

QUESTIONS AND ANSWERS

RFP 2020-02 Branding, Market Research and Marketing Communications Services

Questions and answers from September 6, 2019 Fairfax County EDA webinar		
1.	A. Once it begins, what is the timetable of the overall campaign?	A. The initial contract will be for two years with two one-year extensions possible.
2.	A. Is this a multiple-year campaign?	A. The talent shortage is not will not be solved quickly so we believe this campaign will run indefinitely.
3.	A. What role, if any, do you envision video playing?	A. Video is an important means to communicate with many people now, but especially younger audiences, so we think it should be a consideration.
4.	A. Would you be open to split this contract between specialized agencies such as PR firms, Social Media and Digital Agencies??	A. Yes, it makes sense for firms to partner if they do not have all functions under one roof.
5.	A. How did you arrive at the sample budget tier levels?	A. These represent the low and top ends of the budget we have available this fiscal year and what we expect could be available next year. There are no guarantees to funding, however.
6.	A. Is there any kind of SWAM, small, women or minority owned inclusion desired in this RFP?	A. Diversity is one of Fairfax County's strengths, and we encourage firms created and/or run by people of all backgrounds to submit bids. However, there is no legal preference for SWAM companies.
7.	A. Are the budget tiers meant to include direct expenditures in the priority international markets (Israel, Germany, etc.) or merely create a model that could be executed by those offices you have there?	A. The two budget tiers include all spending, including in international markets.
8.	A. Do you have a media partner to place media in market? Or is that scope of work included in this RFP?	A. The contract of our media partner ends December 31, so any bid that includes media or advertising placements needs to include all aspects of media placement.
9.	A. Does the \$1-1.5M budget include media spend?	A. Yes.
10.	A. What research already exists to support this effort?	A. There are a number of studies and reports that include or mention research about talent attraction and retention. Some of them are:
11.	A. In what way(s) is this campaign expected to be unprecedented in the U.S. – scope/scale, focus on (young) workforce, or something else?	A. We would expect strategies and tactics that haven't been tried before -- and new metrics to measure them.

12.	A. Are there any page limitations (or other document-related specifications) for the technical and/or business proposals?	A. There are no page limitations but we would emphasize quality over quantity.
13.	A. When do you need/envision the branding/marketing campaign to "go live" (i.e., how much time can be allotted for research, analysis, strategy, development, etc.)?	A. We expect the research would take two or three months but the outreach elements of the campaign can begin to be designed at the same time. The campaign should be up and running before the end of June (the end of the Fairfax County EDA's fiscal year).
14.	A. Do you have an estimated breakdown of how much of the budget will go to research/branding/marketing and communications/media?	A. The Fairfax County Board of Supervisors allotted up to \$200,000 for primary research (qualitative and quantitative). If you spend less than that, we will have more money to spend on the outreach portions of the campaign.
15.	A. Is there an incumbent firm?	A. We have an incumbent advertising firm, Siddall Communications, and an incumbent PR firm, Finn Partners. Both of those contracts end December 31.
16.	A. Is there a disadvantage for a firm registered in VA but headquartered in DC?	A. There is no disadvantage to being headquartered in the District of Columbia.
17.	A. Clarification around "The campaign should be designed to leverage and be coordinated with current branding campaigns for Fairfax County, companies in Fairfax County, and/or institutions of higher learning in the country." Will marketing materials be taken and used by other entities? B. Can they give specific or previous examples where FCEDA materials have been leveraged by other entities, noted above?	A. For example, we can envision developing partnerships with companies in Fairfax County that want to attract talent to the area and take advantage of our campaign. We would want our program to be in sync in terms of messaging. B. Yes, we think companies that want to attract talent here would be interested in using our marketing materials to supplement theirs.
18.	A. Clarification around— "strategies and tactics developed in conjunction with designated FCEDA representatives or others as approved by the FCEDA, must be unique and grab the attention of the target audiences." Who are these "representatives" or "others"?	A. Our sentence wasn't worded well. The range of possible partners extends from the Fairfax County government to area academic institutions and nonprofit groups to companies interested in talking with more job candidates.
19.	A. How is FCEDA currently measuring success of their marketing efforts, even though it may only be currently focused on the C-suite executives?	A. At the moment we look at click-through rates of our advertising vehicles.

