California Tobacco Control Program Advertising Campaign CDPH Solicitation (RFP) #17-10048

Pre-Proposal Webinar

July 12, 2017

WELCOME TO CALIFORNIA

AMERICA'S LARGEST NON-SMOKING SECTION

Thank you for your interest and attendance

- **RFP designed with agencies in mind**
- **CTCP's Goal: effective, relevant campaign**

Agenda

1:30 p.m. – Welcome

1:35 p.m. – CTCP Overview

1:55 p.m. – Advertising Process & Media Landscape

2:05 p.m. – Program and Media Evaluation

2:20 p.m. – Request for Proposals (RFP) Overview

2:35 p.m. - RFP Timeline & Stages

2:45 p.m. – Questions & Reminders

Housekeeping

- Answering RFP-related questions
- Questions during webinar

  Submit through Chat feature or over phone when lines opened

  Provide name and agency for either method
- Materials will be posted on TCFOR

- Disclaimer

  Open, Competitive Procurement

  Email CTCPMediaRFP@cdph.ca.gov with RFP questions

  No phone calls, please

CTCP OVERVIEW

Valerie Quinn, M. Ed.
Chief, Media Unit | California Tobacco Control Program

New State Laws – 2016 a big, BIG year

- Tobacco 21
- E-cigarettes definition added: same tobacco/smoking laws
- Updated CA Smokefree Workplace law: closed loopholes
- State tobacco licenses increased
- All schools tobacco-free
- Prop 56: $2 tax added, voters passed 64% vs. 36%

Brief History of CA Tobacco Tax Initiatives

- Prop 99 passed Nov 1988. Raised tax 25¢ per pack

- Nov 2016, Prop 56 voters overwhelming passed $2 per pack tax & equivalent amount on other tobacco products, including e-cigs.
  - 11% earmarked for CA Tobacco Control Program
    - Media, community, evaluation
    - Accelerate eliminating tobacco related disparities -15%
    - Reason for this RFP

California: End the tobacco epidemic by 2035

- #1 preventable cause of death
- Attainable for California
- Combination of tax, resources, new laws
- Media is instrumental

Fiore, Michael, Tobacco Control in the Obama Era, Substantial Progress, Remaining Challenges. NEJM; 375915): 14211-1412. October 13, 2016

The source of this epidemic is the tobacco industry

"...there is no valid health argument in defense of smoking, and frankly, we feel no compulsion to bend over backwards to spare the feelings of those persons who encourage and promote a known lethal activity and dangerous drug addiction."

Dr. Kenneth Kizer, State Health Officer,
Congressional Testimony
1990

CTCP Goals

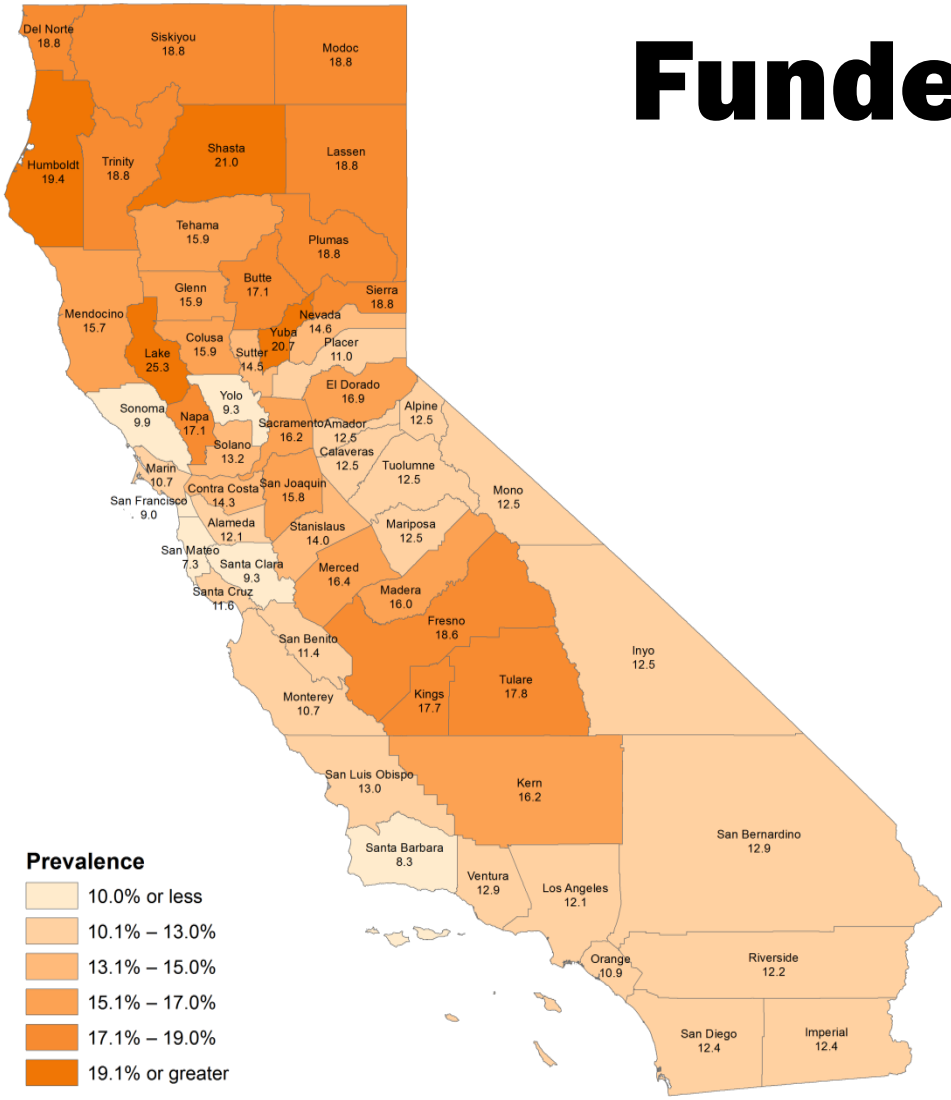
Goals

- Reduce Exposure to Secondhand Smoke (SHS) & Tobacco Waste
- Limit Tobacco Promoting Influences
- Reduce Availability to Tobacco
- Provide Cessation Services

Outcomes

- Decrease Tobacco Consumption
- Decrease Tobacco Use Prevalence
- Decrease Youth Uptake of Tobacco
- Decrease Exposure to SHS

CTCP Activities & Funded Partners



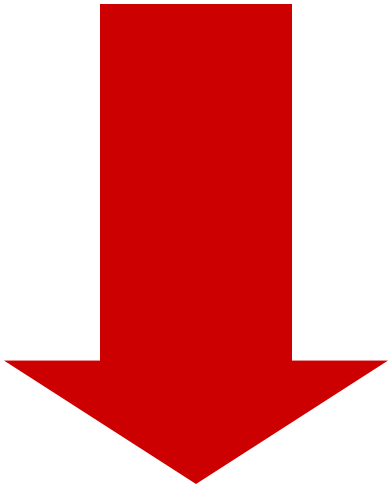
- 61 Local Health Departments
- 38 Competitive Grantees
- Statewide Media Campaign
- Statewide Evaluation
- California Smokers' Helpline
- Technical assistance partners to assist local projects

Source: California Adult Smoking Prevalence by county, 2014/2015; CountyHealthRankings.org

Media & Communications Unit

- Structure
- Experience
- Collaborative
- Fun!

Denormalize Tobacco



Prevention & Cessation

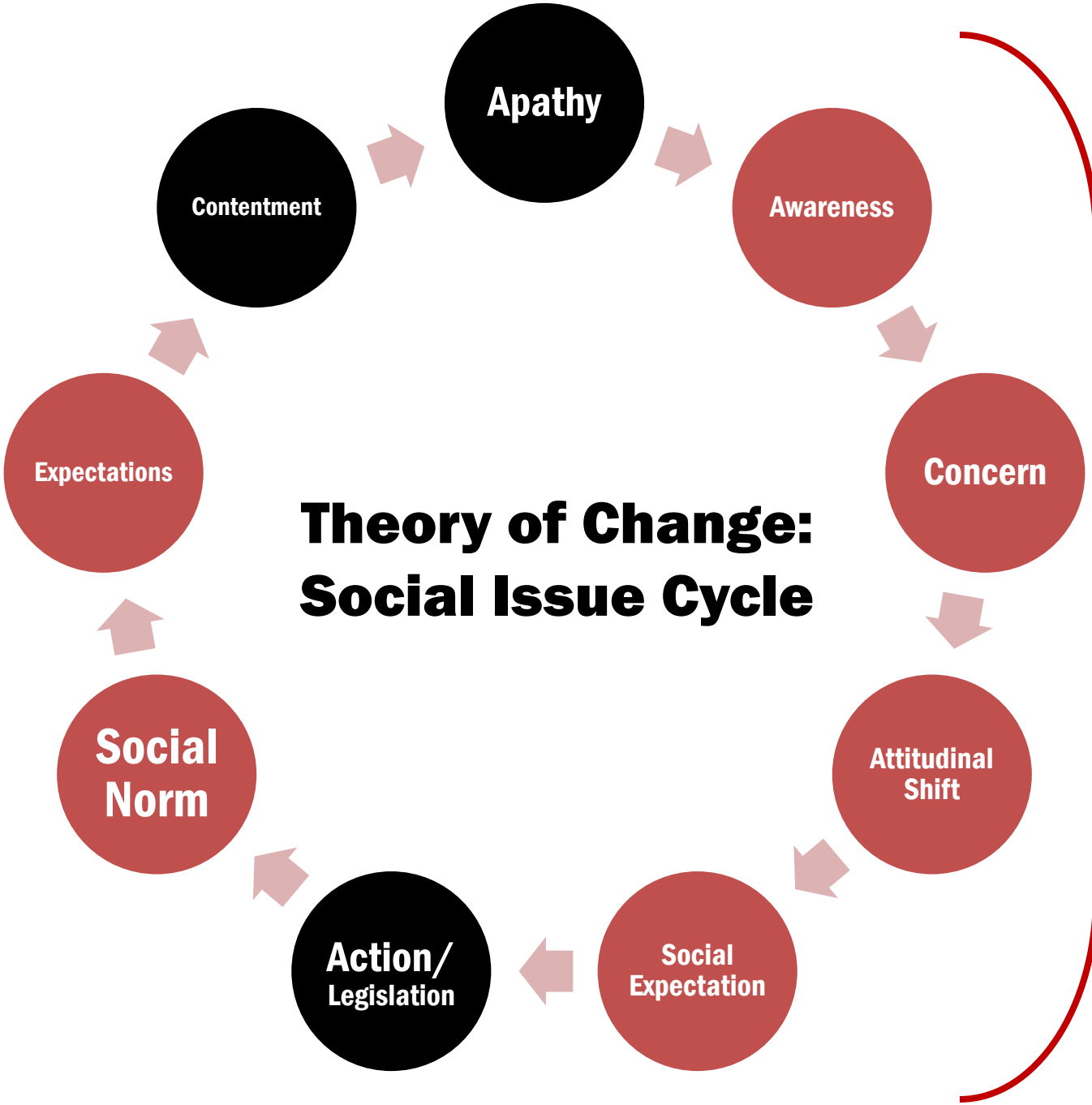
Social Norm Change

Lasting change in youth behavior regarding tobacco can only be secured by first changing the adult world in which youth grow up.

NO

Youth-Targeted Media Effort

Theory of Change: Social Issue Cycle



The **Media Campaign** is the engine to that keeps this cycle moving.

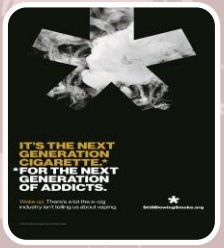
It is directly responsible for creating **public awareness** & **concern**, producing **attitude shifts** and **social expectation**.

