

Transportation Demand Management (TDM) Education, Outreach, Marketing and Communications Request for Proposals

Questions and Answers

1. We understand that ARC would be releasing an RFP for GDO Evaluation soon. Our firm has been approached by a few primes to be on their team for that RFP as well. I wanted to reach out to check if ARC would allow a DBE to respond to both RFPs as a sub, if our scopes do not overlap.
 - A. *The essential work of the program will be done by the Outreach and Marketing Team. No member of the successful bidding team for the Outreach, Education and Marketing Contract can be part of the Evaluation Team whose primary responsibility is to independently review and report on activities of work the Outreach and Marketing Services.*
2. Can ARC please provide guidance on the contract type anticipated for the awarded contract?
 - A. *This is a fixed price contract.*
3. Would ARC allow bidders to include supplemental appendices for creative and design samples, which would be outside of the 30-page limit (understanding these are not a specified requirement of the RFP)?
 - A. *Yes.*
4. Can financial statements for the offeror be provided as an appendix, and not included in the page count for our submission (for context, some financial statements for publicly traded companies can be extensive)?
 - A. *Yes*
5. Is there a size limit for the file upload to the portal that offerors should be aware of?
 - A. *The portal has been tested up to 800 MB uploads. This should be sufficient for proposals; however, in the event that an entire proposal exceeds this the appendices may be separated into individual documents and uploaded.*
6. Would ARC consider submissions solely via the portal, versus the hard copy submission AND the portal in light of current social distancing measures across the country?
 - A. *No. One electronic copy and one hard copy must be sent to ARC per the instructions listed in the RFP. ARC physical offices are closed, but still receiving mail through the United States Postal Service. Please send your proposal via USPS with a tracking number. Please send the tracking information to Jill Goldberg at jgoldberg@atlantaregional.org.*
7. Would ARC allow submissions to include staff resumes as an appendix, excluding them from the 30-page limitation?

- A. *The 30 page proposal should include qualifications and technical competence of key project personnel of the consultant and subconsultants and their qualifications, including resumes. If you need to provide additional details about the team's experience and personnel, you may include their resumes as an appendix.*
8. Would ARC allow tables, charts, callouts, and graphics to use a font size no smaller than 8-point, rather than 10-point font?
- A. *No, ARC will not accept any font smaller than that specified in the RFP.*
9. A DBE partner is in the process of obtaining specific Georgia DBE certification. Since the process has been delayed by the COVID-19 response measures, may an offeror still complete Exhibit C on behalf of the pending DBE, and then provide the DBE certificate as soon as it is available? Please confirm acting in good faith prior to proposal due date will meet this requirement.
- A. *Yes, please provide documentation that the Georgia DBE certification has been initiated. Upon obtaining DBE certification, the certificate should be sent to ARC. Please note a firm cannot be counted towards a DBE goal until the certification is complete.*
10. Will you accept the fee proposal forms Exhibits B, B-2 and B-3 in a different format if we provide all the requested information? We understand this to be: direct labor rates; overhead factor, direct costs, subconsultant fees, travel costs and profit.
- A. *The overall format should not change; however, the offeror may use their discretion to best work the format into their proposal as long as all the requested information is included.*
11. Is a project budget by task breakout only requested for the base year, and not the option years?
- A. *Correct. The project budget by task is only requested for the base year.*
12. What is the prior year's media budget for this contract?
- A. *Approximately \$800,000 for 2019*
13. How does ARC expect the successful offeror to invoice for the awarded contract?
- A. *The successful offeror shall submit to the ARC, manager of the project electronically, via email monthly invoices for payment documenting work performed during the invoice period, monthly narrative progress reports and, all supporting documentation on the 15th day, no later than 20th day of the following month.*
14. Can you provide (1) the previous incumbent's name (2) the previous incumbent's budget and (3) the estimated budget for the current project?
- A. *In the previous contract cycle the marketing and outreach contracts were separate. The Georgia Commute Options outreach and education program was held by AECOM with a total contract*

budget of approximately \$8.37 million over three years. The Marketing contract was held by Wunderman Thompson and the total contract amount was \$8.13 million over three years.