20.	A. Are the budgets of \$1MM and \$1.5MM per year of contract or does this budget need to carry over the entire two years contract?	A. We HOPE AND EXPECT that to be an annual amount, but we cannot GUARANTEE funding from the Board of Supervisors.
21.	A. Your RFP has a qual that any bidder cannot be working for a competitor. What do you qualify as a competitor?	A. We define our primary competitive markets as the New York and Boston areas, Northern California and Southern California, so competitors could be economic development organizations in those areas. However, it depends on the kind of work that a firm does for those organizations. Please submit a specific scenario so we can decide if it is a conflict of interest.
22.	A. Are you willing to list the firms available on the webinar in case there may be opportunities for team?	A. We will not list the firms or their representatives that participated in the webinar.
23.	A. What does success look like to you all on this campaign/initiative? Is it fulfilling a certain number of roles with a hard goal number? Or is it something "softer" such as "increasing awareness and consideration" of the market?	A. We will let bidders decide what metrics they suggest.
24.	A. For an effort such as this, is there a current website that exists for part of the consumer journey for Attracting/Retaining Talent specifically or is that something that will need to be created?	A. There is no website that enables a customer journey for attracting and retaining talent in Fairfax County. If you want to suggest that, it would have to be created.
25.	A. Are there Key Performance Indicators that are more important to you/this effort than others?	A. At first blush we would think any KPIs should focus on increasing the flow of possible employees to companies here.
26.	A. Are the budget scenarios of 1 million and 1.5 million respectively intended to include media spend/outside costs?	A. Yes.
27.	A. Is there any credit for SWAM companies or sub-contracting to SWAM companies	A. There is no legal advantage in the procurement process of being a SWAM company or subcontracting with a SWAM company, but we encourage firms created and/or run by people of all backgrounds to be part of this process.

28.	A. Which cities does Fairfax County EDA see as/consider competitors?	A. We define our primary competitive markets as the New York and Boston areas, Northern California and Southern California, so competitors could be economic development organizations in those areas. However, it depends on the kind of work that a firm does for those organizations. Please submit a specific scenario so we can decide if it is a conflict of interest.
29.	A. Are you looking for an agency to foster/develop partnerships to support the campaign?	A. The Fairfax County EDA is hiring a talent initiative manager to lead the creation of those partnerships, but the selected bidder could be valuable in the process too.
30.	A. To be considered, is it necessary for the communications agency to be headquartered or have an office in Fairfax Co. or Virginia? Reference is made in the RFP to a business license in these areas.	A. It is not necessary for a company to be based here. If you do have a location here, however, we would like to see the BPOL (business license).
31.	A. From a marketing perspective, is there more weight on attracting talent or attracting businesses - or are they equal goals?	A. As a starting point, let's say two-thirds of the weight should be given to attracting talent, and one-third to attracting companies.
32.	A. How many agencies are participating with this RFP?	A. We won't know how many bidders we have until October 4 when proposals are due.
33.	A. What role will the FFX County Planning play in this effort?	A. The Fairfax County planning office leads place making efforts for the county, and place making is very important to creating the work-live-play-learn environment that we believe many millennials want to experience.
34.	A. Should the branding share any correlation with current FFX Co brand personality?	A. The FCEDA has used the "Power of Ideas" tagline with our advertising for many years. Bidders can make a case for changing it or continuing to use it.
35.	A. You also stated you're looking at a particular market segment, say, late Gen X'ers, Gen Y, & Millennials, do you also consider the Gen Z'ers as up and coming despite the fact that they are not yet viable entrepreneurial targets?	A. Yes, Gen Z is important as the up-and-coming generation of talented employees and entrepreneurs.
36.	A. Who are EDA's partners in this i.e.; Public Art Commission, Tourism board?	A. We expect to have many partners among the corporate, academic, government and nonprofit entities in Fairfax County and Northern Virginia.

37.	A. How will you measure success for this campaign?	A. We are expecting bidders to propose metrics. At first blush we would think any KPIs should focus on increasing the flow of possible employees to companies here.
38.	A. How do you count more employees/hires as a potential metric, when so many tech jobs can be done remote?	A. Yes, many jobs can be done remotely, but companies want access to the talent no matter how they work with them.
39.	A. Would you want to see spec creative?	A. It is not necessary to create spec creative but we want bidders to show us that they can do the work.
40.	A. Will this deck be saved onto the page listed on this last slide? I don't see it currently, but will you post it after the webinar has concluded? Thank you!	A. Yes, we will get the webinar deck on the website.
41.	A. Is there any incumbent and/or marketing/advertising agency you're currently working with?	A. We have an incumbent advertising firm, Siddall Communications, and an incumbent PR firm, Finn Partners. Both of those contracts end December 31.
42.	A. How will you measure success on this program?	A. We are expecting bidders to propose metrics. At first blush we would think any KPIs should focus on increasing the flow of possible employees to companies here.
43.	A. How important is international market experience to the FCEDA objectives	A. It is not essential.
44.	A. Great presentation Victor and Alan!! Thanks, Mike Smith	A. Thank you for being part of the webinar, Mike.
45.	A. Will the interviews in November be held face to face?	A. Yes.
46.	A. Is it possible to present a partial proposal only focused on branding, or must it be a holistic one covering all areas?	A. Yes, you can submit a branding proposal alone, but we reserve the right to mix and match any bidders as we see fit.
47.	A. Do you have any "best practice" you admire?	A. Copenhagen has launched a fascinating program to attract eSports as an industry sector and to use eSports to attract young tech talent to Copenhagen. They have stirred up a lot of interest as measured by job applications to companies there and gotten media attention for it as well. We don't know of another program like that anywhere.
48.	A. We will this firm be assisting in Social Media Week?	A. Yes.