The California Intervention

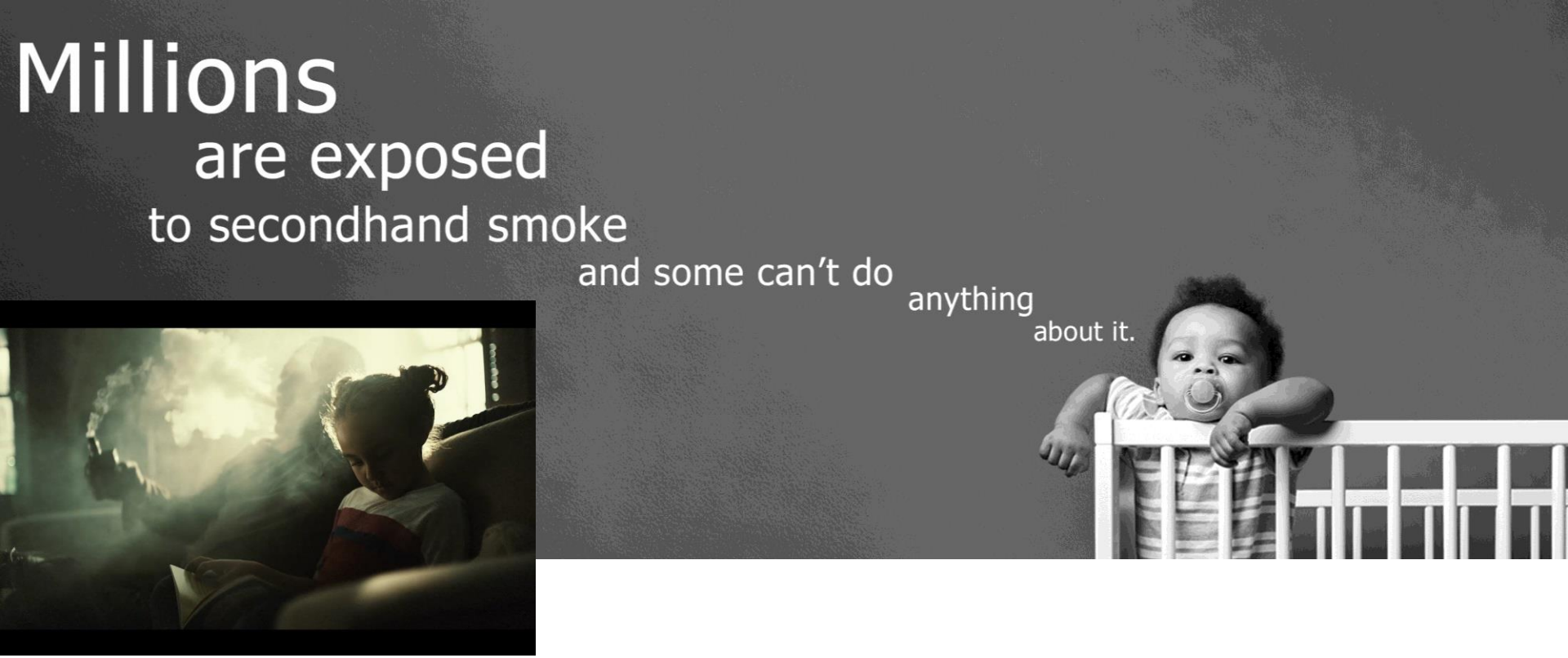
Media + Community Engagement = Social Norm Change

Media Campaign’s Job

Media Campaign Strategies



- Eliminate Second-hand & Thirdhand Smoke Exposure
- Limit Tobacco Industry Influences
- Reduce Availability of Tobacco
- E-cigs and other tobacco products
- Toxic Tobacco Waste-Environment
- Promote & Support Cessation



Reduce secondhand smoke exposure and increase the number of smoke-free areas

- **Engage complacent Californians by making secondhand & thirdhand smoke a relevant concern**
- **Emphasize dangers in apartments/multi-unit housing, public spaces, or areas adjacent to public spaces**

Expose the industry

- Reduce acceptance of the tobacco industry and products
- Tobacco companies are convicted racketeers – their business is **not** just like any other business
- Masters of deceptive marketing tactics
- Glamorization of smoking in movies and television

Reduce availability of products and how promoted

- Reduce access to tobacco at retail locations.
- Flavored tobacco products including menthol lures youth. Starter products!
- Make public aware of the tobacco industry's marketing practices.

Counter E-cigs & Other Tobacco Products

- E-cigarettes, hookah, little cigars/cigarillos, smokeless tobacco
- New ‘smoking’ definition
- Patterns - Social (light/occasional), poly tobacco use

Toxic Tobacco Waste- Environmental

- Expose the environmental harm and role of industry
- Engages nonsmokers, priority populations
- Alarming facts:
  - Leach toxins into the environment
  - Filters are plastic - do **not** biodegrade
  - Most littered item

Promote availability of cessation services and increase quit attempts

- **Telephone counseling from trained specialists**
- **Six languages**

ADVERTISING PROCESS & MEDIA LANDSCAPE

Julie Lautsch
Specialist, Media Unit | California Tobacco Control Program

Total Market Targets

GENERAL PUBLIC
(MULTICULTURAL & ENGLISH PREFERRED BILINGUAL)

- Adults 21+, male and female
- Primarily nonsmokers - 89% of CA population
  - Smokers, 11% of CA population
- Low-to-moderate income segment
- Statewide

Special Population Targets

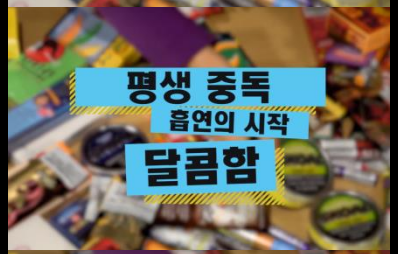
- Hispanic
  - Consume Spanish media
  - Bilinguals, Spanish Preferred
- Asian
  - Consume in-language media
- Populations with unique cultures and tobacco-related challenges:
  - African American
  - LGBTQ

