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**Contra Costa Community College District Bid No. 4CD-85
Comprehensive Enrollment Recovery Program RFQ**

ADDENDUM NO. 1

Your attention is called to the fact that the following have changed:

1. 3.0 General Provisions — The below has been added to the General Provisions section.

DEBARMENT AND SUSPENSION. The Contractor warrants that it is not presently debarred, suspended, proposed for disbarment, declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.

Question and Answer:

1. **Question:** Is there any preference for a local agency or someone in California area?

Answer: No. We are looking for the best firm to help us add 15,000 new students back to our enrollment.

2. **Question:** With the delay of the RFP's sending, are the deadlines shown still applicable or have they been pushed back?

Answer: This phase of the process is for the Request for Qualifications (RFQ). If the vendor is deemed qualified and selected to move forward, the vendor will receive an invitation to respond to the Request for Proposal (RFP). All deadlines remain the same unless otherwise notified.

3. **Question:** For agencies that are short-listed, will there be an opportunity to schedule a virtual/live Q&A session?

Answer: Yes. Detailed information will be provided.

4. **Question:** Is 4CD looking for a sole provider for these services or will 4CD consider bringing in multiple providers with different specialties?

Answer: We are fully open to team-based bids.

5. **Question:** Does 4CD currently have a provider performing these services, if so who?

Answer: We do not have a provider of these services. We have technologies vendors that provide some of the infrastructure elements (as indicated in the RFQ), but we do not have a firm that is helping us with any of this work at the moment.

6. **Question:** What does 4CD currently do for their enrollment marketing?

Answer: We have marketing staff at the three colleges. They are very understaffed, do not have contemporary outreach systems, and are not working in a coordinated manner. They are talented and committed, but under-supported.

7. **Question:** Is there an incumbent? Do you currently work with an agency for these services today?

Answer: There is no incumbent. We do not have a provider of these services. We have technology vendors that provide some of the infrastructure elements (as indicated in the RFQ), but we do not have a firm that is helping us with any of this work at the moment.

8. **Question:** Do California or local agencies receive any type of preference?

Answer: No. We are looking for the best firm to help us add 15,000 new students back to our enrollment.

9. **Question:** Would the development of the brand be solely focused on the Contra Costa Community College District? Or would the new brand need also extend into the other three colleges?

Answer: The District and probably all three colleges. There may be one college that opts out of the branding update.

10. **Question:** How much of this audience is local vs. non-local?

Answer: If you mean the agencies that we are considering, we are looking for the best firm to help us add 15,000 new students back to our enrollment. If you

mean the students or prospective students we will be recruiting, most of them will be located in Contra Costa County, or very near the county. We have had some discussion of a national recruitment campaign for veterans.

11. **Question:** Has your headcount grown the past 2-3 years?

Answer: No. Over the last 10 years (2009-2019), the Contra Costa County population has grown by a little more than 10%; however, our District enrollment has declined by a little more than 20% over the same period. If we had grown at an equivalent rate as the county population, we would be serving over 70,000 students today. Instead we have settled in at around 50,000 students. And as we have all seen, this trend has only accelerated with the pandemic. In 2009, 6.2 percent of the county population attended one of our colleges. In 2019, only 4.3 percent of the county population attended a 4CD college. To hit our goal of 15,000 additional students (headcount), we will need to increase our penetration rate to about 5.5 to 6.0%.

12. **Question:** Who is your main competition?

Answer: To the west, Peralta Community College District (CCD). To the south, Chabot Las Positas CCD. To the north we have a large Bay that tends to diminish competition. To the east, we become quite rural, also diminishing competition. In the Bay area, there are 10 community college districts, several of them with more than one college in the district. In Contra Costa County itself, we are the only community college systems. Cal State East Bay has a campus in the county as well. The only other higher education institutions in the county are small privates.

13. **Question:** Will one of the final goals be to have both the marketing program and case management infrastructure to be self-sustained by 4CD's team after three years?