49.	A. Will this firm be working with both National Marketing and International? Do we need to have international marketing experience?	A. We envision this campaign being used primarily in U.S. markets, at least to start. International experience is not mandatory.
50.	A. How event centric is firm that event experience?	A. Events can be an important part of this campaign to get the word about Fairfax County as a great location to employees and companies.
51.	A. Will there be metrics associated for the success of this project?	A. We are expecting bidders to propose metrics. At first blush we would think any KPIs should focus on increasing the flow of possible employees to companies here.
52.	A. Is there a minority/women advantage?	A. There is no legal advantage in the procurement process of being a SWAM company or subcontracting with a SWAM company, but we encourage firms created and/or run by people of all backgrounds to be part of this process.
53.	A. Are you looking for a stakeholder analysis?	A. A stakeholder analysis could be a very useful component of the market research.
54.	A. What are the metric the firm has to hit?	A. We are expecting bidders to propose metrics. At first blush we would think any KPIs should focus on increasing the flow of possible employees to companies here.
55.	A. As I understand it, the goal of the campaign is to really attract prospective employees, not necessarily companies, or both?	A. As a starting point, let's say two-thirds of the weight should be given to attracting talent, and one-third to attracting companies.
56.	A. Is there a preference for a local agency, will they have an advantage over other agencies outside of the region?	A. There is no preference for a local agency.
57.	A. How much / what kinds of pre-existing market research and/or competitive analysis exist that will be available to be mined, in addition to any new research to be conducted?	A. There are a number of studies and reports online that include or mention research about talent attraction and retention.
58.	A. The RFP states "The branding strategy must result in a visually recognizable, strong, genuine, memorable and consistent brand" but I believe you've recently created a new logo. Is the new logo "here to stay" or is that up for redesign / refresh, Also, what kinds of brand guidelines / rules were created during	A. The FCEDA introduced the logo about 18 months ago. Bidders can make a case for changing it or continuing to use it.

	that process, and are any/all of those up for refresh?	
59.	A. Thank you!	A. Thank YOU for your interest in this project.
60.	A. Are paid media expenditures to be approached as Gross or Net?	A. Bidders will structure their business proposals as they see fit.
61.	A. Which counties/localities around the US and the world does FFX County aspire to be or compete with for talent? You mentioned Orange County - others?	A. We define our primary competitive markets as the New York and Boston areas, Northern California and Southern California, so those are also areas that could be attracted to talent. However, other areas such as Seattle, Portland, Denver, Austin, Nashville are attractive to millennial tech talent too.
62.	A. Would working with NVTC be a conflict?	A. No, it would not be a conflict.
63.	A. I understand that 2/3 of our effort should be focused on attracting and retaining businesses, while 1/3 on attracting and retaining talent. I would have guessed the opposite based on the metrics and data you included in your presentation. So please confirm 2/3 on businesses and 1/3 talent.	A. As a starting point, let's say two-thirds of the weight should be given to attracting talent (people), and one-third to attracting companies.
64.	A. Will you be sharing this deck with us after?	A. Yes, the deck is at https://www.fairfaxcountyeda.org/about-fceda/contracting-opportunities/rfp-2020-02-branding-market-research-and-marketing-communications-services/
65.	A. Have you done similar campaigns targeting this audience in the past, and if so, can you share the marketing plans and corresponding results of those campaigns?	A. We have not specifically targeted technology talent before this.
66.	A. Hi there! Thank you for all of the detail in this webinar. Can you confirm the budget: for the \$1MM and \$1.5MM range, that does not include the recommended media spend, correct?	A. Those budget scenarios include EVERY element of the program, including recommended media spend.
67.	A. Can you confirm or share how many agencies you've RFP'd or have included in this process?	A. No, we will not list the firms and their representatives who participated in the webinar.

68.	<p>A. Hi there! Thank you for hosting this. In the RFP you mention ongoing campaigns we can and should leverage—how would you suggest we can best get acquainted with those campaigns? Do you have any materials you can share? Have you conducted research you can share? Brand guidelines?</p>	<p>A. There are a number of studies and reports that include or mention research about talent attraction and retention. Some of them are:</p>
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QUESTIONS SUBMITTED VIA EMAIL