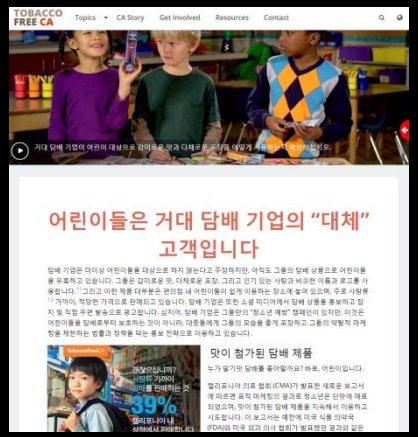
Connecting the Dots

English

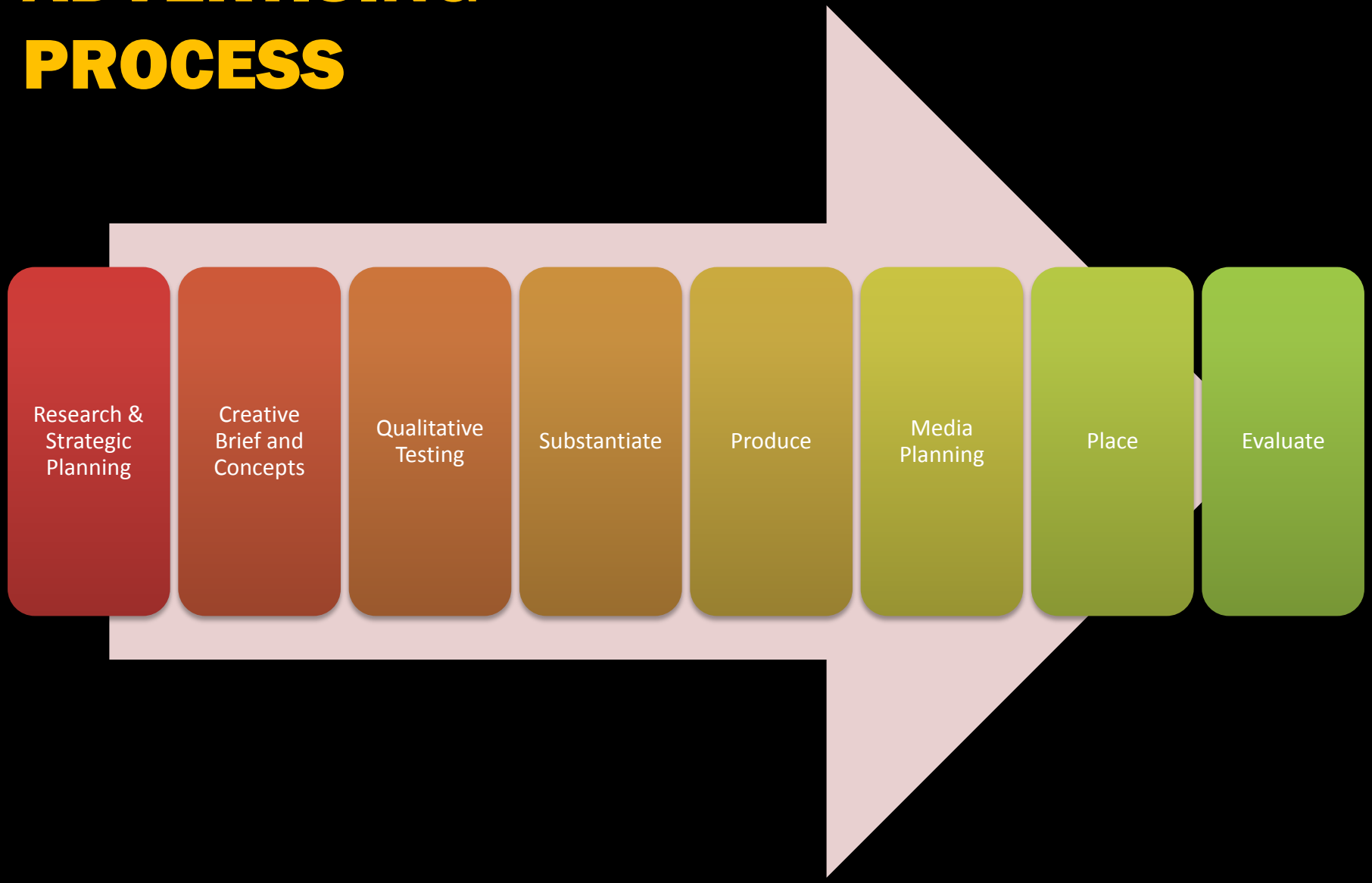
Spanish language

Asian languages

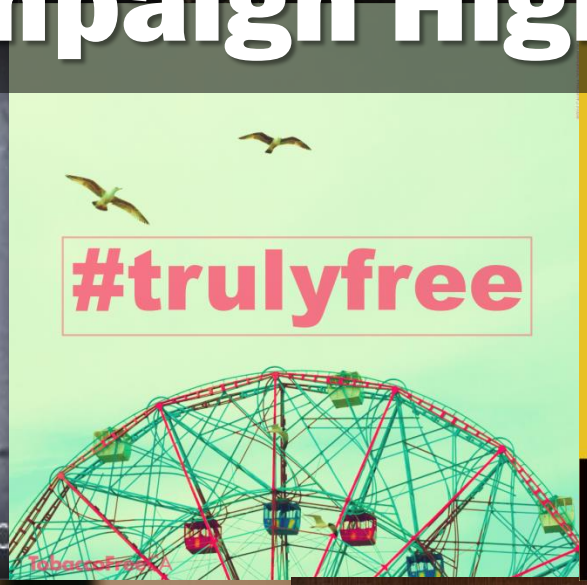


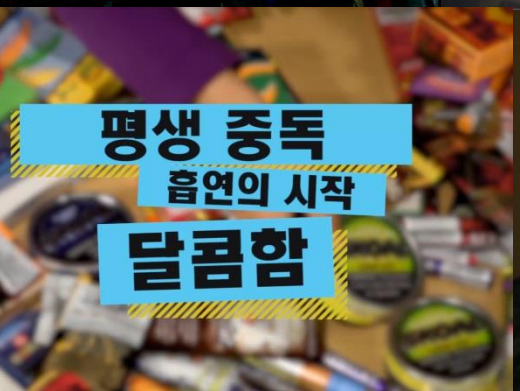


ADVERTISING PROCESS

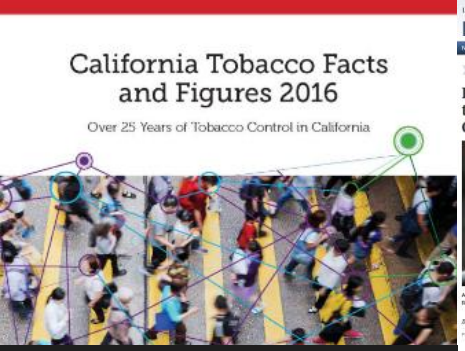


Advertising Campaign Highlights

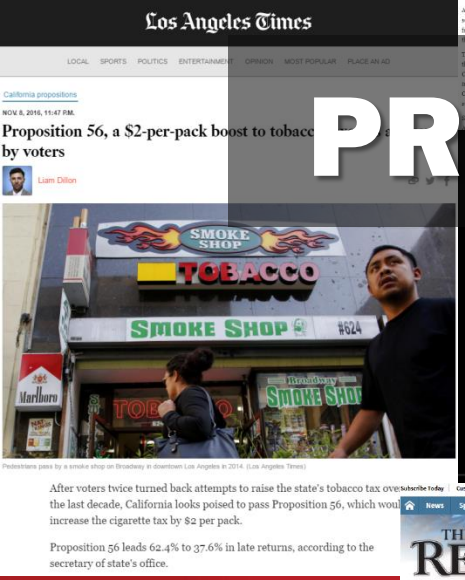


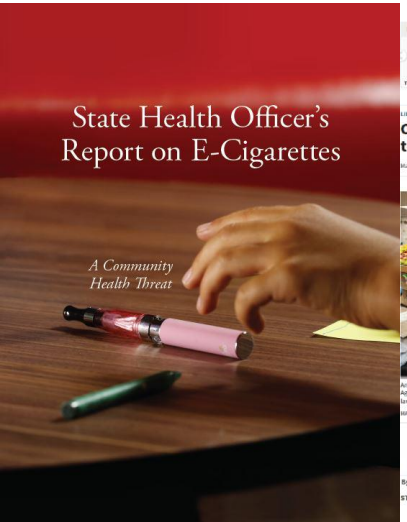


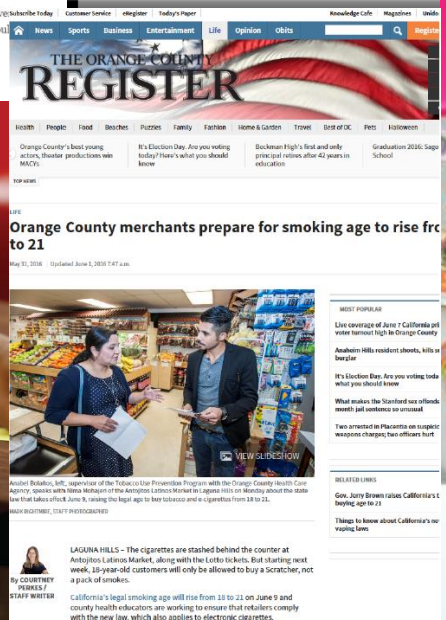
PR Campaign Highlights



NEW
TOBACCO 21
News BriefingTeleconference
June 9, 2016

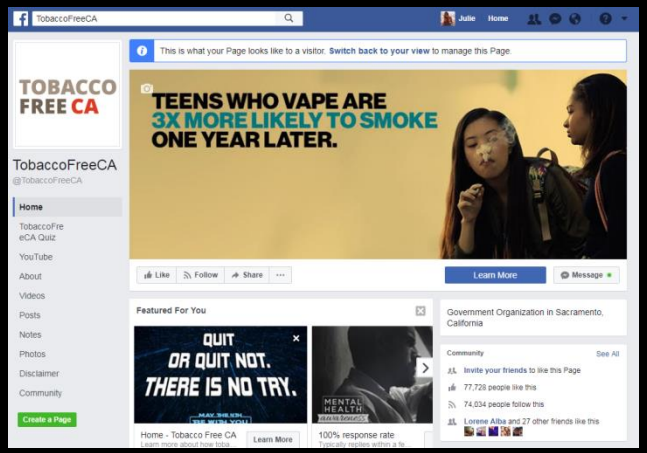


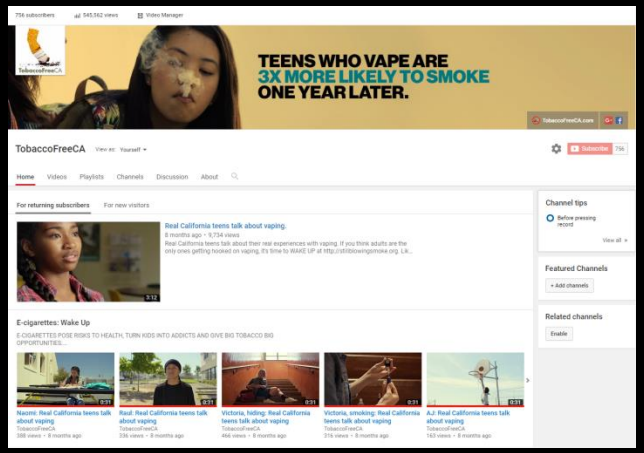




California
Leading the Battle Against Big Tobacco

TOBACCO FREE CA
Topics
CA Story
Get Involved
Resources
Contact
Cigarette Butts Are Toxic Waste
LEARN MORE
INSIGHTS IDEAS
Featured content just for you
NEW
The sale of tobacco products

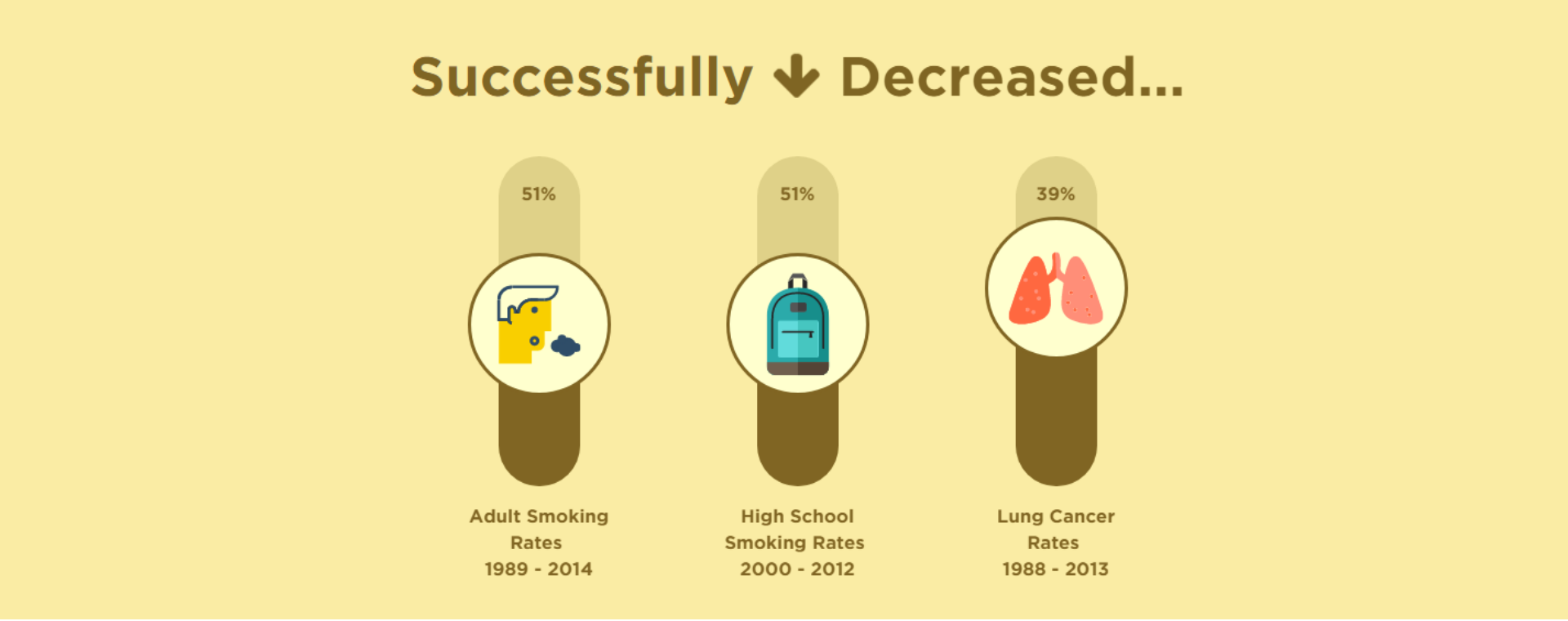

TobaccoFreeCA
Julie
Home
This is what your Page looks like to a visitor. Switch back to your view to manage this Page.
TOBACCO FREE CA
TobaccoFreeCA
@TobaccoFreeCA
Home
TobaccoFreeCA
YouTube
About
Videos
Posts
Notes
Photos
Disclaimer
Community
Create a Page
TEENS WHO VAPE ARE 3X MORE LIKELY TO SMOKE ONE YEAR LATER.
Like
Follow
Share
Learn More
Message
Featured For You
QUIT OR QUIT NOT. THERE IS NO TRY.
MENTAL HEALTH
Home - Tobacco Free CA
Learn More
100% response rate
Government Organization in Sacramento, California
Community
See All
Invite your friends to like this Page
77,728 people like this
74,034 people follow this
Lorene Alba and 27 other friends like this


TEENS WHO VAPE ARE 3X MORE LIKELY TO SMOKE ONE YEAR LATER.
TobaccoFreeCA
Home
Videos
Playlists
Channels
Discussion
About
For returning subscribers
For new visitors
Real California teens talk about vaping.
E-cigarettes: Wake Up
Channel tips
Featured Channels
Related channels

StillBlowingSmoke.org
Español
HEALTH
KIDS
BIG TOBACCO
ARTICLES
There's a lot the e-cig industry isn't telling us about vaping.
Wake up.

NOMASBUTTS
En Español
CIGARETTE BUTTS ARE NON-BIODEGRADABLE AND TOXIC
KNOW THE FACTS // GET INVOLVED // WATCH THE VIDEOS

Healthy Stores for a Healthy Community
CAMPAIGN
GET INVOLVED
MEDIA CENTER
FIND COUNTY
Facing The Facts
Each year, 12,100 kids under 18 become new daily smokers and 40,000 California adults die from smoking.
Each year, the average California teen consumes the equivalent of 39 lbs of sugar from sugary drinks.
More than 80%
of all deaths in California are caused by chronic diseases such as cancer, heart disease, stroke and chronic respiratory diseases. Many of these deaths can be prevented by eliminating tobacco use, limiting alcohol intake, eating healthy and being physically active.
In California, sexually transmitted diseases (STDs) are at a 20-year high with nearly 250,000 new cases of STDs reported in California in 2015.
Almost 1/3 of California kids start drinking before the age of 15.
The Healthy Stores for a Healthy Community campaign is a statewide collaboration between tobacco and alcohol use prevention, sexually transmitted disease prevention, and nutrition partners. The goal is to improve the health of Californians through changes in community stores and to educate people on how in-store product marketing influences the consumption of unhealthy products. Working together, we can make healthier communities while maintaining vibrant businesses.



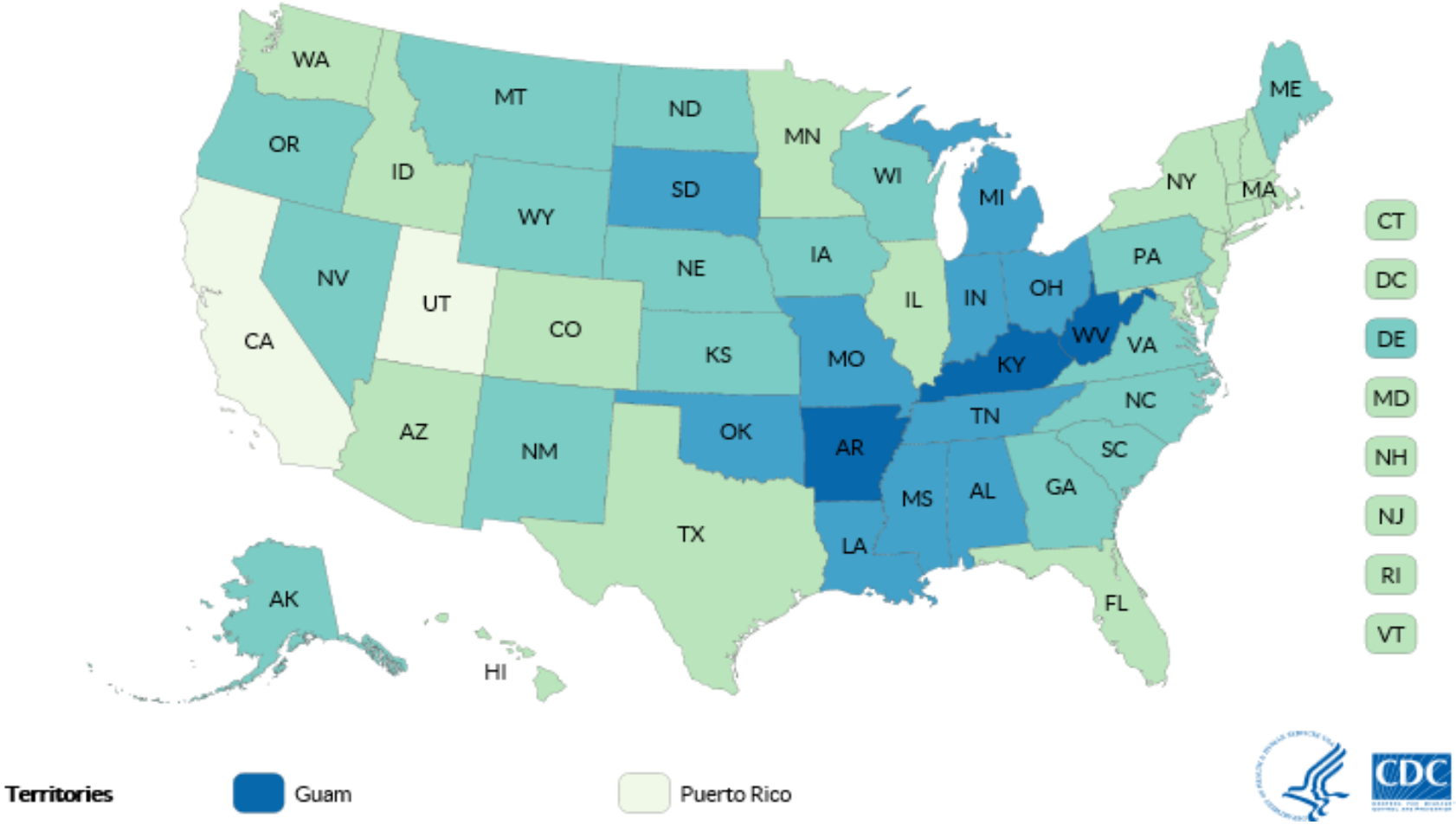
Measuring Our Success

- Smoking rates, consumption data
- Policy changes
- Helpline calls
- Website, social media, digital analytics
- Media Tracking
- Media evaluation (coming soon!)

