and focus groups with prospective students. A marketing review was done in 2018 that included surveys with PIOs and executive managers.

- 9.13 Is there a current audience segmentation that you use?

No.

- 9.14 Can you clarify what you mean by "research and recommendation on prospective student populations"?

Market research and recommendations on prospective students.

Strategy

- 10.0 What audience definition work has been done that might inform this work?

None.

- 10.1 Will there be a brand platform with all elements listed in the RFP for the District and for each college (so, a total of five distinct platforms)?

The District's brand platform should encompass the four colleges.

- 10.2 Will the brand architecture recommendations encompass just the relationship of the District to the colleges? Or will it need to address departments/divisions within each college, as well. We need a better picture of the breadth and depth of your collective portfolios to be able to scope this part of the project (in our experience, a complete view of scope of the architecture is best determined in a comprehensive discovery process since it may not be fully visible in places like the website).

The District's brand platform should encompass the four colleges.

Scope Phase 2

- 11.0 Does the District have any interest incorporating creative testing of new Visual Identity in Phase 2?

We will look for the consultant to make recommendations in this area. However, assume that the project budget of \$200,000 is all that will be available.

Messaging

- 12.0 What kinds of messaging has the District been in charge of as opposed to individual colleges?

The District is responsible for districtwide issues and a districtwide style guide, the colleges primarily for college-specific issues.

- 12.1 Does the District currently have defined personas and a brand narrative? How does it use it (e.g. as inspiration for messaging and content or verbatim narrative that is published everywhere)?

No. It was last developed in 2017 and is in need of an update.

- 12.2 Is the messaging deliverable for the District-level only? Will each college develop their own messaging?

Messaging should address the District and its colleges.

Visual identity

- 13.0 You mention logo designs for the District, colleges, and foundations and cite San Diego City College, Mesa College, Miramar College, and the seven San Diego College of Continuing Education campuses in the RFP. Do you anticipate each college and campus requiring its own logo? Can you identify the number of foundations?

The focus of the project should be the District and each of its four colleges.

- 13.1 Are you considering a proprietary new photography style requiring a photo shoot, or is stock photography sufficient, or should both be part of the visual identity deliverables?

We will look to the consultant to make recommendations in this area. However, the District has a history of using original photography and only rarely is stock photography used.

- 13.2 Is the goal to create one master brand logo plus a unified typographic system for the colleges, as you have today? Or is the goal to create a master brand logo for the district along with distinctive symbols or logotypes for each college that, while different, will share a common visual vocabulary/aesthetic?

A formal goal for handling these issues has not been established but it would be desirable to strengthen the connection between the District and its colleges.

- 13.3 How many foundations are there? Where can we find them? (Is there one for the District and for each college?) We looked on the websites and could not locate them. Do they have entirely different identities today?

There are four college foundations and a District auxiliary. The focus of this project, however, should be the District and its four colleges.

- 13.4 When it comes to elements to help you launch the brand, it would be helpful to see an example of what the District and its colleges use today so we can properly address brand guidelines/style guides. Can we obtain an example or a general list of what is included? Some clients require more extensive guides, while others prefer more summary-level.

More information is available at this link:

https://www.sdccd.edu/docs/District/cpr/styleguide_2022.pdf

- 13.5 Are you open to sourcing stock photography, or doing a photoshoot to establish a proprietary photography style and library of assets?

We will look to the consultant to make recommendations in this area. However, the District has a history of using original photography and only rarely is stock photography used.

- 13.6 Can you confirm the number of logos required to be designed across the district, colleges and foundations?

The SDCCD seeks recommendations on its logos. We are not yet committed to a complete redesign of our logo system.

- 13.7 Are there any specific accessibility requirements the visual identity(-ies) must take into consideration (e.g ADA Standards, WCAG, etc)?

More information is available at this link:

https://www.sdccd.edu/docs/District/cpr/styleguide_2022.pdf

- 13.8 What would be some examples of identity applications (ie touchpoints) you would expect the agency to use in order to demonstrate how each college's visual identity comes to life (e.g demonstrating on posters, signage, brochure, etc)? Please list those you wish to be included as part of the scope.

These have not been determined. We will look to the consultant to make recommendations in this area.

- 13.9 Amongst the challenges described in the RFP, there is the District's decentralized model. Do you foresee each college maintaining a bespoke identity whilst collectively bringing back equity to SDCCD or do you envisage a more cohesive design across all?

A formal goal for handling these issues has not been established but it would be desirable to strengthen the connection between the District and its colleges.