69.	<p>B. We are a SWAM and are one of the best performers in Virginia for about 50% of the services you are advertising. We would like to find a larger firm to partner with to provide some of the other services. I wanted to see if we might be able to see a list of the firms you reached out to. I'm not sure whether that is available but I wanted to check with you so we might see if there is a good potential partner for us.</p>	<p>C. Each potential bidder best understands its own qualifications and the services it provides, and is responsible for finding partners as it deems necessary to respond to this RFP.</p>
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70.	<p>A. We would very much like to respond to the Fairfax County RFP for Branding, Market Research and Marketing Communication Services. We believe we have the right team and a track record of success in just the areas where the EDA is seeking support.</p> <p>B. We have a team member who was employed by FCEDA until 2018. Would that affect our eligibility to apply?</p>	<p>A. Having a former FCEDA employee on your team does not constitute a conflict of interest and should not affect your interest in bidding. Your proposal will receive the same attention as any other proposal, no more and no less.</p> <p>B. No, that would not be a problem.</p>
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71.	<p>A. Will be disqualified if we're based in DC? We have been operating in the District since 1987 and we work with VA clients all the time. But we don't want to waste our time if we will not be given consideration.</p>	<p>A. There are no geographical or location restrictions on bidders.</p>
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72.	<p>A. This question is regarding section 10, page 8: Conflicts of Interest, for the FCEDA Branding, Market Research and Communications Services RFP. Our agency is currently the agency of record providing similar marketing services for the City of Chesapeake, VA Department of Economic Development, the</p>	<p>A. We would not consider these situations to be conflicts of interest.</p>
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	<p>South Carolina Department of Commerce and the North Carolina Biotech Center in Raleigh. Can you please advise if any of these are considered to be competitive entities to the Fairfax County Economic Development Authority?</p>	
73.	<p>A. The RFP asks for plans at two budget levels. Should these include estimated advertising/media buys?</p> <p>B. If so would they be responsible for negotiating media costs and placing advertising?</p> <p>C. Who is responsible for advertising and PR in the six global markets where Fairfax County Economic Development Authority operates?</p> <p>D. What role would the Fairfax County Director of Public Affairs play in executing the final plan?</p> <p>E. Will there be special consideration for agencies located in Virginia? Or is geography a non-issue.</p> <p>F. Is it mandatory to have a Business, Professional and Occupational License from Fairfax County or any other part of Virginia?</p> <p>G. In the submittal instructions, "separate binders" is mentioned. Should we submit both proposals in an actual 3-ring binder with loose pages that can be removed?</p> <p>H. Beyond the (5) hard copies of each proposal, will there be a need for a digital copy of each?</p> <p>I. Is the webinar for bidders held on Sept. 6 archived and available for review?</p>	<p>A. Yes</p> <p>B. Yes we do, but that contract ends December 31, 2019.</p> <p>C. That effort is directed from FCEDA headquarters in Tysons, Virginia.</p> <p>D. The director of the Fairfax County Office of Public Affairs has no role in approving or executing the FCEDA's marketing communications plans.</p> <p>E. Geography is a non-issue.</p> <p>F. It is mandatory only if you are doing business in Virginia at the moment.</p> <p>G. It would be helpful to have the proposals in three-ring binders or something that we can easily peruse them.</p> <p>H. No, there is no need for a digital copy.</p> <p>I. Yes, it is at https://www.fairfaxcountyeda.org/about-fceda/contracting-opportunities/rfp-2020-02-branding-market-research-and-marketing-communications-services/</p>

74.	A. Are you seeking one single agency to meet all the RFP requirements or are multi-agency partnerships permitted?	A. Multi-agency partnerships are permitted.
75.	<p>A. When was the last time this account was put up for review? How many vendors submitted proposals?</p> <p>B. Can you provide any information surrounding current strategy / tactics—e.g., copies of current media plans and budget?</p> <p>C. Why is the strategy now shifting so rapidly to focus on the new main objective—attract and retain talent? What detail/ information/data supports the need to focus on these efforts moving forward?</p> <p>D. Within 2.1 (b)—is FCEDA suggesting a new brand identity—updated logos, taglines, brand standards, etc.?</p> <p>E. Has FCEDA worked with any company (e.g., Fortune 500 companies with offices/headquarters in Fairfax County) in an advertising CO-OP capacity?</p> <p>F. Target Audiences: TALENT</p> <p>I. Those outside of the Washington area, who grew up in the NOVA and Washington area and are looking for a job after graduating from college</p> <ul style="list-style-type: none"> - Any internship statistics leading to jobs upon graduation for Fairfax County? If so, any relating to the IT/Tech field(s)? <p>II. “New-Collar” workers seeking employment in tech fields</p> <ul style="list-style-type: none"> - Assuming this means people currently employed, but in the first few years of their career? 	<p>A. The last time we issued an RFP for advertising and public relations services was 2016.</p> <p>B. No.</p> <p>C. The talent shortage is so acute here and in other technology markets that talent attraction and retention is now a key factor to attracting and retaining companies.</p> <p>D. We will entertain any branding ideas that would help us achieve our objective of reaching and appealing to tech talent.</p> <p>E. No.</p> <p>I. We are not aware of any internship data for Fairfax County.</p> <p>II. We are most focused on attracting and retaining millennial and Generation Z technology workers.</p>