PROGRAM & MEDIA EVALUATION

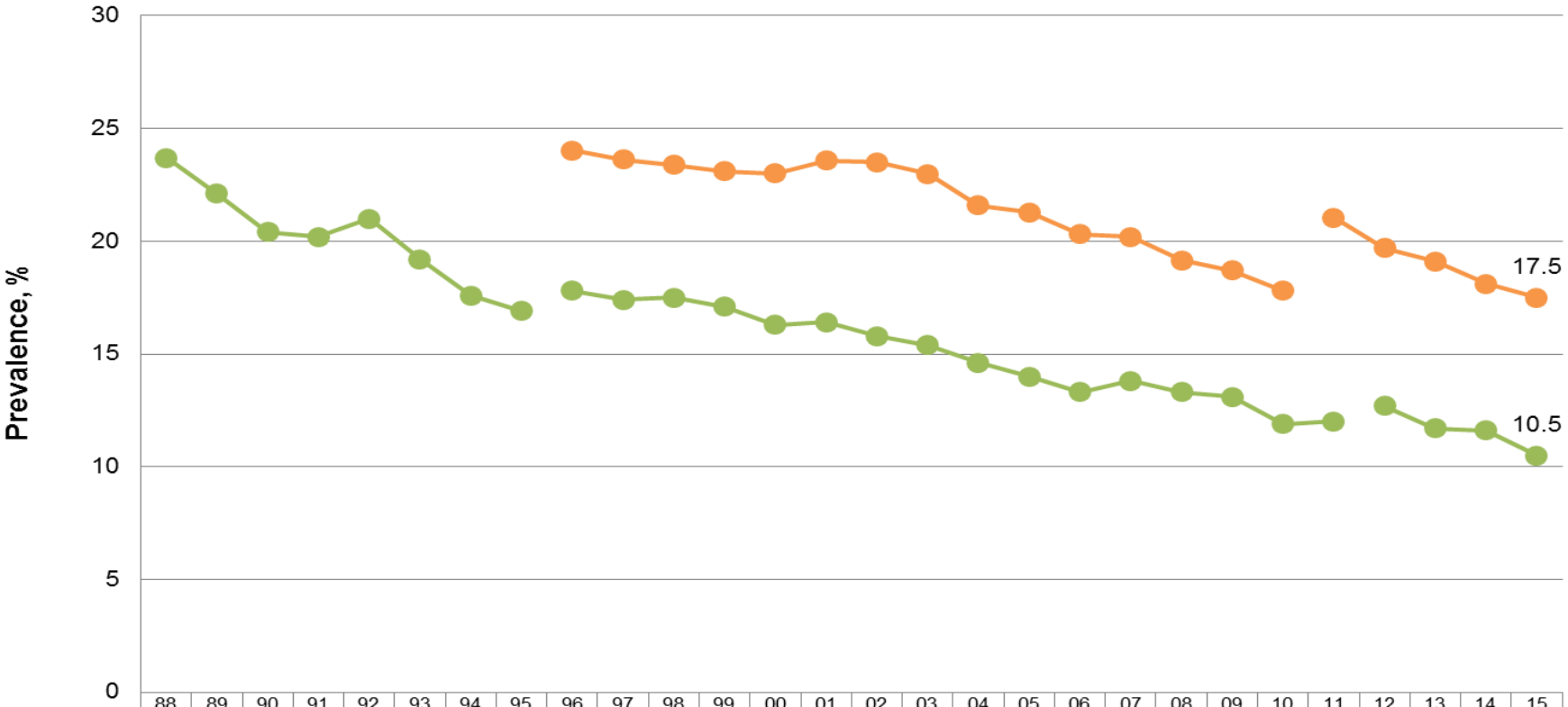
Xueying Zhang, MD, MPH, MS
Chief, Evaluation Unit | California Tobacco Control Program

Current Cigarette Use Among Adults 2015



Source: https://www.cdc.gov/statesystem/cigaretteuseadult.html

Adult Cigarette Smoking Prevalence
California vs. Rest of the United States

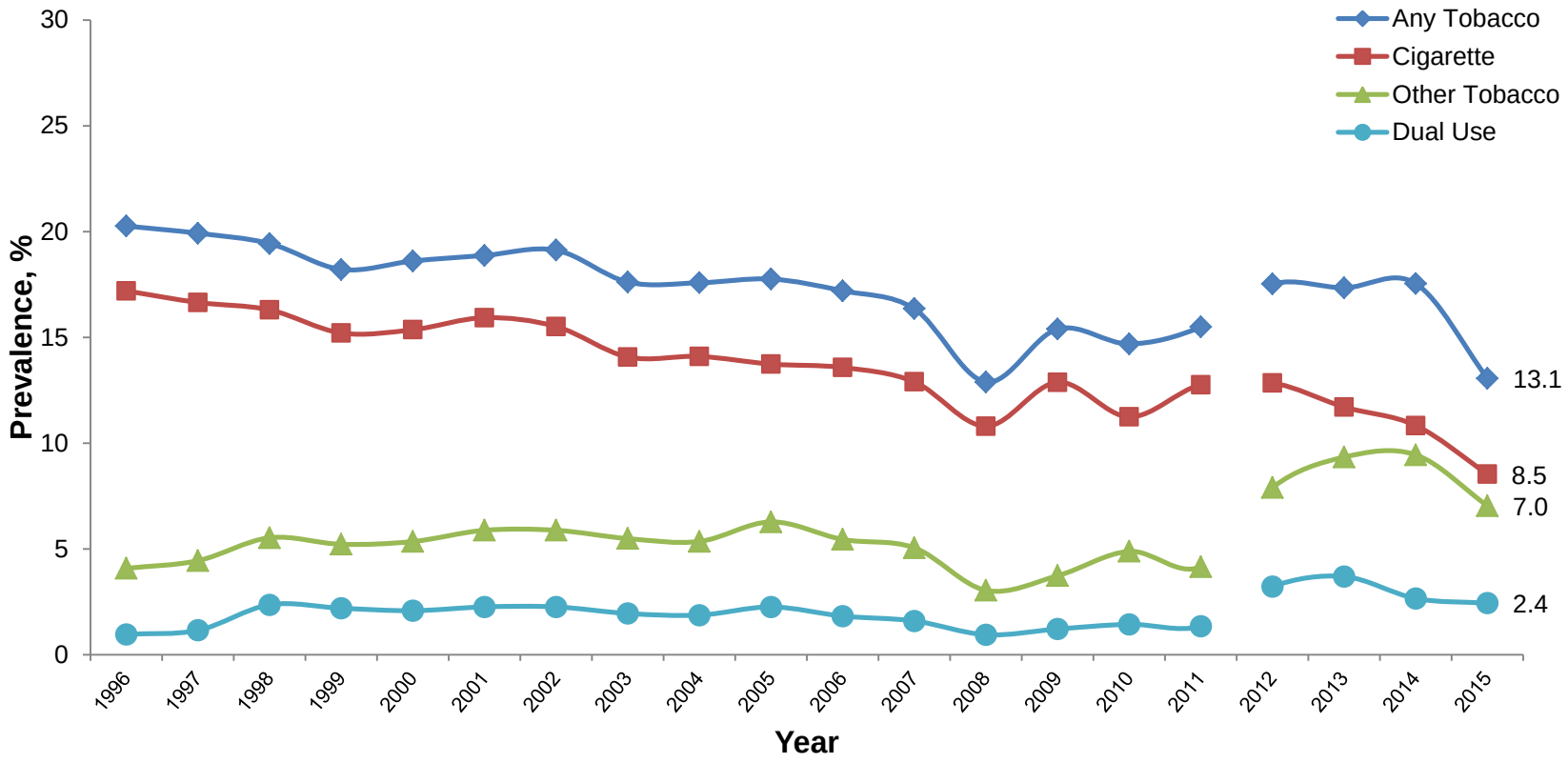


	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
CA	23.7	22.1	20.4	20.2	21.0	19.2	17.6	16.9	17.8	17.4	17.5	17.1	16.3	16.4	15.8	15.4	14.6	14.0	13.3	13.8	13.3	13.1	11.9	12.0	12.7	11.7	11.6	10.5
US-CA									24.0	23.6	23.4	23.1	23.0	23.6	23.5	23.0	21.6	21.3	20.3	20.2	19.1	18.7	17.8	21.0	19.7	19.1	18.1	17.5

Note: Respondents aged 18+ were asked to report current cigarette smoking behavior. An adjustment was made to address the change of smoking definition in 1996 that included more occasional smokers. The weighting methodology changed in 2012 for California but changed for the rest of the United States in 2011. Weighted to the 2000 California population from 1988–2011 and to the 2010 California population since 2012. The U.S. estimate does not include California adults.

Source: Behavioral Risk Factor Surveillance System, 1988–2015.

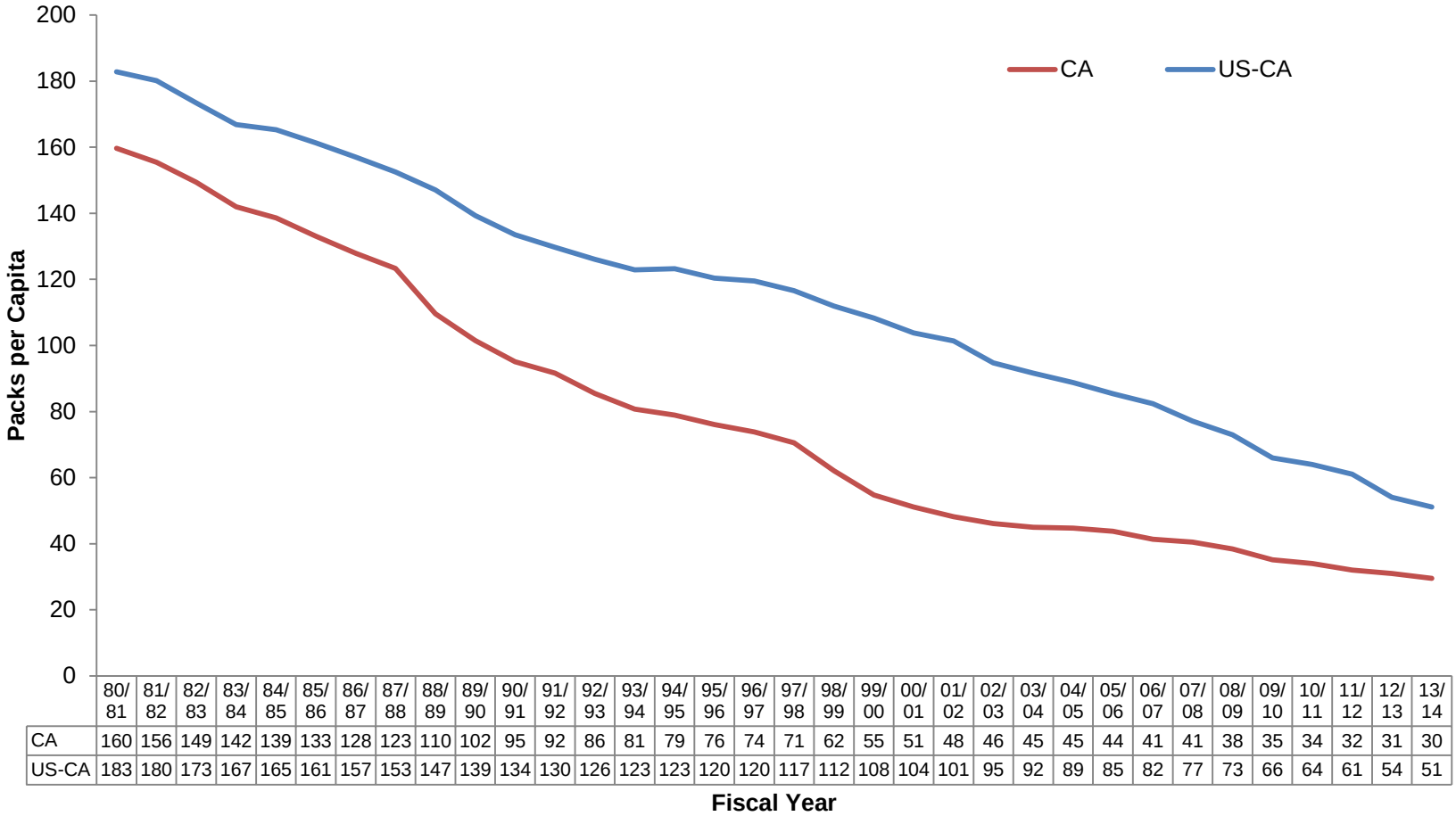
California Adult Tobacco Use Trends, 1996-2015



Note: Respondents aged 18+ were asked to report current cigarette, cigar/cigarillo, pipe, chew, snuff, and snus behavior. Weighted to the 2000 California population from 1988–2011 and to the 2010 California population since 2012. From 1996–2011, current tobacco use is defined as: 1) any tobacco (cigarettes, cigars, little cigars/cigarillos, pipe, chew, snuff, and snus); 2) other tobacco (cigars, little cigars/cigarillos, pipe, chew, snuff, and snus); and 3) dual use (cigarette users who also use another tobacco product). From 2012–2015, electronic cigarettes and hookah pipe were included in the tobacco definition.