Answer: Yes. We are asking the agency to help us with a staffing plan and training to make the transition to self-sufficiency.

14. **Question:** In last year's marketing budget, what % of the budget was focused towards media costs?

Answer: We do not have a set number. We are looking to the firm to provide us with their recommendation.

15. **Question:** With the App-Based Case Management, I wanted to be sure I understood the request. Mainly you'd like us to support your current student lifecycle program using your current technology (e.g. Starfish) and adding additional tools (custom or off-the-shelf platforms) to help support current students to get them to sign up for additional classes. So, we'll audit, assess, and recommend an integrated platform that we will then implement to ensure students are currently nurtured to help them succeed.

Answer: Wow—you have provided a really good summary. Yes, that is what we are looking for. With this platform, we want each student to be able to see where they are on their pathway. We want our employees to see where students are on their pathway at the individual level and at various group levels (all history majors, all African American Students, all members of the volleyball team, etc.). We want the case management system to nudge/encourage students along their journey with a mix of AI messaging and “real person” messaging. Students will most likely use a phone to experience the system. Employees will likely use a computer and phone.

16. **Question:** In the RFQ, you speak about app-based case management infrastructure. Is the ‘app’ referring to a mobile application?

Answer: Yes. Students will most likely use a phone to experience the system. Employees will likely use a computer and phone.

17. **Question:** What roles is 4CD case managing today?

Answer: All three colleges are using a Guided Pathways framework to organize paths for students. Counselors, staff, and some instructional faculty (advisors) help students navigate down the path. With that said, the systems we use to support this framework are very limited.

18. **Question:** What areas of campus are you looking to expand case management to beyond today’s case managers?

Answer: Every area that is in charge of students should have access to the case management system. Counselors are the most obvious groups that need the ability to manage caseloads. But there are many others. Department chairs should be able to interact through the case management system with majors in their departments. Coaches should be able to interact with all of their team

members. The director of the honors program should interact with all honors students. The Umoja director should be able to interact with all African American students. A division dean should be able to see all students in the division. A faculty member should be able to interact with all students enrolled in his/her class, etc.

19. **Question:** What work if any has been done in identifying a CRM platform to support this scope of work? How many CRM licenses do you anticipate needing?

Answer: We have a department using Salesforce. Another using SendInBlue. But we have never done a full institutional assessment. I think we are going to end up sustaining about 20 campaigns (see the RFQ for a list). Each campaign will probably have a dedicated campaign manager and a small team that assists with outreach. If this is the approach we take, it could be as many as 100 licenses. We are completely open to other suggestions and approaches. We are looking for your professional guidance.

20. **Question:** Today you have 4 websites – would you to maintain that or would you like to move toward one platform as the initial landing page?

Answer: We can adopt a common back end for content management, but we will need to have four distinct and uniquely branded sites. Think of the District as General Motors and the three colleges as Cadillac, Chevrolet, and Buick. They are all one family, but branded individually.

21. **Question:** In Section 7.1 says: “The firm selected to lead this project will need to leverage existing relationships in California, preferably a five-star full service media firm applying its own dedicated resources”. What does "leverage existing relationships in California" mean, specifically? What kinds of relationships? Does this mean that the firm should be based or have an office in California? What weighting will this be given in the evaluation criteria for the RFQ?

Answer: I will admit this sentence sounds a little confusing—this happens at times when writing with lots of input. First, it does NOT mean we are focused on a California firm. We are looking for the best firm to help us add 15,000 new students back to our enrollment. What we were trying to communicate is the idea that our District and Colleges have long-standing relations with California municipalities, nonprofits, USDs, elected officials, etc. and we want to leverage these relationship in our outreach effort. Sorry about the confusing language.

22. **Question:** Would Contra Costa Community College District consider multiple firms to partner together for this work or are you looking for one firm to do it all?

Answer: Partnership are good to go. We wrote it with the idea that this would likely see a prime with subs. Big firms with all of the resources under one roof will be considered as well.