15. The range provided (“will be between \$4,600,000 annually”) for available funds appears to be missing some information, can ARC please update the anticipated range?
 - A. *The contract amount is anticipated to be \$4,600,000 annually.*
16. What was the total amount spent with the incumbent and the subcontractors for this contract last year?
 - A. *The total amount spent for the GCO outreach and education program in 2019 was approximately \$3 million. The total amount spent for the GCO marketing and communications consultant in 2019 was approximately \$2.25 million.*
17. Is there a minimum revenue requirement from the Prime Contractor for this contract?
 - A. *No, there is no set minimum amount required, however, a Prime Contractor should be highly skilled and capable of performing, overseeing and managing all aspects of the contract.*
18. Is 4.6 the all-in budget or is that inclusive of agency fees, production, media, hard costs etc.?
 - A. *The anticipated \$4.6 million annual budget must include all deliverables for the entire scope of work including hard costs, media buys, production, agency fees, promotional items, printing, etc. Every element necessary to successfully deliver the GCO scope of work must be included within the budget.*
19. Is there a specific way that you would like to see the pricing broken out?
 - A. *Yes, an estimated allocation amount to each of the tasks identified in the RFP for the year.*
20. How many people have downloaded the app? What are the performance/usage goals for the app?
 - A. *There are approximately 1,600 users on both of our Android and iOS mobile apps, but this is only about 18% of our active users. A performance usage goal would be to shift more of our web-based users to our mobile applications. App downloads, MyGaCommuteOptions mobile registrations and logging data are all benchmarks that should continuously be shared.*
21. Can you clarify the scope/expected activities of “supporting all program related paperwork and commuter correspondence related to the ride-matching database system”?
 - A. *There are no paper applications to be received except for the Carpooling (\$40-\$60 gas card) Program. Carpool applications/materials are received electronically via fax or emailed. Which for now are documented via google docs. This is all subject to change later this year. Commuter correspondence refers to responding/answering all commuter questions, inquiries received regarding not only Ride matching but all incentive programs from How do I sign-up, Eligibility requirements each program, how are rewards/payments are processed, etc.*

All technical correspondence with commuters is handled by our software consultant, Agile Mile.

22. Regarding commuter correspondence for ride-matching support, can you please tell us the operating hours and average call and live chat volume for the call center?

*A. The Call Center operating hours are Mon-Fri 8:00 am. to 5:00 p.m.
Average Phone Call volume are about 200 per month, live chat volume is about 45 per month. Calls/Chat volumes may depend on the current activities/promotions in the region.*

23. For Platform Support – what is the content management system that is currently being used?

A. MyGaCommuteOptions.com is administered through Agile Mile and the CommuteOptions.com site is on Wordpress.

24. How are audiences prioritized in media and outreach? Is there equal focus between commuters, employers and other stakeholders or is one group prioritized?

A. The audiences aren't prioritized, but the tactics and messaging should be specific to a commuter or B2B audience.

25. Would you like creative to stay within current brand guidelines or is there an appetite for exploration?

A. We are open to an evolution of the brand but would require a data-driven approach to making those decisions.

26. How does ARC measure the success of their advertising efforts?

A. It depends on the medium. For OOH we measure the value of our spend from spots guaranteed vs spots delivered and total impressions. For broadcast and terrestrial radio we look at TRPs and value-add. For digital mediums the primary reporting metrics are impressions, clicks and click-through rate, total conversions and cost per conversion. For digital video we expect to see all of those same digital metrics as well as video completion rates. For any programmatic advertising and paid search we also expect to see reporting on keyword performance and average position of placement. For paid social we expect to see reporting on impressions, clicks, results, CPC and cost per result.

27. Is ARC currently able to tie offline behaviors/sales to marketing initiatives?

A. ARC is able to make correlative statements regarding the relationship between specific marketing initiatives and changes in commute behavior as seen in the regional ridematching database or in year-over-year changes in GCO modal promotions participation. This can also be done through surveys or other forms of anecdotal information. However, ARC is careful to not make broad, causal claims on the relationship between marketing initiatives and region-wide behavior change without strong evidence.

28. Does ARC maintain an existing pool or respondents from which to build focus groups, invite to surveys, etc., or will this require new recruitment?

A. We can survey existing GCO commuters and employers. For general commuter focus groups and panel surveys the firm awarded the contract would be responsible for recruiting.

29. Does ARC have any audience research or info that can be shared, such as personas, decision cycles, or detailed demographics, psychographics or behavioral data?