Source: Behavioral Risk Factor Surveillance System/California Adult Tobacco Survey, 1996–2015.

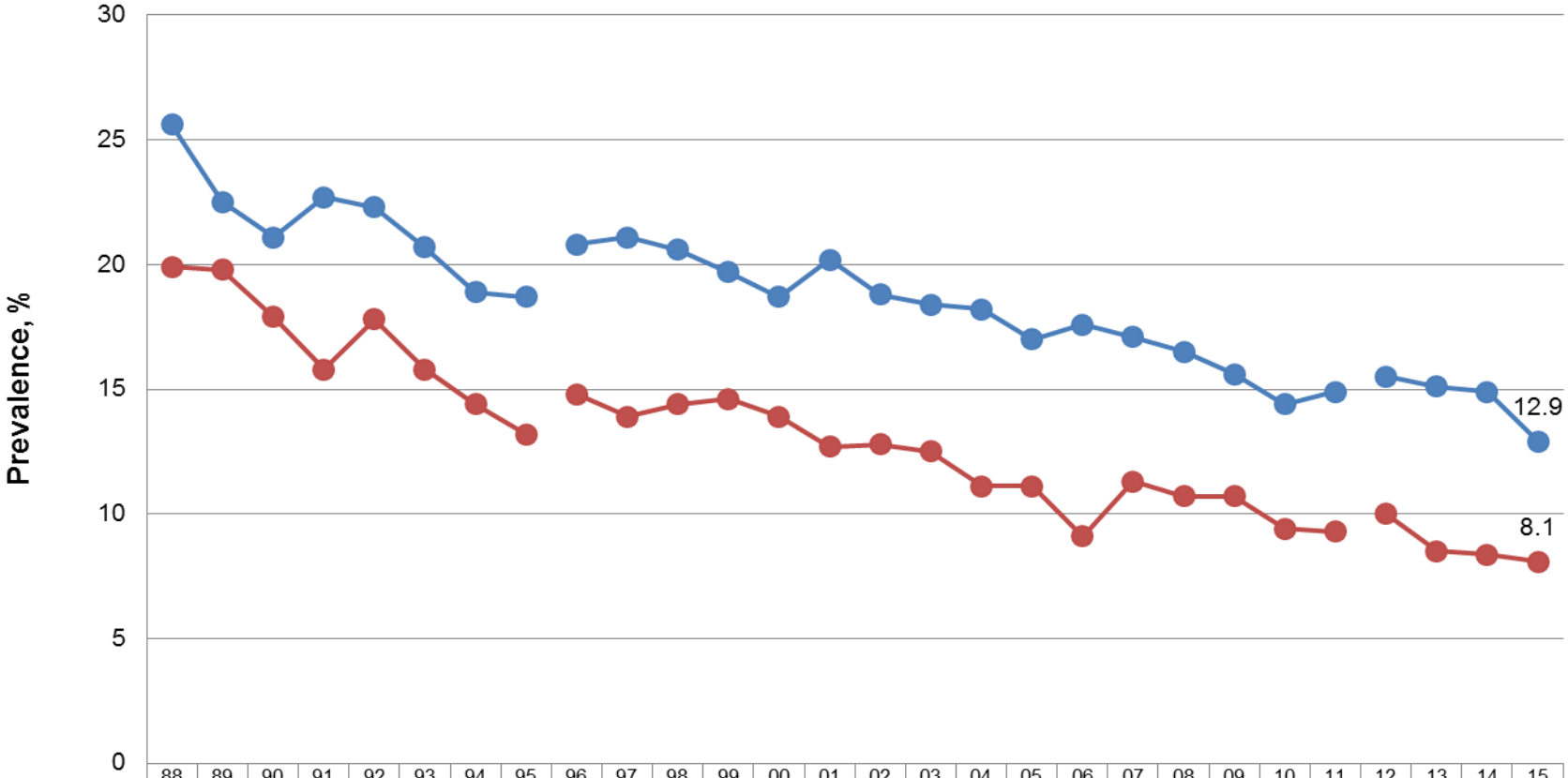
Per capita cigarette consumption in California and the rest of the United States, 1980 to 2013



	80/81	81/82	82/83	83/84	84/85	85/86	86/87	87/88	88/89	89/90	90/91	91/92	92/93	93/94	94/95	95/96	96/97	97/98	98/99	99/00	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14
CA	160	156	149	142	139	133	128	123	110	102	95	92	86	81	79	76	74	71	62	55	51	48	46	45	45	44	41	41	38	35	34	32	31	30
US-CA	183	180	173	167	165	161	157	153	147	139	134	130	126	123	123	120	120	117	112	108	104	101	95	92	89	85	82	77	73	66	64	61	54	51

Source: The Tax Burden on Tobacco, 2015, and US Census (population).

California Adult Cigarette Smoking Prevalence by Gender

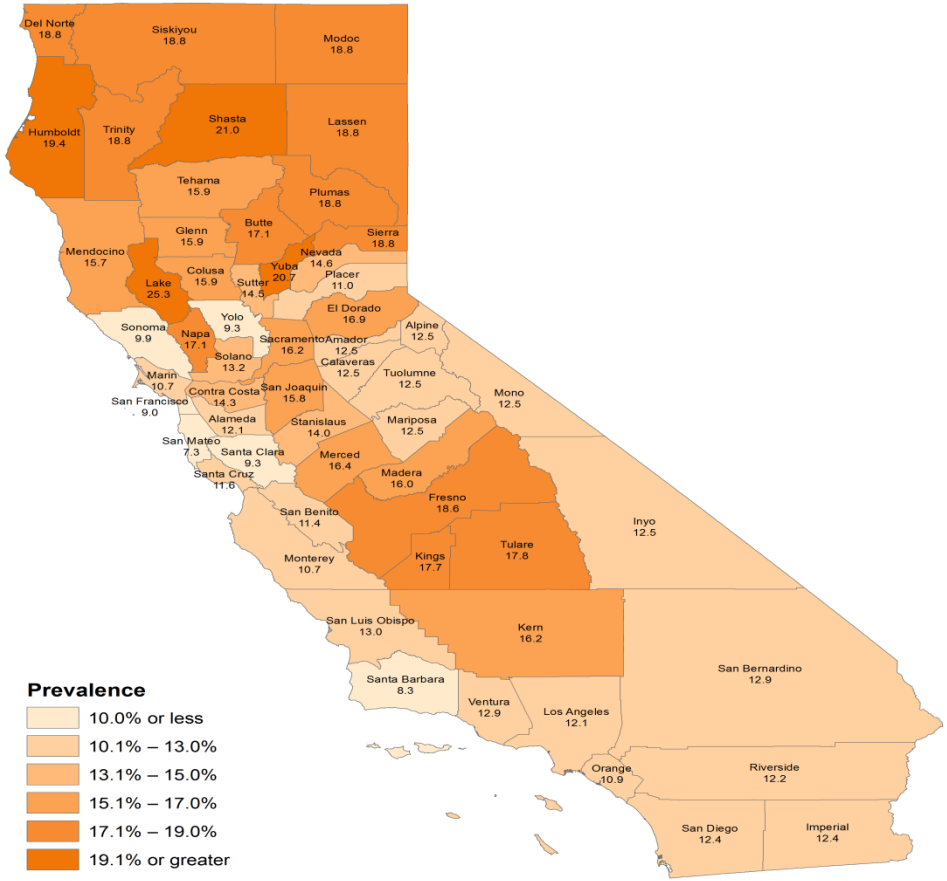


	88	89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
Male	25.6	22.5	21.1	22.7	22.3	20.7	18.9	18.7	20.8	21.1	20.6	19.7	18.7	20.2	18.8	18.4	18.2	17.0	17.6	17.1	16.5	15.6	14.4	14.9	15.5	15.1	14.9	12.9
Female	19.9	19.8	17.9	15.8	17.8	15.8	14.4	13.2	14.8	13.9	14.4	14.6	13.9	12.7	12.8	12.5	11.1	11.1	9.1	11.3	10.7	10.7	9.4	9.3	10.0	8.5	8.4	8.1

Note: Respondents aged 18+ were asked to report current cigarette smoking behavior. An adjustment was made to address the change of smoking definition in 1996 that included more occasional smokers. The weighting methodology changed in 2012. Weighted to the 2000 California population from 1988–2011 and to the 2010 California population since 2012.

Source: Behavioral Risk Factor Surveillance System, 1988–2015.

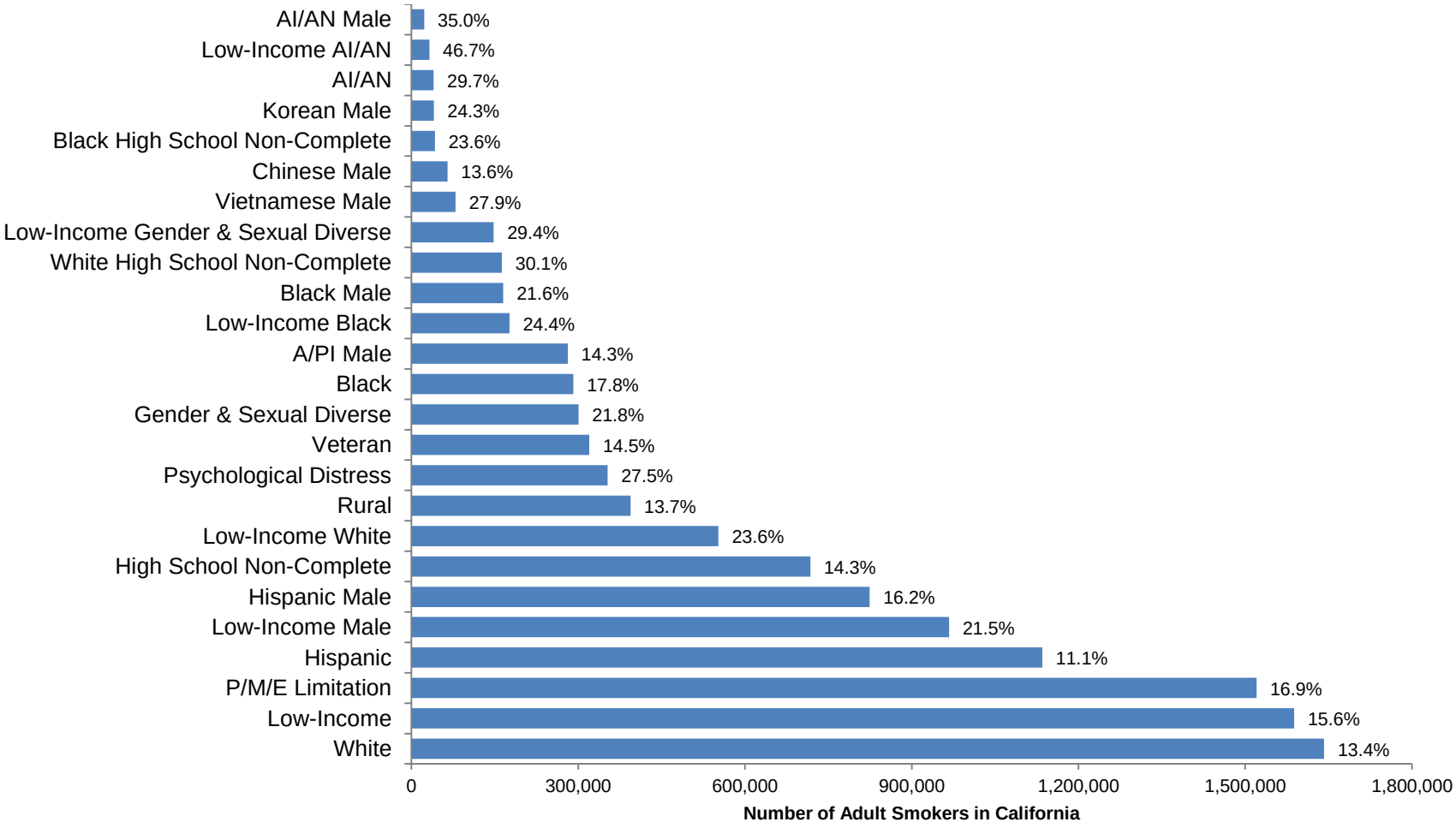
California Adult Smoking Prevalence by county, 2014/2015