- 13.10 Will this effort promote a single visual identity across the colleges or allow for continued unique expressions across campuses?

It is expected the colleges will continue to have a distinctive identity. But it would be desirable to strengthen the connection with the District.

- 13.11 Including the District, the colleges, seven campuses of SDCCE, and foundations, how many unique logos are envisioned as part of the project?

The SDCCD seeks recommendations on its logos. We are not yet committed to a complete redesign of our logo system.

- 13.12 We read in the RFP that there is a request for "Logo design(s), including the District, the colleges, and foundations." We want to clarify the total number of logos you are looking for.

The SDCCD seeks recommendations on its logos. We are not yet committed to a complete redesign of our logo system.

- 13.13 Our understanding is that there's a total of 9 logos. Is this the total number of logos the RFP is calling for? We didn't read the call for campus logos, is that correct?

San Diego Community College District
San Diego City College
San Diego City College Foundation
Mesa College
Mesa College Foundation
Miramar College
Miramar College Foundation
College of Continuing Education
College of Continuing Education Foundation

The SDCCD seeks recommendations on its logos. We are not yet committed to a complete redesign of our logo system. The focus of the project should be the District and the colleges.

- 13.14 You ask for "Logo design(s), including the District, the colleges, and foundations". Is the vision to maintain the "Branded House" approach that you currently employ (one style of logo across all entities, but with slight differentiations to slightly distinguish each entity - similar to FedEx) or are you hoping to move to a "House of Brands" approach where each entity has its own unique visual treatment/logo? This will have a significant impact on scope because, as you can imagine, developing a Branded House system takes much less time than designing multiple unique logos across related entities.

See previous answer in 13.13.

Brand Management

- 14.0 In training for key staff, could we create a train-the-trainer curriculum and price a predetermined number of training sessions that ultimately you can deliver yourselves? How many sessions would you suggest covering key staff for the initial sessions?

These recommendations should come from the proposer.

- 14.1 What are the primary collateral and communication pieces you commonly use that we should consider including in your brand toolkit?

With Excellence Magazine, SDCCD Annual Report, Board Report, SDCCD@AGlance, SDCCD website, SDCCD NewsCenter.

- 14.2 What do you mean by “tool kit?” Can you provide an example of what you are using today? Are you envisioning a single toolkit to be used district-wide, or a District tool kit and one for each college?

The focus is on the District. Primary collateral pieces include With Excellence Magazine, SDCCD Annual Report, Board Report, SDCCD@AGlance, SDCCD website, SDCCD NewsCenter.

- 14.3 We do provide training for clients that can introduce the brand strategy and key elements, with instruction and activities, to teach folks how to use the elements. How many groups do you anticipate for this kind of training? We can break it up (strategy with some teams, messaging for others, and design for still others) – how many groups should we account for? And do you envision training for just the District, or will it include separate trainings tailored to each college?

These recommendations should come from the proposer.

- 14.4 The scope of Work (pg. 7) requests “Training for key staff” under Brand Management. Can you provide more detail on the training expectations?

These recommendations should come from the proposer.

- 14.5 Would you like the style guide to be an online tool or a static pdf?

These recommendations should come from the proposer.

- 14.6 What type of training for key staff do you envisage at this stage (e.g. general brand training for marketing teams, technical design and/or brand voice coaching with design and/or copywriting teams)?

These recommendations should come from the proposer.

14.7 Are your internal marketing and communications resources, both centralized and at the colleges?

Yes. We have marketing and communications resources at both the colleges and in the District Office.

14.8 Beyond what's in the scope, is there a desire to for the selected partner to assist with planning and budgeting for implementation (updating signage, vehicles, uniforms, materials, etc.)?

For the purposes of the RFP, proposers should only concern themselves with what is in the scope of work.

14.9 When you mention training for key staff, do you have a description of roles?

No.

14.10 Number of attendees?

Unknown.

14.11 Any external partners that would need to be included (agencies, etc.)?

No.

14.12 Should we scope for in-person or virtual Brand Training? We do both with clients across the country and both are very effective. We'd just need to know so we can scope travel costs if necessary.

These recommendations should come from the proposer.

General questions

15.0 Can you articulate what success looks like for this project in 12 months? Can you identify anything that could keep this project from achieving the success you described?

A completed brand strategy that has been adopted by SDCCD leadership and is being implemented districtwide. An updated Style Guide with uniform logo standards for the District and its four colleges.