23. **Question:** Since this work involves branding, enrollment management, web, media, technology, personnel augmentation, who internally at Contra Costa would be leading this effort?

Answer: There will likely be a committee of three or four that oversees the overall project. This will likely include the Chancellor. The outreach infrastructure development will probably be led by the District PIO with input from college marketing personnel. The case management piece will likely be led by the Executive Vice Chancellor of Technology and Educational Services with input from College Vice Presidents. Each campaign (see RFQ for the list) may be led by an individual campaign manager, with a District level executive meeting regularly with all campaign managers. We are open to other suggestions, but this is our most current thinking.

24. **Question:** What systems and technologies are you currently using?

Answer: The RFQ provides a pretty good answer to this question.

25. **Question:** Do you have any recent research (pre or post Covid) that would indicate the reason for enrollment downturn?

Answer: I think it is basically lack of coordinated effort and dedicated resources by the District. Over the last 10 years (2009-2019), the Contra Costa County population has grown by a little more than 10%; however, our District enrollment has declined by a little more than 20% over the same period. If we had grown at an equivalent rate as the county population, we would be serving over 70,000 students today. Instead, we have settled in at around 50,000 students. And as we have all seen, this trend has only accelerated with the pandemic. In 2009, 6.2 percent of the county population attended one of our colleges. In 2019, only 4.3 percent of the county population attended a 4CD

college. To hit our goal of 15,000 additional students (headcount), we will need to increase our penetration rate to about 5.5 to 6.0%.

26. **Question:** What does 4CD mean by a “five-star full service media firm”?

Answer: Yeah. I did the final edit and missed this addition. I would have pulled it out. Regardless, we are looking for a great firm or team of firms to help us. We are not set on a local firm. We do not have an incumbent. We are not tied to a California company. We are looking for the best firm or team of firms we can find to help us do this work. Sorry for the confusing language.

27. **Question:** Has 4CD worked with any outside marketing, advertising agencies, or media buying agencies in the last 3 years? If so, who?

Answer: As chancellor, I am spear-heading this effort. I just arrived in the fall of 2020. I have been told we worked with a San Francisco Bay Area firm a few years ago to do some branding work and we were not happy with their work. There is no insider with an upper hand on this proposal.

28. **Question:** How much has 4CD historically invested in paid media in the last 3 years?

Answer: 4CD has invested in paid media advertising including social media advertising and billboards. The billboard alone cost about \$60,000 per year. We have also engaged in the media campaign through Comcast with substantial TV commercials in the past. This project is meant to jump start an enrollment campaign that is professional, contemporary, and of the appropriate scale for an institution that serves 50,000 students.

29. **Question:** What type of paid media has 4CD historically utilized? Digital ads? Print? OOH? Radio?

Answer: 4CD has utilized social media advertising, billboards and TV commercials. Other approach includes mailers, occasional print ads, and the like. We will need to ramp this up significantly.

30. **Question:** Does location of vendor factor into evaluation of proposals? I.e. are you looking for a local, Bay Area based vendor?

Answer: No. We are looking for the best firm to help us add 15,000 new students back to our enrollment. We do not care where the firm is located. It is about the quality of work.

31. **Question:** Can 4CD provide additional background information on their enrollment in the last 3 years, and the drop they've experienced during 2020-21?

Answer: Over the last 10 years (2009-2019), the Contra Costa County population has grown by a little more than 10%; however, our District enrollment has declined by a little more than 20% over the same period. If we had grown at an equivalent rate as the county population, we would be serving over 70,000 students today. Instead, we have settled in at around 50,000 students. And as we have all seen, this trend has only accelerated with the pandemic. In the last year, our enrollment has declined by about 15% across the district. At one of our colleges, new student enrollment has declined by 33%! In 2009, 6.2 percent of the county population attended one of our colleges. In 2019, only 4.3 percent of the county population attended a 4CD college. To hit our goal of 15,000 additional students (headcount), we will need to increase our penetration rate to about 5.5 to 6.0%.