Number of California Adult Smokers by County, 2014/2015

3.2 Million Cigarette smokers in California, more than 22 states' population.

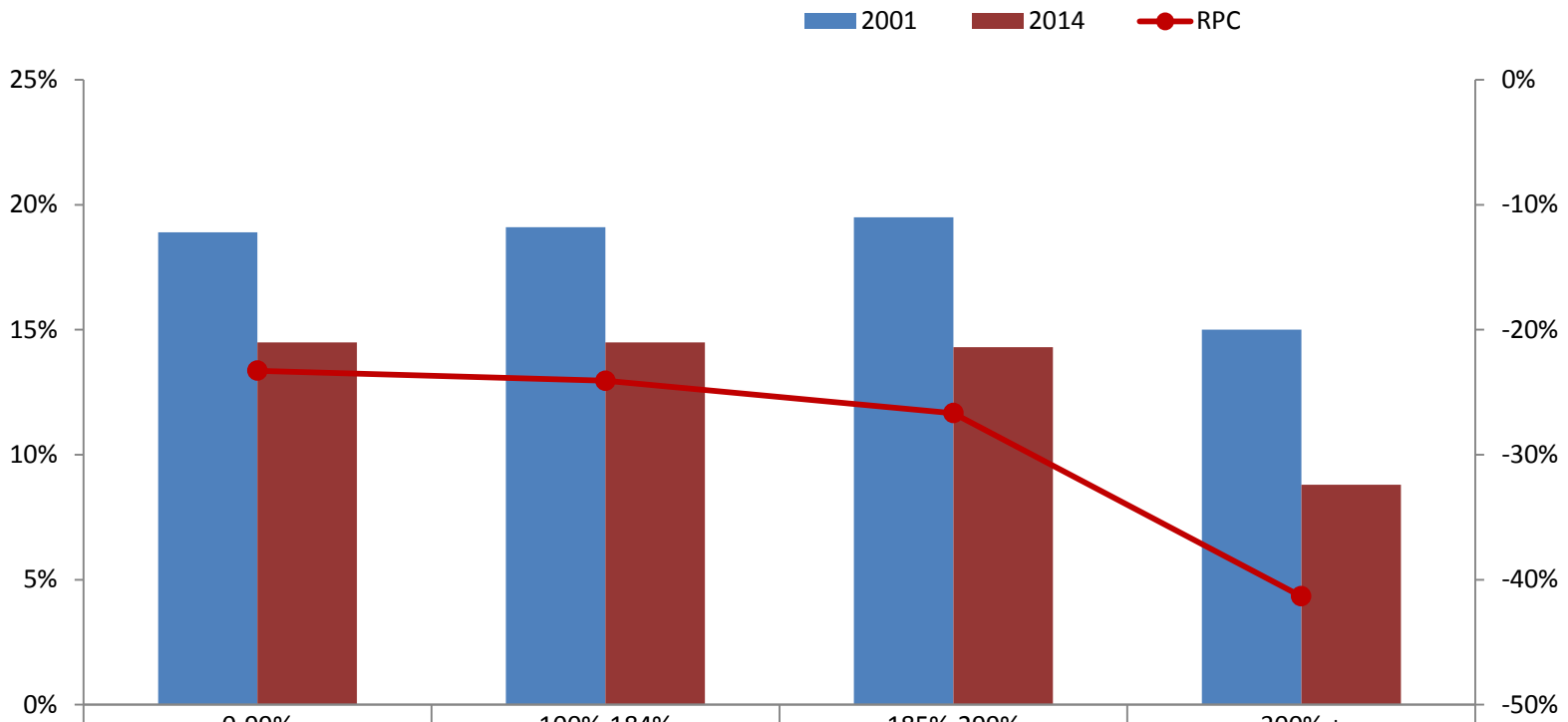
Smoking Prevalence Among California Adults by Various Demographics, CHIS 2014/15



AI/AN = American Indian/Alaska Native; A/PI = Asian/Pacific Islander; P/M/E = Physical/Mental/Emotional

UCLA Center for Health Policy Research. AskCHIS 2014-2015: Current Smoking Status for Adults Age 18 and Over by Various Demographic Characteristics. http://ask.chis.ucla.edu/. Accessed May 8, 2017.

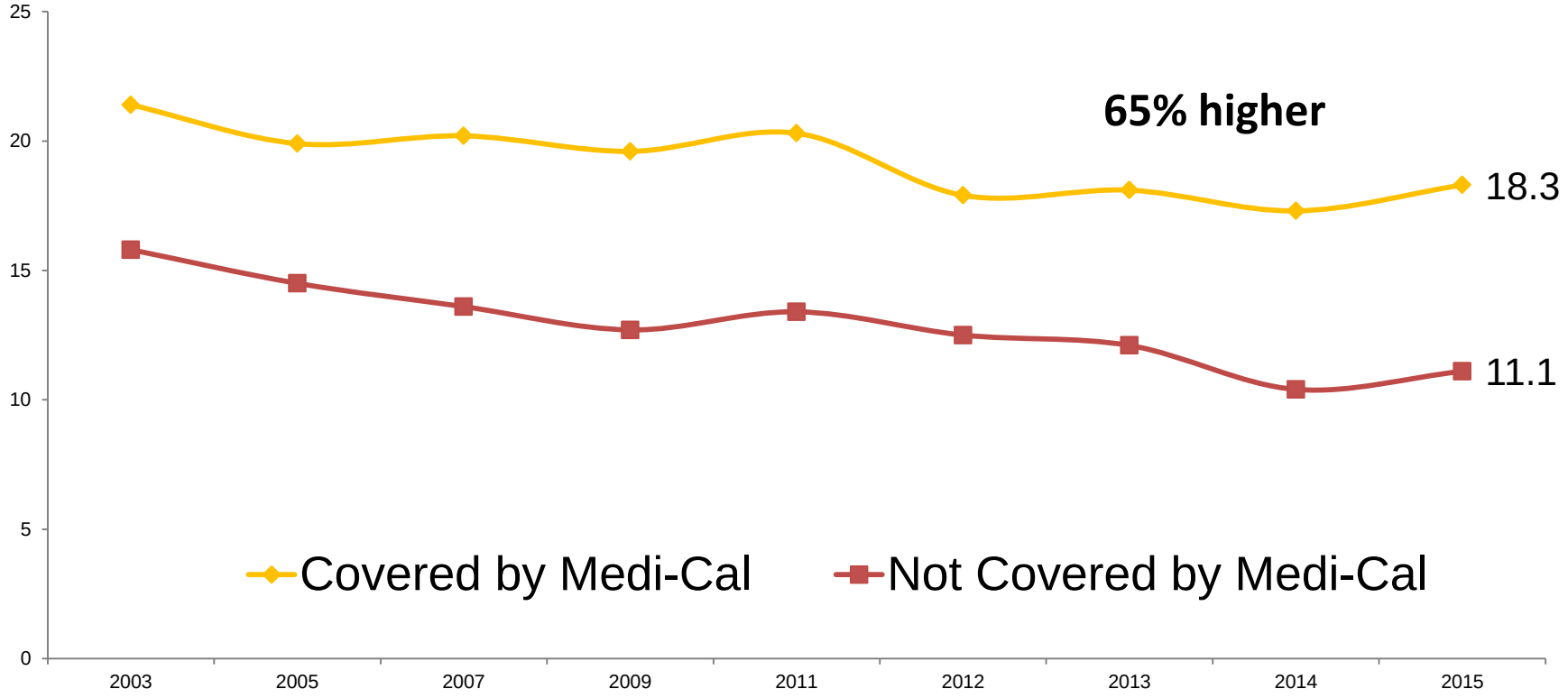
Smoking prevalence among California adults by Federal Poverty Level (FPL), 2001-2014



	0-99%	100%-184%	185%-299%	300% +
2001	18.9%	19.1%	19.5%	15.0%
2014	14.5%	14.5%	14.3%	8.8%
RPC	-23.3%	-24.1%	-26.7%	-41.3%

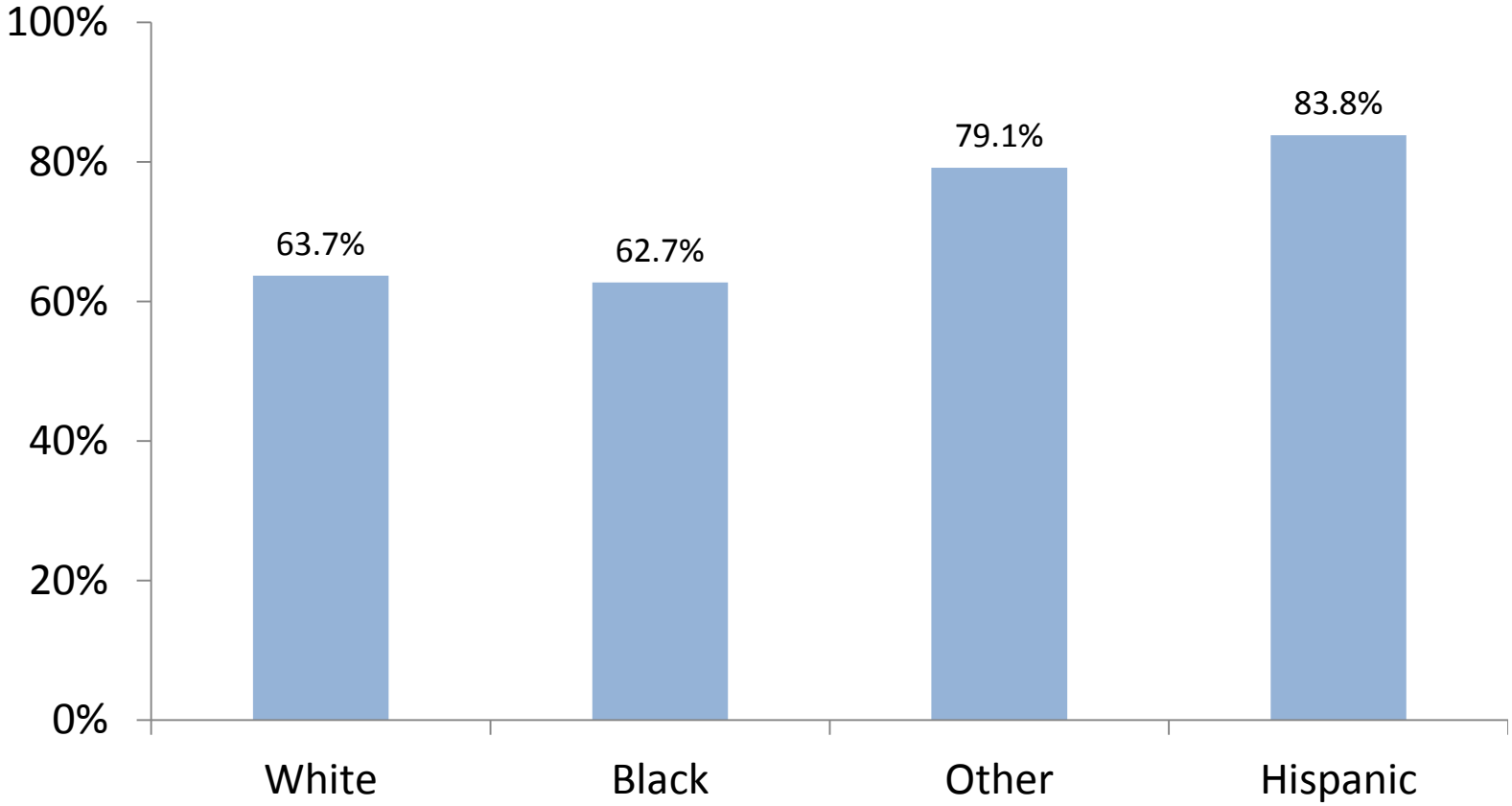
Data source: California Health Interview Survey 2001-2014
RPC=Relative Percentage Change

Smoking Prevalence Among California Adults by Medi-Cal Beneficiary Status, 2003 to 2015