<p>- Does the “currently live outside of” NOVA/DC area apply to this group, since they may live in the area but are looking to switch to a technology field?</p> <p>G. If they live outside of the area, do they also need to have “roots” or have grown up in the surrounding areas?</p> <p>I. Workers in historically underemployed and disadvantaged communities</p> <p>II. By community, is FCEDA referring to people’s ethic/race group AND/OR where they live geographically?</p> <p>C-Suite</p> <p>H. Clarification around reference in 2.1(b)—“The campaign should be designed to leverage and be coordinated with current branding campaigns for Fairfax County, companies in Fairfax County, and/or institutions of higher learning in the country.” Will marketing materials be taken and used by other entities?</p> <p>I. Can FCEDA give specific or previous examples where FCEDA materials have been leveraged by other entities, as in the reference noted above?</p> <p>RFP states that the program must be designed to use outside of regional area, including the United States and key markets around the world.</p> <p>II. Since it is not realistic to focus on the entire USA/World—outside the regional area and in the areas where FCEDA has international offices—can you identify key feeder markets/geographies, both within the US and abroad, that will be a focus of this campaign?</p>	<p>II. We want to cast as wide a net as possible.</p> <p>I. We want to cast as wide a net as possible.</p> <p>II. We want to cast as wide a net as possible.</p> <p>I. We would like to form as many partnerships as possible, for example with companies in Fairfax County and academic institutions. We have not done this in any systematic way before.</p> <p>II. You are right that we cannot focus on the whole world. We are looking for recommendations on whom to target and where.</p>
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	<p>III. How is FCEDA currently measuring success of their marketing efforts, even though it may only be currently focused on the C-suite executives?</p> <p>IV. During the pre-bid webinar, FCEDA mentioned something about other entities or companies could bring/pool funds to aid in promoting efforts. What does this mean and how should an agency preparing a proposal take this into consideration when preparing their submission (if any)?</p>	<p>III. We measure click-through rates on our advertising, engagement with social media, etc.</p> <p>IV. We intend to form partnerships with many entities, especially companies and academic institutions, but proposals should not be crafted with specific partnerships in mind.</p>
76.	<p>A. Can you share any research we should be aware of?</p> <p>B. Is it your expectation that this campaign would be also be executed in each/all Fairfax's priority markets internationally? To what extent?</p> <p>C. For c.1/Previous work and references, would detailed case studies suffice here, or do you want to see physical work samples?</p> <p>D. What is priority audience % split in terms of type of talent, e.g. new college graduates, new-collar workers and workers from disadvantaged communities?</p> <p>E. What is priority audience % split for talent versus location decision makers? (p2 of brief mentions another target as c-level execs)</p> <p>F. Does FCEDA currently partner with Amazon Web Services to support its certification</p>	<p>A. The FCEDA has no primary research to share. We are asking that to be done as part of this RFP. There are a number of studies and reports online that include or mention research about talent attraction and retention.</p> <p>B. The focus of this talent-focused campaign will be on U.S. markets, at least initially.</p> <p>C. Detailed case studies that show us the kind of work you have performed and are capable of performing for us would suffice.</p> <p>D. We want to reach as many people as we can. We are looking for recommendations on who/where to hit.</p> <p>E. As we said during the webinar, a good start would be two-thirds focus on talent attraction and retention, and one-third traditional C-level targets.</p> <p>F. The AWS program in place was developed with Northern Virginia Community College.</p>

	<p>program?</p> <p>G. What do companies in Fairfax tell you is the biggest barrier to talent retention after they get good people through the door?</p>	<p>G. We are looking for more primary research to tell us the factors that companies face in retention.</p>
77.	<p>A. I was unable to join the webinar last week but you mentioned that it would be available on the website. I looked this morning but didn't see it – would you be able to help me find that?</p>	<p>A. The webinar is on the FCEDA website at https://www.fairfaxcountyeda.org/about-fceda/contracting-opportunities/rfp-2020-02-branding-market-research-and-marketing-communications-services/.</p>
78.	<p>A. How many new residents from this target group would comprise success? How do we know if we have been successful in our efforts?</p>	<p>A. We will let the successful bidder work with us to define success, but increasing traffic to company career pages and helping companies fill jobs seem like a couple of possible metrics and signs of success.</p>
79.	<p>A. Would it be possible to submit a bid that is purely based on results, i.e., – we are paid a stipend for each new resident, regardless of the cost of recruiting them. Fairfax only pays for the new residents in this demographic and my costs and methods of recruiting them (as long as they are legal and ethical, of course) are irrelevant.</p>	<p>A. The Selection Advisory Committee would have to evaluate this idea and weigh it against other ideas.</p>
80.	<p>A. Has any research been done in the past 2-3 years on employee retention? If so, will the selected vendor have access to this data?</p> <p>B. Is there an existing agency or preferred vendor? Is the preference for a Fairfax County based firm?</p> <p>C. Is the scope of the proposal designated more to employee retention or employer retention?</p> <p>D. If selected, what will be the time period for implementing the campaign?</p>	<p>A. We are looking for more primary research to tell us the factors that companies face in retention.</p> <p>B. The contracts for existing advertising and PR agencies end December 31. There is no preference for a Fairfax County-based firm, or any geographical preference.</p> <p>C. We are turning our focus to talent attraction and retention but we must also continue to speak to C-level executives who make location decisions.</p> <p>D. We expect the contract to begin January 1, 2020.</p>