A. ARC has a number of demographic and behavioral data sources that can be shared with the successful offeror. That firm will be expected to do additional, independent market and consumer research deemed necessary to develop a successful campaign.

30. The RFP notes a comprehensive, integrated marketing and communications plan (one to three years). Will this be one plan to encompass three years of the contract or one plan per year?

A. There should be an overarching Marcomm plan that guides efforts over the course of the contract as well as an annual implementation plan.

31. With respect to other direct costs, does ARC expect the offeror to include printing outreach materials? If expected, can GCO please provide the average printing estimates for a full calendar year?

A. The contract recipient will be responsible for printing costs associated with materials. The number of those materials may be subject to the recommendations of what is necessary for their outreach team to successfully interact with their target audience.

32. The RFP on page 5, item 7 requests a technical approach to producing the work described in Appendix A. Page 14 of Appendix A, in the second paragraph under the heading 'Task 4: Modal-based TDM Promotions'; is found the phrase "...respondents must propose at least three promotional concepts...". The word "respondent" implies this is a requirement of our proposal. Please clarify if this is the intent and if these concepts are subject to the 30 page limit stated on page 7.

A. Those awarded the contract will be required to develop multiple creative concepts for promotions. We do not require that to be a part of the proposal.

33. You mention a robust media plan and outlined a number of potential tactics. What is your current media budget?

A. 2019 approximate budget for media buys was \$800,000.

34. Have you had any previous challenges or pain points with media management, reporting, or optimizations? If so, what were they?

A. No.

35. How do you currently measure media effectiveness?

- A. *For awareness efforts, we have used a panel survey to measure brand recognition and the awareness of our incentive programs. For consideration and conversion metrics we expect reporting on site traffic, social engagement, App downloads, MyGACommuteOptions registration, logging data and any additional conversion actions associated with specific tactics. For paid advertising there should be specific reporting. For OOH we measure the value of our spend from spots guaranteed vs spots delivered and total impressions. For broadcast and terrestrial radio we look at TRPs and value-add. For digital mediums the primary reporting metrics are impressions, clicks, click-through rate, total conversions and cost per conversion. For digital video we expect to see all of those same digital metrics as well as video completion rates. For any programmatic advertising and paid search we also expect to see reporting on keyword performance and average position of placement. For paid social we expect to see reporting on impressions, clicks, results, CPC and cost per result.*
36. Is it correct to assume that paid media is included in the overall budget? If so, what percentage of the overall budget is typically invested in media?
- A. *Approximately half of the previous marketing and communications contract budget was allocated to media buys.*
37. Can public relations efforts and communications be managed digitally, or would you prefer PR consultants to be in Georgia?
- A. *It is not a requirement that PR consultants be located in Georgia, but it would be preferred to have someone local.*
38. Do you have an existing social media strategy? If so, what are your core objectives?
- A. *Our primary objective is to build our following and engagement across social channels. Presenting the specific strategy going forward will be up to those awarded the contract.*
39. Over the past few years, have you seen a shift in audience using and preferring digital points of contact over printed materials?
- A. *Yes, we have certainly seen an increase in digital engagement, but still rely on printed materials in many of our outreach efforts.*
40. Task 11: Creative Design, Content Creation and Collateral Materials - On average, how many new deliverables are created each year?
- A. *The successful offeror is expected to produce a variety of materials to support ongoing marketing efforts through social media and to support the outreach and TMA efforts as needed. The program organizes 3-4 modal promotions each year and the contractor is expected to develop a suite of creative materials to support each -in some cases this includes, social content, partner materials (like flyers, handout cards and posters), landing pages, sample content, etc. The program also performs at least two media buys each year and would expect updated creative materials for each to include multiple creative options for OOH, digital banner ads, social ads, SEM, and potentials streaming and terrestrial radio ads as well as broadcast video spots (15s and 30s)*

41. What types of materials are used/produced most frequently?

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42. Are printing costs included in the overall budget or is that handled by GCO?

A. Printing costs are included

43. What is the annual media budget?

A. The media budget has varied by contract year and averaged approximately \$1 million annually over the three-year contract period. The specific amount allocated to media buys each year has been determined by numerous factors including what phase of the campaign GCO was in and what assets were available for use during a media buy.

44. Will ARC be looking for new creative concepts or revisions/modifications to current concept?

A. Both- We would expect at least one full creative campaign with multiple campaigns that include revisions/modifications of materials. But, even in those instances, all new ad materials, collateral, photography and digital design will be expected.