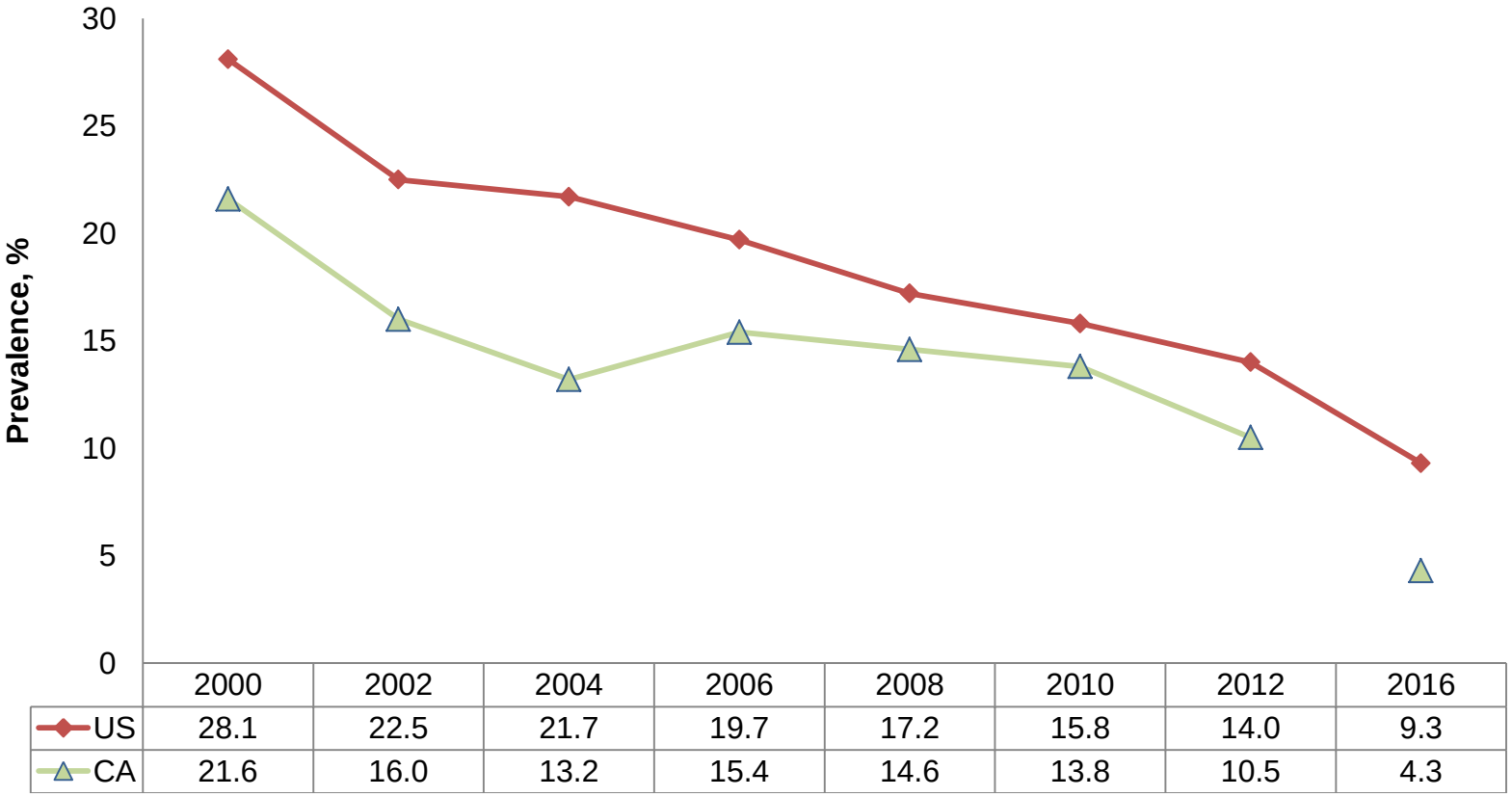
UCLA Center for Health Policy Research. AskCHIS 2003-2015: Current Smoking Status for Adults Age 18 and Over by Medi-Cal Beneficiary Status. http://ask.chis.ucla.edu/. Accessed May 8, 2017.

Californians Who Support "Apartment complexes should require all the rental units to be smoke-free" by Race/Ethnicities



Data source: Online California Adult Tobacco Survey, 2016

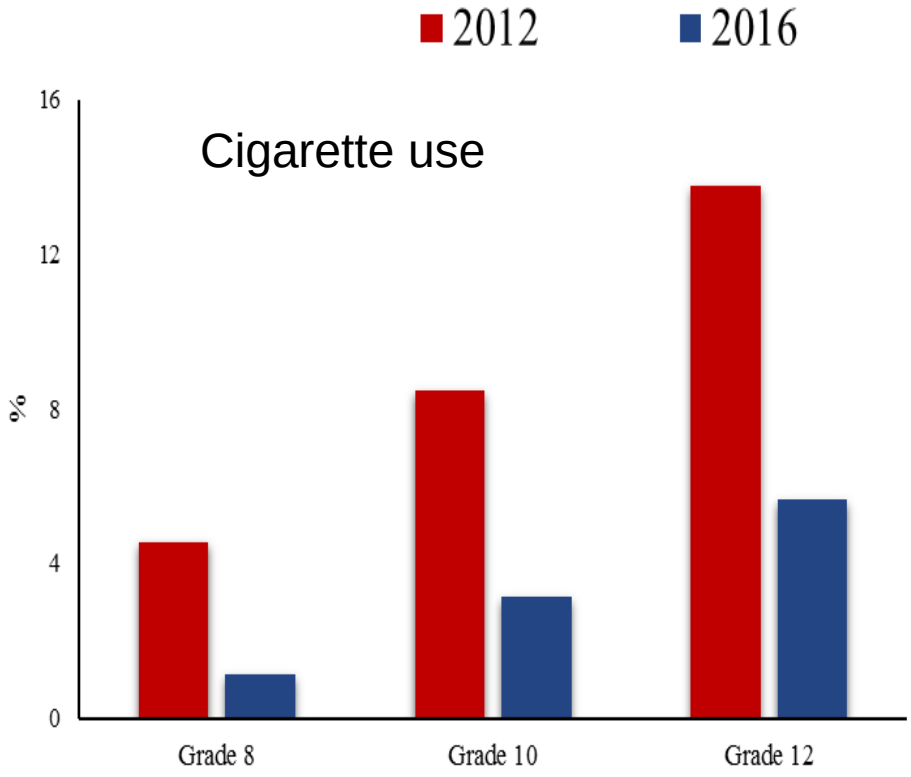
Past 30-day Cigarette Smoking Prevalence for California and United States High School Students, 2000–2016

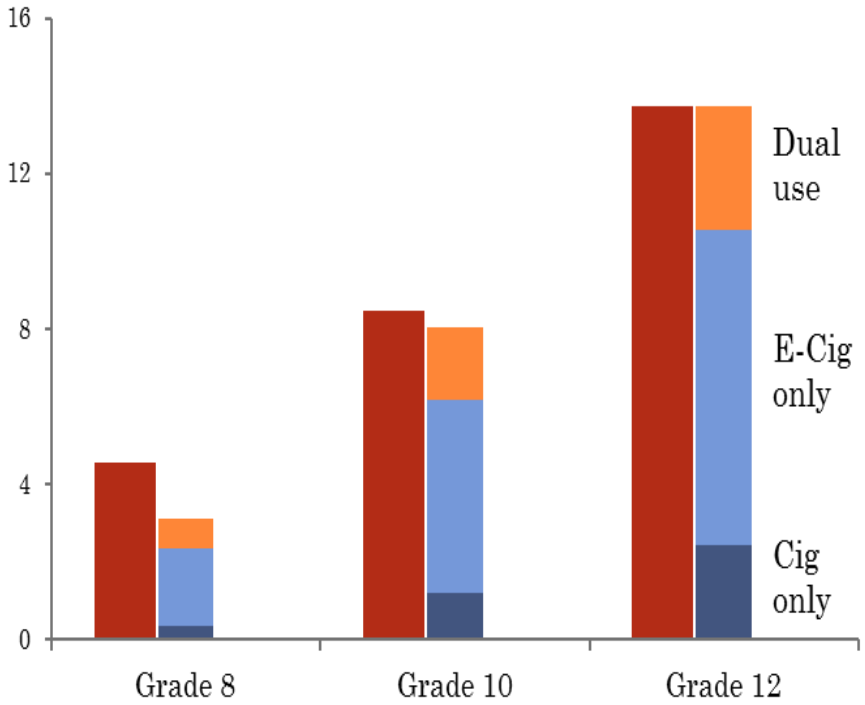


Source: National Youth Tobacco Survey, 2000–2015 (US data; 2016 US prevalence is based on 2015 National Youth Tobacco Survey data); National Youth Tobacco Survey, 2000 (CA data); California Student Tobacco Survey, 2002–2016.

Notes: Respondents were asked to report past 30-day cigarette smoking behavior. The survey methodology was changed in California in 2016.

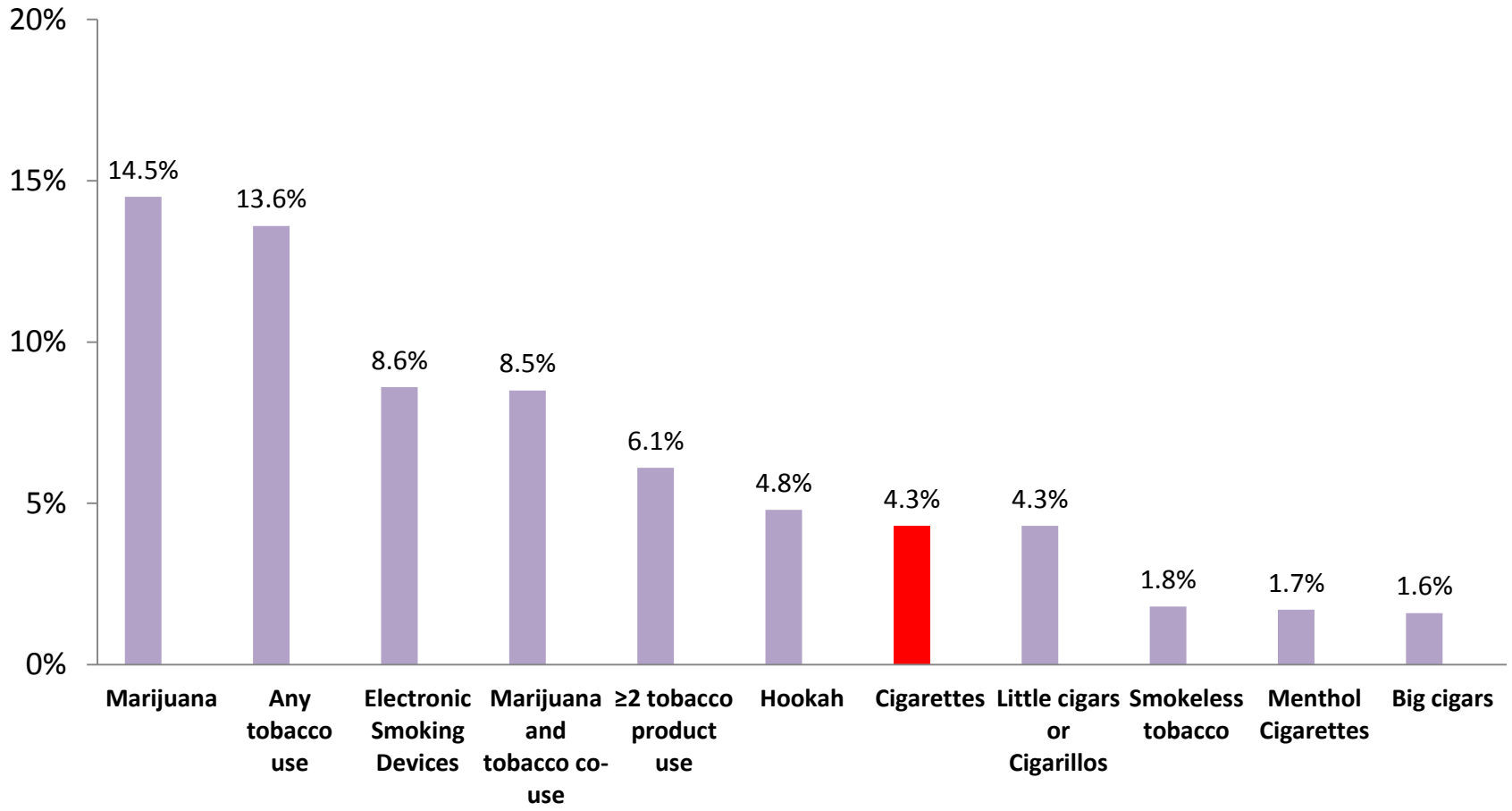
Comparison between 2012 and 2016 CSTS: Cigarette Smoking and E-cigarette Use





