

1. Can companies from Outside USA apply for this?

This RFP doesn't specifically require the Contractor to be located within the US, but all proposers must be in good standing and qualified to conduct business in California.

2. Do we need to come over there for meetings?

Per the RFP, the engagement requirement must include at least one in-person work session with CAC Council Members in early 2019. Further, the Contractor will need to present the final work product to CAC Council members at a public meeting in December 2019. Two in-person meetings with CAC staff in Sacramento are also required.

3. Can we perform the tasks (related to RFP) outside USA?

This RFP allows the Contractor to work from their own office location, with the exception of the required in-person meetings and work session. Please note that the total cost of all tasks of this RFP cannot exceed \$120,000 total, including travel costs, parking, and mileage.

4. Can we submit the proposals via email?

We cannot accept electronic submissions. All proposals must be submitted under sealed cover and a minimum of four copies plus the original of the proposal must be submitted.

5. In the context of this RFP, what is meant by the use of the term strategic framework versus strategic plan? How is the desired strategic framework different than a strategic plan? Can the CAC provide an example of a strategic framework that they regard as a model?

The CAC has used the term strategic framework to allow for creativity and innovation in the development of the tool that will be a clear guide for choosing current and future courses of action, priorities, and policies for the CAC. The CAC is not providing examples of a strategic framework in order to foster innovative and creative approaches from consultant(s).

6. Does the CAC consider the 2014 CAC Strategic Plan to be a framework or a plan?

The CAC considers the 2014 CAC Strategic Plan to be a traditional strategic plan.

7. What is the envisioned time span for both the framework and the implementation tool? 5 years? 10 years?

A time span has not been prescribed. The selected consultant may recommend a reasonable and effective time span for the framework and implementation tool for the CAC's consideration based on research and strategy considerations; ideally for a minimum of 5 years.

8. The timeframe for the development of Brand Identity and Messaging is quite short. What is the thinking behind the accelerated schedule for this component of the work and could it be extended somewhat if needed?

The development of brand identity and messaging can begin at any point in the project timeline identified by the consultant. The RFP specifies only the deadline for this work. The deadline for brand identity and messaging deliverables lines up with necessary preparation for a public roll-out of the new strategic framework beginning in January 2020. Brand identity and messaging will need to be prepared prior to the public roll-out. It is not anticipated that this deadline can be extended.

9. Can you share with us why the CAC would like to update the brand identity? What prompted this goal?

The CAC wants to ensure that its brand identity matches and effectively conveys any new strategic directions that come from this process, and that it resonates with public constituents. The selected consultant may make recommendations on brand identity changes or modifications for CAC's consideration based on research and strategy considerations. Recommended changes could be minimal or significant.

10. We noticed that the CAC completed and adopted a strategic plan in January 2014. Can you share with us what worked and did not work in this plan?

The CAC's strategic plan adopted in 2014 was created at a very different time for the agency. The CAC's budget has increased by more than \$20 million since the plan was developed. The CAC is focused on developing and adopting a vision and values and strategic framework that respond to the agency's current and future position, with a focus on addressing equity in all areas.

11. Can you elaborate on your expectations for "break the mold" process?

The CAC seeks to engage with a consultant(s) that can deliver beyond the traditional strategic plan document work product.

12. Will the CAC allow two teams (businesses) to joint propose for this RFP? If there are two firms bidding on this opportunity as a team where one firm specializes in strategic planning and the other branding and research, will you require both firms to submit references? And, can both firms submit qualifications to strengthen the scoring and overall qualifications?

Yes, joint proposals will be accepted. However, only one contract will be awarded, therefore one partner should be the lead proposer for contracting purposes. If submitting a joint proposal, the experience and qualifications of both businesses should be included in the narrative responses and it is recommended that references be provided for both businesses. Additional reference can be provided beyond the required worksheet.

13. If you could design and select a dream team for this RFP, what would that team look like?

An ideal consultant team will excel in all areas listed in the RFP section titled Minimum Qualifications for Proposers.

14. Who will be assigned from the CAC as a designated point person or group to work with the selected firm on the assignment?

The CAC's staff project manager for this contract will be Caitlin Fitzwater, Director of Public Affairs. The strategic planning committee of the CAC Council is made up of two Council Members. Those members, along with the CAC Executive Director and leadership staff, will most regularly engage with the consultant.

15. Many organizations separate the process of developing the vision/values and a strategic framework related to the overall functioning of the organization from the brand/messaging. What is your thinking/intent behind combining these processes?

Developing vision and values and strategic framework is a central priority of this contract, and ensuring public understanding and perception of this work is critically important. Combining these processes is a holistic approach that will allow for strategies and messages to thoughtfully be developed in tandem, leading up to a public roll-out in January 2020.

16. What are the traditional touch points for your brand and messaging? What new audiences/touch points do you anticipate?

Traditional touch points include the CAC newsletter, brochures, posters, social media, public meetings, website, and more. New touch points may be developed based on the work that emerges from this contract.

17. How do you anticipate you will manage the brand identity and messaging once it's developed? (internal resources/capacity to implement the external and internal visual, written, verbal, media, and electronic communication)

The brand identity and messaging recommendations will be implemented by internal staff resources.

18. Clarification: page 6 of the proposal reads "Recommendations for visual brand identity". Does this include the actual creation of the visual brand identity?

The actual creation of a visual brand identity is not a requirement of this RFP. It is only required that recommendations be provided for implementation by the CAC.

19. Do they have a governance plan? If yes, where can it be obtained?

The CAC does not have a "governance plan."

20. What agency is currently managing their brand?

The brand of the CAC is managed in-house. The selected consultant shall provide recommendations for implementation by the in-house team.

21. Are they open to an enhanced version of the RFP (that outlines additional scope of work options)?

The CAC is accepting proposals in response to the published RFP. Please note that the total cost of all tasks of this RFP cannot exceed \$120,000 total, including travel costs, parking, and mileage.

22. Is there a Steering Committee?

The strategic planning committee of the CAC Council is made up of two Council Members. Those members, along with the CAC Executive Director and leadership staff, will most regularly engage with the consultant.