45. Regarding, assisting in development of marketing materials, can ARC provide more detail about the following requirement: "Awardees will submit required reports to ARC utilizing the regional reporting system."?

A. Most reporting will be done through the regional TDM customer relationship management (CRM) software, which is currently Salesforce. This is used to track outreach activity (meetings and events) and any information relevant to employer and property manager partner organizations. The evaluation team collects a specific set of awareness measures including emails campaigns sent, social follower growth and engagement and website data monthly.

46. Your mention innovative research. What kinds of research would be most useful for ARC and GCO?

A. The outcomes for any research should be applicable within the contract period or support a regional partner or initiative. The types of innovative research that would be useful to ARC could vary widely, but should be focused on the end goal of increasing the program's ability to reduce single occupancy vehicle trips in the Atlanta region. Innovative research might focus on: new technologies that could assist in TDM, new methodologies for TDM outreach and/or marketing,

market segmentation that associates transportation-related behavior to any number of demographic or geographic variables; etc.

47. Will the surveys be of employers, employees, or both?

A. The surveys are of employees at employer partner sites. The consultant will need to ensure that the data related to employer partners in Salesforce is correct before determining which engagement level each partner will be categorized as.

48. How many surveys does ARC anticipate the selected consultant will need to conduct for each group?

A. Engagement levels are internally-facing criteria and are not shared externally, but ARC would estimate, based on current Salesforce data, that the consultant will conduct somewhere between one and two hundred surveys.

49. Can ARC tell us how many employers are currently in each of the employer engagement levels?

A. GCO has approximately 275 employer partners. Engagement levels are internal facing only and the selected consultant will need to ensure that the data related to employer partners in Salesforce is correct before determining the correct engagement level category for each partner. GCO strives to move employer partners through each level to achieve maximum program participation.

50. Does the ARC have its own survey tool (e.g., Salesforce add-on, Salesforce Marketing Cloud, SurveyMonkey, etc.) that the selected consultant must use, or can bidders propose to use their own survey software (and therefore account for this expense in their budgets)?

A. ARC does have access to survey tools (Typeform and Salesforce) that will be made available to the consultant, but the bidder is welcome to propose the use of their own survey software if they feel like that would be the best approach to conducting surveys.

51. Do you have existing research on the demographics, behaviors and needs of your targets (employers, property managers, local governments and commuters) in your designated markets?

A. The program maintains research specific to the service area as well as commuter data gathered from the Regional Commuter Survey conducted in 2019. The successful offeror, however, must demonstrate an understanding of the service area and market using analysis and research that would augment the program. ARC does have demographic and behavioral data on our designated markets. ARC uses Longitudinal Employer-Household Dynamics (LEHD) data, other census data, and data obtained through ArcGIS Online to understand the demographics of our markets. In addition, ARC uses survey data – including the Regional Commuter Survey (last conducted in 2019) and any employer or market-level surveys conducted by GCO and the TMAs – to understand behaviors and demographics of specific markets.

52. Do you have existing performance data on the requested tactics outlining past performance, what worked, what did not?

- A. *The program CRM captures performance metrics. Baseline data for employer partners was determined in 2017 to measure growth of the employer outreach program. Required employer meetings and commuter events are tracked in the CRM and reviewed on a monthly basis to determine effectiveness. Customer Service ratings are tracked and monitored using the Live Chat reviews on the GCO website. Surveys from regional trainings are reviewed and analyzed on a regular basis.*