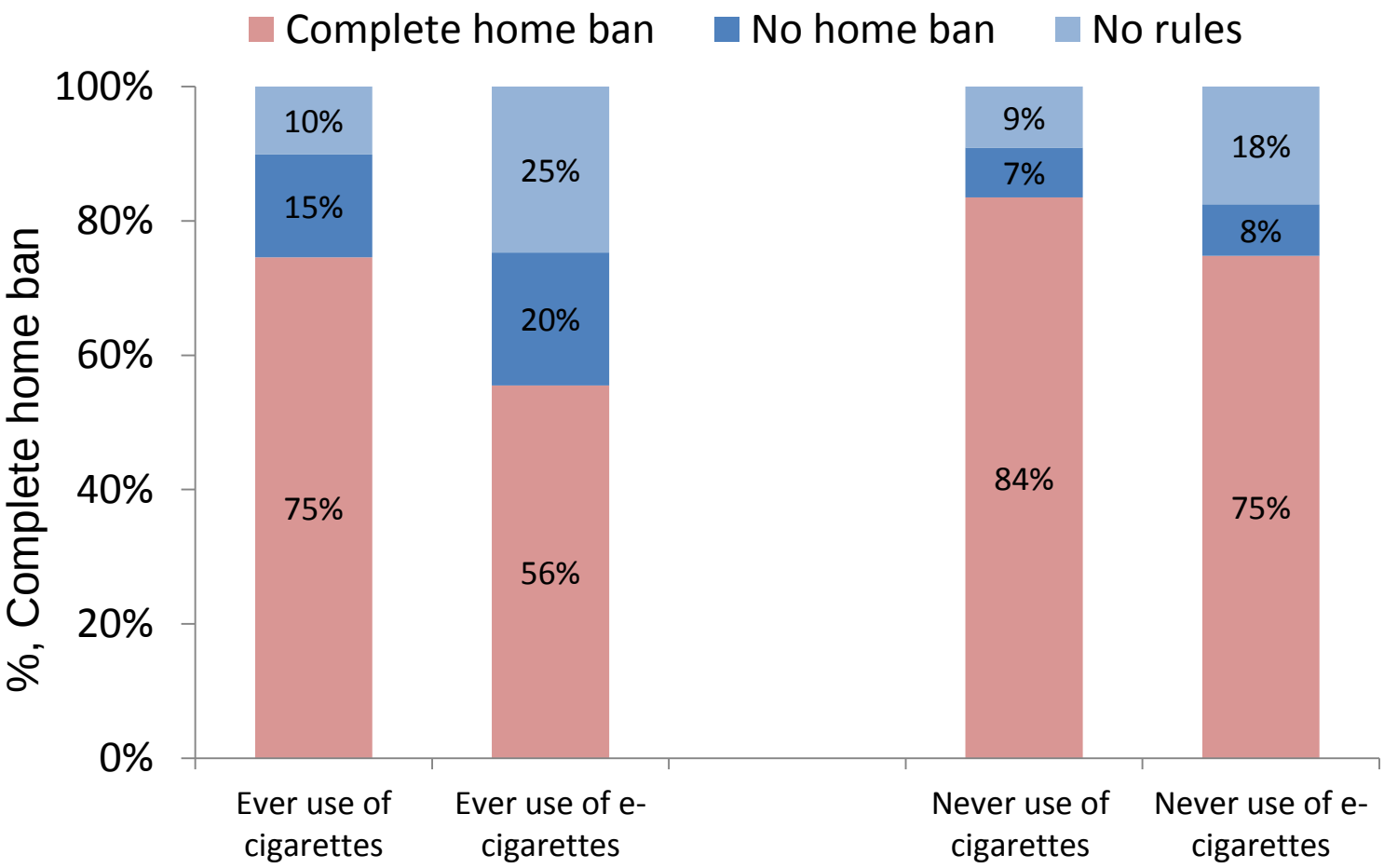
Data source: California Student Tobacco Survey, 2016.

Tobacco use among high school students in California, 2016



Data source: California Student Tobacco Survey,2016.

Complete Home Ban on Cigarette Smoking and Vaping among California Middle and High School Students



Data Source: California Student Tobacco Survey, 2016

RFP OVERVIEW

Sandra Soria
Sr. Financial Analyst, Media Unit | California Tobacco Control Program

TCFOR Website

California Tobacco Control Program

Contact Us | FAQ

Funding Opportunities and Resources

Funding Opportunities | Project Directory | Evaluator Directory | CTCP Websites

The California Tobacco Control Program (CTCP), California Department of Public Health (CDPH) provides information on available funding opportunities to conduct:

- local tobacco control projects by community-based organizations and local health departments,
- statewide training and technical assistance projects,
- statewide evaluation/surveillance projects, and
- statewide paid media and public relations projects.

Resource documents, links to directories and websites, and information about trainings that help applicants with the preparation and submission of an application are also provided.

Funding Opportunities
Provides information about current funding opportunities, eligibility requirements, submission requirements, contract documents, and resources to help agencies prepare and submit an application to the California Tobacco Control Program.

Project Directory
Provides contact information and project descriptions for agencies currently funded by CTCP.

Local Program Evaluator Directory
Find contact information, qualifications and geographic availability of local program evaluators interested in working with local tobacco control projects in California.

CTCP Featured Websites
Find links to websites maintained by the CTCP, statewide CTCP-funded projects, and key national tobacco c

TCFOR Home | Funding Opportunities | Project Directory | LPE Directory | CTCP Webs
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California Tobacco Control Program
Funding Opportunities and Resources

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Funding Opportunities

➤ Funding Opportunities | Project Directory | Evaluator Directory | CTCP Websites

- Home
- Overview
- Program Background
- FAQ
- Opportunities
- Email Alert Services
- Archive

Solicitation RFP 17-10048 California Tobacco Control Advertising Campaign

Closing Date	7/25/2017 , 5:00 PM PDT
Purpose	Award a single contract to conduct the statewide CTCP advertising campaign to target California's culturally diverse general market, as well as target markets specified by CTCP, in order to increase support for tobacco-free social norms.
General Updates	
Funding Alert	• CALIFORNIA DEPARTMENT OF PUBLIC HEALTH (CDPH) CALIFORNIA TOBACCO CONTROL PROGRAM (CTCP) SOLICITATION REQUEST FOR PROPOSALS (RFP) 17-10048 CTCP ADVERTISING CAMPAIGN (PDF - 347.21 Kb)
Eligibility & Selection	
Application Information	• New Addendum 1 RFP 17-10048 (PDF - 217.21 Kb) • New California Department of Public Health Solicitation Request for Proposals 17-10048 California Tobacco Control Program Advertising Campaign (PDF - 403.29 Kb) • Attachment 01 - Proposal Cover Page (PDF - 0.89 Mb) • New Attachment 02 - CA Office and Gross Receipts Certification (PDF - 8.48 Kb) • Attachment 03 - Guaranty (PDF - 462.44 Kb) • Attachment 04 - Conflict of Interest Certification (PDF - 463.61 Kb) • New Attachment 05 - Adv Agency Fact Sheet (PDF - 0.64 Mb) • Attachment 05.1 - Subcontractor Ad Agency Fact Sheet (PDF - 0.87 Mb) • Attachment 06 - Agency Account Staffing (PDF - 0.92 Mb) • Attachment 07 - Client References (PDF - 0.52 Mb) • Attachment 08 - Advertising Cost Proposal (PDF - 481.39 Kb) • Attachment 09 - Proposed Budget Summary (MS Excel File - 28.26 Kb) • Attachment 10 - Litigation Disclosure (PDF - 478.62 Kb) • Attachment 11 - CCC-04 (PDF - 11.20 Kb) • Attachment 12 - California Civil Rights Laws Attachment (PDF - 33.28 Kb)
Contract Documents	

https://tcfor.catcp.org/

Minimum Qualifications CA office(s)

Full service advertising agency

- Experience in executing mass media campaigns
- Focus on capacity of California office(s)
- Minimum of 50 employees in California office(s)
- One contract with prime contractor

Minimum Qualifications Gross Billings

$100 million minimum in gross billings in at least two of past three years (2014-2016) from the agency as a whole

Evidence of financial stability

Conflicts of Interest

NO conflict of interest with the tobacco industry

Applying office must not have any connection to tobacco industry subsidiaries or electronic cigarette companies

No communication or shared resources with other offices that have connections with tobacco or e-cigarette company

Contract Funding & Length

Up to $65 million available annually:

Subject to annual appropriation

Actual budget may be lower

Includes all costs and fees

Maximum contract amount will not exceed $325 million.

Contract length is 5 years:
November 2017 – October 2022 ***(estimated)***

Compensation & Billing

- Cost Proposal due in Stage 3 for finalists. The selected contractor will have the rates submitted in cost proposal locked in for duration of contract
- Majority of agency compensation calculated on the basis of net cost plus a mark-up percentage
  - Billed in arrears in month media airs or work performed; exception for production allows partial pre-payment on approved projects
- In addition, there is a retainer agency fee based on 1% of the annual approved budget; no bidding required
  - Billed in arrears in monthly installments
- See Attachment 8 and Exhibit B, Attachment II for more details

Other Contract Terms

State contracts are standardized and not negotiable

Exempt from Public Contract Code

Not subject to Small Business and Disabled Veteran Business participation requirements

Scope of Work (SOW)

The SOW (Exhibit A) will become part of the resulting contract.

CDPH will maintain control over the priority and weight given to each item in the SOW.

Spending, projects, and activities confirmed by signed estimates.

CTCP may amend or cancel work orders but will pay for completed services, non-cancelable media

Subcontractors

Include if needed to fulfill SOW

Must identify if proposing media buyer

Other potential subs:

- **Identify other major subcontractors and complete Subcontractor Fact Sheet; includes related companies**
- **Award of contract to proposer does not imply approval of proposed subcontractors**
- **Separate review process after award may be necessary and would be handled by lead contractor**

RFP TIMELINE & STAGES

Julie Lautsch
Specialist, Media Unit | California Tobacco Control Program

Key RFP Dates

Stage 1:

Eligibility Requirements & Agency Capabilities

July 25, 2017

Stage 2:

Advertising Assignment & Site Visits

August 21-23, 2017

Stage 3:

Financial Packages – August 30, 2017

Oral Presentations - September 1, 2017

Projected Contract Start Date:

November 1, 2017

Stage 1

Part 1

Eligibility Requirements

Cover Page (Attachment 1)

CA Office & Gross Billings Certification (Attachment 2)

Guaranty (Attachment 3)

Conflict of Interest Certification (Attachment 4)

Scoring: Pass/Fail

Due: July 25, 2017 at 5:00pm

1

Stage 1

Part 2 Agency Capabilities

Experience & Strengths (6 pages maximum)

- Experience
- Strengths
- Multicultural Experience
- Digital & Social Media Experience
- Collaboration Experience

Advertising Effectiveness (4 pages maximum)

- Strategic Service
- Research & Evaluation
- Substantiation Services
- Media Management

Advertising Agency Fact Sheet (Attachment 5, 5.1)

Scoring: 100 points possible

Proposer needs at least 80 points to continue to Stage 2.
Stage 1 is not included in the cumulative final score.
See Section IV Submission Requirements for formatting

Due: July 25, 2017 at 5:00pm

2

Stage 2

Site Visit, Agency Presentations, & Account Staffing Proposal

Three-hour site visit should include:

- Office Tour
- Agency Overview & Creative Reel (5 min. maximum)
- Case History Presentation
- Agency Assignment Presentation
- Account Staffing Proposal (Attachment 6)
- Q&A Session

Scoring: 150 points possible

Up to 3 of the highest scoring agencies will advance to Stage 3.

Held: August 21-23, 2017

Stage 2
Advertising Assignment

- Very focused
- One issue – *not* a branded campaign
- Opportunity to see how agency thinks, how the agency utilizes chosen subcontractors
- Property of CDPH – State requirement

Stage 3

Oral Presentation, Client References, & Financial Package

- Two-hour oral presentations in Sacramento
- Client References (Attachment 7)
- Advertising Cost Proposal (Attachments 8)
- Other Required Information (Attachments 9-12)
- Submit sealed package containing:
  - Financial Records

Scoring: 150 points possible

The final selected agency will be based on the highest cumulative score of stages 2 and 3. Financial Package is 75 points of total Stage 3 points.

Packages Due: August 30, 2017
Orals Held: September 1, 2017

Stage 3
Spec Creative Assignment

- One issue – *not* a branded campaign
- Opportunity to see how agency executes as a team, one component
- Property of CDPH – State requirement

Award of Contract

- Will notify Stage 3 participants
- Post on TCFOR once CDPH approval received
- Five-year contract starts when fully executed

Estimated start date is November 1, 2017

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QUESTIONS & REMINDERS

* Provide name and agency before asking question

RFP Reminders

- **Read RFP *thoroughly***
- **Do you meet the minimum qualifications?**
- **Check TCFOR often for updates**
- **Emails only**
- **Fill out all forms completely and sign (blue ink!)**
- **Meet page limitations, copy requirements and deadlines**

RFP Reminders

- Avoid jargon and acronyms
- Don’t assume
- Open, competitive process
- Not interested in promoting CDPH
- Consider unintended consequences
- Serious about conflicts
- Survey at end of RFP process for all participants
- Why should we hire your California office?

Reminders About Us

- Collaborative (and fun!) client
- Always a hot and interesting issue
- Scrutinized by friends, partners and enemies

We're in the business of going out of business.

We hope you'll want to join us!

CTCP has saved more than one million lives and in the process changed the world.