	<p>E. You mention coordinating the campaign with current county brand campaigns and those of business and education partners. Who will approve the concepts and strategies (i.e., will this require approval at multiple levels and impact the timeline for implementation)?</p> <p>F. What are your key international markets?</p> <p>G. What percentage of media spend/effort will be focused on international?</p> <p>H. For the scenarios listed, are bidders required to provide the campaign theme and spec work?</p>	<p>E. The FCEDA Commission will approve the concepts and strategies.</p> <p>F. We have offices in Bangalore/Mumbai, Berlin, London, Seoul and Tel Aviv.</p> <p>G. Traditionally very little of our advertising and PR budget has been spent internationally. A talent-focused campaign would not shift that spending pattern.</p> <p>H. Spec work is not required but we want you to prove to us that you can do this work.</p>
81.	<p>A. Will firms submitting the RFP be given access to any research data possessed by Fairfax County detailing general or specific impressions of the county as it pertains to employment opportunities, cultural assets, quality of life or other relevant questions?</p>	<p>A. The FCEDA does not have any primary research data.</p>
82.	<p>A. Which counties/localities around the US and the world does FFX County aspire to be or compete with for talent?</p> <p>B. Would work with the Northern Virginia Technology Council be considered a conflict?</p> <p>C. Is FCEDA requiring discounted rates?</p> <p>D. Can FCEDA elaborate on what research has been completed thus far?</p> <p>E. Does FCDEA follow any government compliance, such as 508?</p>	<p>A. We define our primary competitive markets as the New York and Boston areas, Northern California and Southern California, so those would also be primary competitors for talent.</p> <p>B. Work with NVTC would not be considered a conflict of interest.</p> <p>C. No.</p> <p>D. The FCEDA does not have any primary research data.</p> <p>E.</p>

<p>F. Will you accept hand deliveries? What are the delivery instructions for in-person?</p> <p>G. Is there a budget template that FCDA would like bidders to use, aside from copying the table included? Do you need to see a breakdown of labor hours?</p> <p>H. Does FCEDA have an estimate for the percentage of budget they'd like to dedicate to ad spend?</p> <p>I. If the bidder brings on subcontractors, are all organizations required to submit three references?</p> <p>J. If the bidder brings on subcontractors, are all organizations required to provide balance sheets/income statements, and total billings for the last three calendar years?</p> <p>K. Are there any markets outside the US that FCEDA is particularly interested in targeting? Does the contractor need to have affiliates/partners in international markets?</p> <p>L. Has FCEDA conducted any research on its target audiences previously? If so, what research has been conducted, and would FCEDA be willing to share that research with the contractor?</p> <p>M. The scope (2.1.a.) mentions conducting research with workers "in Fairfax County and nationally"; however, 3.1.b. specifies that strategies should "separate Fairfax County from similar competitive business locations in the U.S. and around the world."</p>	<p>F. Yes, so long as they are hand delivered and stamped as received by FCEDA staff by 2:00 P.M.</p> <p>G. There is no other budget template that you need to use. We do not need to see a breakdown of labor hours.</p> <p>H. We are looking for recommendations for all components of the program.</p> <p>I. Any firm included in a bid should be prepared to provide references.</p> <p>J. Any firm included in a bid should be prepared to provide the same level of information.</p> <p>K. The program based on talent attraction and retention should focus on the U.S., at least initially.</p> <p>L. The FCEDA has not conducted the kind of primary research requested in the RFP.</p> <p>M. The research on talent attraction and retention should focus on the U.S.</p>
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	<p>Can FCEDA confirm that the research with both workers and C-Level executives should be <u>US only</u>, or if there are other specific markets that should be included?</p> <p>N. Are there any specific historically unemployed and/or disadvantaged communities that FCEDA seeks to reach?</p> <p>O. Does FCEDA have a database of current C-Level executives at businesses in Fairfax County? If so, how large is that database, and would FCEDA be open to using that database for research recruitment of that audience (e.g., for focus groups or in-depth interviews with current C-level executives about their location decision-making process and why they chose Fairfax County)</p>	<p>N. We want to cast as wide a net as possible.</p> <p>O. The winning bidder will have the opportunity to talk with FCEDA staffers who work with companies.</p>
83.	<p>A. Can you provide a list of your top priority markets where you would like to source candidates from?</p> <p>B. Is there interest in reaching younger Gen Z audiences that are not yet in the workforce (ages 15-18) as an early awareness tactic for why Fairfax is a great place to work and live?</p> <p>C. Is this contract strictly funded by the “workforce attraction program” funds, and thus focused entirely on recruiting workers? What current efforts to recruit companies to locate or relocate in Fairfax will continue outside this contract, and how will contractor be expected to coordinate with those programs?</p> <p>D. What metrics are you currently using on your campaigns for “Fairfax County, companies in Fairfax County, and/or institutions of higher learning in the</p>	<p>A. We are looking for recommendations for all components of the program.</p> <p>B. Yes, Generation Z members can be a target of this campaign.</p> <p>C. The only important dollar figures are the budget scenarios of \$1 million and \$1.5 million. We expect this program to complement other components of FCEDA programs.</p> <p>D. We measure click-through rates on our advertising, engagement with social media, etc.</p>