53. What are the organizations primary KPI's

- A. *The successful offeror will be expected to propose their own specific KPIs that are achievable in the contract period. Programmatic performance is measured on several criteria, which are categorized into "Awareness", "Influence", "Participation", and "Impact". Awareness captures the extent to which GCO makes commuters aware of the program, and includes metrics such as: email campaigns, listserv subscribers, social media followers and engagements, and earned media. Influence captures the program's relationships with employers and property managers in the region, measuring the number of partners and the extent to which we have helped them build a commute options program. Participation captures commuter engagement with GCO program, such as our logging app, incentives program, and the various modal promotions that we run throughout the year. Finally, Impact captures the measurable impact of these various efforts in terms of emissions reduction, vehicle miles traveled reduction, and change in clean commute percentage at employer partner sites. For awareness efforts, we have used a panel survey to measure brand recognition and the awareness of our incentive programs. For consideration and conversion metrics we expect reporting on site traffic, social engagement, App downloads, MyGaCommuteOptions registrations, logging data and any additional conversion actions associated with specific tactics. For paid advertising there should be specific reporting. For OOH we measure the value of our spend from spots guaranteed vs spots delivered and total impressions. For broadcast and terrestrial radio we look at TRPs and value-add. For digital mediums the primary reporting metrics are impressions, clicks, click-through rate, total conversions and cost per conversion. For digital video we expect to see all of those same digital metrics as well as video completion rates. For any programmatic advertising and paid search we also expect to see reporting on keyword performance and average position of placement. For paid social we expect to see reporting on impressions, clicks, results, CPC and cost per result. All of these metrics should drive toward specific KPIs that are proposed by the offeror.*

54. What are ARC's top priorities for Analytics and Reporting? What success metrics is ARC most interested in tracking?

- A. *The offeror will be expected to propose their own specific KPIs that are achievable in the contract period. Programmatic performance is measured on several criteria, which are categorized into "Awareness", "Influence", "Participation", and "Impact". Awareness captures the extent to which GCO makes commuters aware of the program, and includes metrics such as: email campaigns, listserv subscribers, social media followers and engagements, and earned media. Influence captures the program's relationships with employers and property managers in the region, measuring the number of partners and the extent to which we have helped them build a commute options program. Participation captures commuter engagement with GCO program, such as our logging app, incentives program, and the various modal promotions that we run throughout the year. Finally, Impact captures the measurable impact of these various*

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55. Does ARC have any audience research or info that can be shared, such as personas, decision cycles, or detailed demographics, psychographics or behavioral data?
 - A. *ARC has multiple resources that will be shared with the selected team, but they will be expected to supplement with independent market research as well.*
56. Can you share recent performance metrics from recent media campaigns?
 - A. *Any existing metrics, strategies and programs available from past efforts will be shared with the successful proposer.*
57. Desired work live date? We have work start and work complete but if there are defined key timeframes and milestones we need to hit please advise.
 - A. *Staff and team should be in place July 1. Your implementation and transition plan should be a part of your proposal.*
58. Given the current climate, training seminars would likely need to be conducted virtually. Do you have these capabilities, do you need recommendations or would this be a focus later in the year?
 - A. *ARC does have the necessary software to conduct meetings and/or trainings virtually and has experience in doing so. However, the proposer should feel free to make recommendations regarding virtual training if they have knowledge, experience, or expertise in this field. It will be the selected party's responsibility to manage and administer all virtual trainings.*
59. Are there other organizations or brands that you aspire to?
 - A. *There are many innovative, creative and successful organizations and brands, but GCO is a unique program working in a specific area and we work every day to deliver the best program to Georgia.*
60. What departments and roles will we be interacting within both the ARC and GCO organizations?

- A. *The successful offeror will work primarily with the Marketing and Communications and Outreach staff with frequent interaction with incentives, technology and evaluation staff. The consultant will also be expected to work with the seven Transportation Management Associations in the region at the direction of ARC.*

61. What policies and procedures we need to be aware of, routines, requirements?

- A. *The successful offeror must send invoices and monthly reports to ARC on the 15th of each month. They must attend the monthly Stakeholders Meeting hosted by ARC on the second Wednesday of each month. They should expect to present quarterly and annual reviews each year and to meet weekly with primary ARC contacts. Enter your employer and property manager partner activities in the program's CRM system regularly. The successful offeror will be expected to provide monthly marketing reports and fill out the monthly awareness measures report provided by evaluation staff.*

62. Is the successful offeror responsible for handling all customer service support, including the call center?

- A. *Yes, with the assistance, guidance of ARC and/or the Agile Mile Support Team. Just to be clear, the successful offeror will be the "Call Center". A dedicated phone line will have to be assigned through our current Vonage System / Hotline to the "OA's" (Outreach Assistance)*

63. Do funding limitations relating to carbon footprint assessment include GCO schools curriculum aimed at measuring air quality and pollution impacts of transportation choices?

- A. *GCO schools is part of the overall GCO program and is governed by the same set of rules related to funding and reporting as is all the entire GCO program of work that is funded through CMAQ guidance. GCO works closely with the entities that provide regular carbon footprint assessments for the region.*