15.1 Is there an incumbent contractor currently supporting this requirement? If so, what is the name of the company?

No.

15.2 Does the District currently have an agency of record and if so can you disclose the agency name and their scope of work?

We do not have an agency of record for District and College Branding.

- 15.3 Do any of the colleges retain their own agency and if so, which college and can you disclose the agency name and their scope of work?

None of the colleges are currently working with an agency on branding.

- 15.4 Does location of vendor factor into evaluation of proposals? I.e. are you looking for a local San Diego-based vendor?

No.

- 15.5 Do you prefer California based firms or are you open to working with a national agency?

No preference for California firms.

- 15.6 What challenges prompted the RFP?

The District seeks to strengthen its brand, and that of its colleges. This will benefit the District in its efforts to grow enrollment, secure more fundraising support, and if the District decides to move ahead with a bond campaign in 2024.

- 15.7 Is it the expectation that at the end of the project, there will be a refreshed brand for the District + its 3 colleges + branding for all 7 campuses of the San Diego College of Continuing Education?

The SDCCD seeks recommendations on its logos. We are not yet committed to a complete redesign of our logo system.

- 15.8 How would leaders define success with this project?

A completed brand strategy that has been adopted by SDCCD leadership and implemented districtwide. An updated Style Guide with uniform logo standards for the District and its four colleges.

- 15.9 Will there be a need to engage other entities such as the Board or state of CA? Would that be for input or approval?

The SDCCD Board of Trustees sets District policy and will be a key stakeholder for decisions about any changes to the District's logos and brand.

- 15.10 Will you require any launch campaign or fundraising campaign support?

No.

- 15.11 Do we need to include website(s) design as part of this scope?

We are issuing an RFP for a website redesign as a separate scope of work and budget. However, we would expect to have the Branding consultant work closely with the Website redesign consultant on areas of overlap.

Engagement Management and Decision-making

- 16.0 How are you planning to organize “working groups” for this engagement? Will there be one core team? How many rounds of review will we need to anticipate for each key deliverable? Who will make final decisions on our work?

Work for the District’s brand platform will run through the Director of Communications and Public Relations in consultation with the District Chancellor. Any update to college logos will need to also secure approvals from college governance leaders.

- 16.1 If you can address how this will work at District-level and who will have review and decision-making authority at the college level it would be helpful. (This helps us plan cadence and flow of schedules and team assignments throughout the engagement).

Work for the District’s brand platform will run through the Director of Communications and Public Relations in consultation with the District Chancellor. Any update to college logos will need to also secure approvals from college governance leaders.

- 16.2 We assign one point of contact for the “day-to-day” on every engagement; will the District also assign a single point of contact for us?

Yes.

Teams and stakeholders

- 17.0 Do you have a dedicated design or copywriting resource/team in-house to support the ongoing rollout and implementation of the branding?

The contractor should not assume that any staff resources are available to them from the District for the scope of work. Presumably, rollout and implementation would be coordinated by the District’s communications team – working with each of the College PIOs and Presidents.

- 17.1 Can you detail more about this project's key stakeholders (individuals or organizations), both from an engagement perspective and interim approvals/final sign-off?

Work for the District’s brand platform will run through the Director of Communications and Public Relations in consultation with the District Chancellor. Any update to college logos will need to also secure approvals from college governance leaders.

- 17.2 Have you established a core team to manage and approve this work?

The Chancellor’s Cabinet would likely function as a core team for many levels of approvals.

- 17.3 Do the colleges currently have a district marketing lead and/or marketing committee?

The colleges each have an Information Officer who reports to the college president and is generally responsible for marketing and branding.

- 17.4 What is the internal structure to support the awarded firm in carrying out the deliverables? For example, has a special task force or committee been established specifically for this project?

No such task force exists. The work will be done on behalf of the Director of Communications and Public Relations. The District Chancellor and Chancellor's Cabinet will likely function as the group responsible for review and approval.

- 17.5 There is a significant breadth of stakeholder involvement needed in this engagement. Please tell us at what roles and level(s) we should expect involvement across each college and within the District. Can you estimate the number of stakeholders we should consider in our input-gathering and socialization process?

The District Chancellor and Chancellor's Cabinet will likely function as the group responsible for review and approval at the District level. The key groups at the colleges include each president's executive team and each college's academic senate and classified senate.