	<p>county”?</p> <p>E. Your pricing table includes the following element: “Monthly retainer or service fee. Please detail the services covered.”</p> <p>F. Is this a project management fee?</p> <p>G. May project management be included in the labor quote in the remaining cells for services such as market research, branding, etc.?</p> <p>H. Will the final contract be awarded on a fixed price (lump sum) or some other basis?</p> <p>I. What information, in addition to the Special Provisions, is required to satisfy article 23 of the General Conditions and Instructions?</p>	<p>E. Please describe your fees in a way that we can understand.</p>
<p>84.</p>	<p>Audience</p> <p>A. Please share any additional information about your target audience. Demographics, personas, audience profiles etc.</p> <p>B. What are the demographics of the county now? Demographics, personas, audience profiles etc.</p> <p>C. Realizing you want RFP respondents to provide insight on the target audience—hypothetically, what attributes does the country currently offer they would want?</p> <p>D. What are the weaknesses/aspects of Fairfax that aren’t appealing?</p> <p>E. How are you defining high-demand technology fields?</p> <p>F. Why is it important to you to specifically include historically underemployed and disadvantaged communities? How do you define those communities?</p>	<p>A. We have no additional information to share about the target audience.</p> <p>B. Please refer to www.fairfaxcountyeda.org and www.fairfaxcounty.gov for more information about Fairfax County.</p> <p>F. We want to cast as wide a net as possible.</p>

85.	<p>Campaigns/Content</p> <p>A. What current research can you share that has been the base for ongoing or past campaigns?</p> <p>B. What are new and exciting things that are happening in Fairfax in the next couple of years?</p>	<p>A. We do not have any research to share.</p> <p>B. Please refer to www.fairfaxcountyeda.org and www.fairfaxcounty.gov for more information about Fairfax County.</p>
86.	<p>Metrics/Operations</p> <p>A. Please define any growth targets that you are trying to reach such as x number of new business, x number of new employees in the next two years.</p> <p>B. Please share job market stats for the past three years, and projected job market stats for the next three years.</p> <p>C. Explain any growth that you've achieved in the past five years.</p>	<p>A. We are looking for recommendations for all components of the program.</p> <p>B. Please refer to www.fairfaxcountyeda.org and www.fairfaxcounty.gov for more information about Fairfax County.</p>
	<p>Miscellaneous</p> <p>A. What events do you currently host in order to meet your marketing goals?</p> <p>B. What partnerships do you have for co-marketing purposes?</p> <p>C. How will the agency work with the Fairfax County Economic Development Authority Team? Who are the members of the FCEDA that we would be working with? How will the</p>	<p>A. Prominent events the last few years include Social Media Week Fairfax, Cybertech Fairfax, sponsorship of organizations such as the Northern Virginia Technology Council, and industry-specific events coordinated by our offices overseas and in California.</p> <p>C. The winning bidder can expect to work closely with many people at the FCEDA.</p>

	team operate?	
87.	A. Will firms submitting the RFP be given access to any research data possessed by Fairfax County detailing general or specific impressions of the county as it pertains to employment opportunities, cultural assets, quality of life or other relevant questions?	A. The winning bidder will have the opportunity to talk with FCEDA staffers who work with companies.
88.	<p>Metrics/Operations</p> <p>A. What metrics do you currently use to measure your marketing campaigns? How do you currently gather data from marketing efforts and report on your ROI?</p> <p>B. Please define any growth targets that you are trying to reach such as x number of new business, x number of new employees in the next two years.</p> <p>C. Please share job market stats for the past three years, and projected job market stats for the next three years.</p> <p>D. Explain any growth that you've achieved in the past five years.</p> <p>E. What operational/tech tools are you currently using to execute your campaigns?</p>	<p>A. We measure click-through rates on our advertising, engagement with social media, etc. We are looking to</p> <p>B. Job creation remains the top metric for this organization. We are looking to the selected bidder to recommend metrics for this campaign that can lead to job creation.</p> <p>C. Please refer to www.fairfaxcountyeda.org and www.fairfaxcounty.gov for more information about Fairfax County. Data produced by the Census Bureau and Bureau of Labor Statistics may be useful too.</p> <p>D. Please refer to www.fairfaxcountyeda.org and www.fairfaxcounty.gov for more information about Fairfax County.</p>
89.	<p>Miscellaneous</p> <p>A. How will the agency work with the Fairfax County Economic Development Authority Team? Who are the members of the FCEDA</p>	