32. **Question:** What type of staff augmentation / personnel support does 4CD anticipate as part of this project?

Answer: Good question. We will need to work this through with the selected firm, but here's what I (the Chancellor) am thinking right now. I am going to give you a long answer, because I want to think this through myself. There are basically three projects embedded in this RFQ: 1) build out the outreach infrastructure; 2) build out the case management infrastructure; and 3) run about 20 campaigns, leveraging the two infrastructures. Regarding the outreach infrastructure, the firm will work with our existing staff and existing technologies to build out the infrastructure. My guess is we do not need to add people to this project until we get toward the end of the three-year contract. At that point, we will need to assess how many people we need to add to maintain the system moving forward. Regarding the case management infrastructure, I suspect it will be developed much like the outreach infrastructure. Regarding the 20-ish campaigns, this is where we will need to augment staff. I will refer you back to the RFQ for a list of the 20-ish campaigns. But to give you a sense of how we might need to augment staff, I provided two campaign examples below.

Campaign Example #1: High School Students

We want to increase the number of existing high school students (high school freshmen, sophomores, juniors and seniors) who enroll in our dual enrollment or concurrent enrollment programs. Through these programs, high school students can take college courses that count toward college credit AND high school credit. They can take these courses for free. All the courses are fully transferable to major universities. Students who really apply themselves can finish a full year of college while they are in high school. Some can even finish their first two years of college while in high school. We already have an agreement with 25 of the 28 high schools in the county to offer these programs. We need to ramp them up for greater enrollment. The County Superintendent of Schools is eager to help promote this. We have the curriculum, programs and faculty basically in place to support a large ramp-up. However, we do not have the systems or personnel to reach out. Each college may have one or two outreach persons to manage the entire process and we give them little more than a phone, and email account, and a spread sheet to organize this work. The District Office does nothing to support their outreach efforts. With regard to the data set of student programs, there is a data set of about 4,000 students (and their parents), along with two to three professionals at each high school that need to coordination. Roughly speaking, Contra Costa College needs to reach out to 1,000 students, Diablo Valley College needs to reach out to 2,000 students, and Los Medanos College needs to reach out to 1,000 students. I suspect (I could definitely be wrong) that the colleges have enough staff to do meaningful outreach if they have an infrastructure that can maintain the data, track communications, manage some of the communications through AI, visualize the responses, etc. I would suspect we need a manager over the entire effort to make sure everything is coordinated, etc. My gut says this if probably a 0.5 person. In other words, maybe this manager could coordinate this campaign and one other.

Campaign Example #2: Unemployed

In Contra Costa County, our unemployment rate has increased by two-fold or more because of the COVID-economy. We now have about 43,000 unemployed persons in the county. We are working with the County Board of Supervisors to access this data set and want to reach out to each one of them, hold a conversation, talk to them about possible credit for prior learning, discuss their goals for re-entering the workforce, line these goals up with one of our

programs, enroll them, and track them all the way through to completion/employment. We have certificates and technical AA/AS degrees that lead to jobs, and many AA degree that lead to transfer. We have most of the educational programming in place. With regard to outreach, we have a small team that works in the workforce development space but they do not have the systems or personnel needed to reach out to 43,000 and process those who turn into active leads. My gut says we will need to add two or three full-time individuals to help with outreach. This campaign will also likely need a campaign manager. I suspect the manager will also be at 50%.

Additionally, IT staff has remained stagnant in terms of FTE for well over 20 years. It is unlikely that they will be able to take on the implementation and integration of a full blown CRM without added support at the get go.

33. **Question:** Does 4CD have historical performance metrics / benchmarks such as cost per lead (CPL) and cost per enrollment (CPE) that you could share with us?

Answer: We have not historically and do not currently have measures for CPL or CPE. We are looking forward to partnering with a firm that will bring this level of assessment to our institutions.

All other facts and specifications to this bid remain unchanged. Be sure to acknowledge receipt of this addendum in the Signature Page on page 12 of the RFQ.

Rod Herrera
Senior Buyer