RFP Process and Timing

- 18.1 The schedule on Pg. 4 indicates agencies will receive answers to their questions on Mon, April 3. RFP responses are due on Thurs, April 6. RFPs are to be submitted as a hard copy – which means they need to *ship/mail no later than Wed, April 5*. With due respect, 48 hours will probably not be enough time to prepare a thoughtful, thorough response once we get answers on the questions above next Monday. Accuracy is of the utmost importance, as you have stated we will be contractually bound to the bid included in our response. Once you see the range and depth of questions submitted by agencies, do you anticipate extending the RFP due date?

Yes, the RFP due date will be extended. Refer to addendum No. 1.

- 18.2 On the timeline, the answers to questions are due to be published on 4/3/23, while the deadline to receive the Proposers response is 4/6/23. This does not allow much time to alter the response based on the answers. Would the District reconsider the due date based on this schedule?

Yes, the RFP due date will be extended. Refer to addendum No. 1.

Evaluations/Scoring

- 19.0 How will the 4 elements of proposal evaluation (General Info, Fee & Rate Proposal, References, and Interviews/Presentations) be weighted and scored?

Evaluations/Scoring will be a two-part process. Proposal Form A (45), Proposal Form B (40) and Appendix D (15) will have a combined score of 100. Proposers invited to Interviews/Presentations, after the first round of evaluations, will be ranked.

- 19.1 How will Fee and Rate Proposals specifically be evaluated and graded? Will the lowest blended rate and/or Total Cost for Phase 1 and 2 be given the highest point score?

Refer to answer in 19.0.

Form Questions

- 20.0 Do proposers need to use the same form and appendix template designs that are used in the RFP?

Yes, all proposers need to use the forms that were included in the RFP.

- 20.1 While it is stated at the top of page 12, we would like to confirm the expectation that all questions in sections 1 and 2 of the Proposal Form A need to be kept within a maximum of 3 pages, excluding the proposer's firm information, which we recognize as bullets 1-6 and 8 in section 1/Cover Letter. Can you confirm our firm information to be the bullets listed above, if not what bullets does the District recognize as "firm information"? Can you confirm outside of the firm information the maximum of 3 pages for Proposal Form A sections 1 & 2 is correct?

The 3-pages for Proposal Form A must include information from 1. Cover Letter bullet points and 2. Profile and Overview of Proposer bullet points. In section 2 you may exclude references as they should be provided on Appendix D. Item 3. Proposer Corporate Information, is the only item that is "excluding proposer firm information," and the 3-page maximum.

- 20.2 On page 21/Appendix D you ask for references. Does that exclude our need to include references in the Proposal Form A/Profile and Overview of Proposer/Bullet 3?

References only need to be provided on Appendix D, they do not need to be listed as part of Proposal Form A.

- 20.3 May we send work samples and case studies along with our complete proposals? We have worked on projects just like this before and would love to show you our work?

No. This may or may not only be allowed during the Interviews/Presentations phase of proposers selected to move forward.

- 20.4 For the Proposal Forms, is it appropriate to rebuild the form information to match the rest of our proposal or would you prefer we use the exact form given in the RFP?

Use the exact forms that are included in the RFP.

- 20.5 Please clarify if there is a section of the RFP that requires an explanation/detail about how a firm would approach this project. Should that type of information be included as part of the 3 pages as referenced in "Proposal Form A?"

Yes, please include that as part of Proposal Form A.

- 20.6 Regarding these 3 pages, Proposal Form A states "excluding firm information." What exactly is considered "firm information?" Is it Proposal Form A - 2. Profile & Overview of Proposer? 3 Proposer Corporate Information?

Please see answer in 20.1.

- 20.7 What information are you looking for in the "references" section of Proposal Form A #2. Profile & Overview of Proposer (3rd bullet) versus Appendix D?

Only Appendix D needs to be completed in regards to references. You do not need to include any in Proposal Form A.

- 20.8 Can respondents provide information requested in their own branded template?

No.

- 20.9 Are you expecting the forms in the RFP to be completed as is or asking for that information to be included in our submission?

Please complete the forms that were provided in the RFP.

- 20.10 We typically share a company overview, detailed workplan and case studies in our RFP responses – okay to share information beyond what's listed in the RFP?

Please refer to information listed on Proposal Form A. Proposers need to stick to the 3-page limit.

- 20.11 Would an emailed copy of our submission satisfy the request for a flash drive copy of the proposal?

No. Follow the submission instructions listed in the RFP.

- 21.0 The Interview/Presentations date for selected proposers has been moved from April 17, 2023.

The new date is May 10, 2023. Selected proposers will be contacted by April 27, 2023 by 5:00 PM.