	<p>that we would be working with? How will the team operate?</p>	
<p>90.</p>	<p>A. The Scope of the contract (Section 2 of RFP) requests a “marketing communications program” along with the development and execution of a “national media relations” program. However, the Instructions for Technical Proposals (Sections 3.1.a.6 and 3.1.a.10) ask for the offeror's experience with “advertising services.” These are the only references to “advertising” in the RFP. Media relations are typically understood as “earned” placements (i.e. unpaid) while advertising refers to paid media placements. Can you please clarify the following:</p> <ul style="list-style-type: none"> I. Is the FCEDA looking for media relations as traditionally understood, or advertising? II. Does the FCEDA consider advertising (paid) as a central component of this initiative? III. If so, are ad buys and placements to be priced as part of the Business Proposal? (Note there is no specific reference in the table under “Program Element” [Section 4].) IV. If advertising is considered a central component: Without having conducted the foundational research, it is difficult for a vendor to price placements on a firm fixed price basis as costs vary vastly based on a number of variables. Can the FCEDA please clarify needs/pricing for this element? <p>B. Can the FCEDA clarify whether the “expected costs in the production of marketing communications materials” is for the offer or to manage this process, or for the full cost of labor, production, and distribution of materials? Without knowing the type,</p>	<p>A. Sorry for the confusion. We have updated sections 3.1.a.6 and 3.1.a.10 in the special provisions documents to replace “advertising” with “marketing communications services” so it reflects the range of options available today and encourages creativity and outside-the-box approaches.</p> <ul style="list-style-type: none"> I. Yes, we are looking for a media relations component as well as marketing communications. IV. We are looking for creative, innovative, unprecedented proposals. Bidders can propose a mix of all kinds of marketing communications services including advertising, social media, media relations as well as a branding platform and market research services. <p>B. Please describe all costs and fees in a way that we can understand based on the two budget scenarios.</p>

	<p>amount, and markets for distribution, it is difficult to estimate cost. Can the FCEDA clarify needs/pricing for this element?</p> <p>C. Is there a certain point in time (or a specific driver for) when the intake/research/development must be done and the campaign is expected to “go live”? Not for public dissemination; regarding potential conflicts of interest: We have an active contract supporting the Colorado Springs Chamber of Commerce and Economic Development Corporation (Chamber & EDC). Part of the work under this contract is to help the Chamber & EDC with strategic planning for the community’s cybersecurity industry so that it can differentiate Colorado Springs from other cybersecurity hubs; align the cybersecurity industry’s assets and initiatives; and attract cybersecurity executives, investors, and workers. Our effort will likely inform future branding efforts, but we are not contracted to perform that work. We see this experience as a positive for the FCEDA, as it gives us highly applicable insights and experience — but based on the comments on last week’s webinar, we wanted to disclose this work and ensure (prior to proposal development) that the FCEDA does not view this as a conflict of interest.</p>	<p>C. No, we do not view this as a conflict of interest.</p>
<p>91.</p>	<p>A. What brand tools do you already have in place to inform this new work? Do you have a current Brand Platform, Messaging Framework, Brand Design, and Brand Guidelines/System?</p> <p>B. Will the new branding work leverage or supersede current assets?</p> <p>C. You mentioned various barriers to moving to/living in/staying in Fairfax County: What are they (even if preliminary)?</p>	<p>A. We have guidelines for the use of our logo.</p> <p>B. Bidders can make a case for changing our “current assets” or continuing to use them.</p> <p>C. The cost of living in the Washington area frequently is mentioned as a barrier, but we</p>

	<p>D. Have you done perception research? Do you have an index of all research completed to date? Will you make any research available to inform proposal development?</p> <p>E. What experiences/place making is Fairfax County currently supporting in 2019 (across all departments)? Is anything from past events that is a “must keep” or sacred cow for 2020+?</p> <p>F. Who are the decision-makers for this engagement? Will they be in the room for all presentations/workshops, and be working partners for this engagement?</p>	<p>believe more useful data can be uncovered in the market research phase.</p> <p>D. We do not have any primary research to share.</p> <p>E. The FCEDA markets and promotes Fairfax County as a great business location, and as such the FCEDA “supports” all county place making efforts. There are no “sacred cows.”</p> <p>F. The Selection Advisory Committee is comprised of staff and a member of the FCEDA Commission. The FCEDA Commission, the FCEDA’s governing body, will approve the contract and the program strategies.</p>
92.	<p>A. Victor Hoskins, President and CEO of the Fairfax County Economic Development Authority is interested in being positioned as a national and local thought leader. Do you envision that including speaking opportunities, events and conferences – locally, regionally and nationally – in addition to media opportunities?</p> <p>B. We understand this is initially a two-year campaign. What do you envision the program looking like in each year? We are specifically asking to better understand if we can propose a tiered approach; For example, year one more focused on research and year two/three following with more events, creative, media relations that are informed by the research? Or do you envision a more parallel-track approach, where we perform the research, but also at the same time begin the media relations and marketing components that make sense?</p> <p>C. What is your current media spending (past year)?</p>	<p>A. Yes.</p> <p>B. We want to get the program rolling, so a parallel track would be preferred.</p> <p>C. The FCEDA spent about \$600,000 in advertising and paid social media over the past year.</p>

<p>D. For the desired defined metrics section, does FCEDA envision these will include quantitative components such as media impressions, numbers of media placements, Ad Value Equivalency for media coverage, social media metrics, newsletter metrics and also qualitative metrics, such as audiences reached and event attendees?</p> <p>E. Does the FCEDA envision that social media and innovative events should be included as part of our recommendations for the marketing communications plan?</p> <p>F. Would Fairfax County be open to a regional approach to workforce attraction that includes coordinating with other jurisdictions?</p> <p>G. Are there local companies or organizations that have already expressed interest in partnering with FCEDA on the workforce attraction campaign?</p> <p>H. Do you want to encourage Gen Z and millennials to live AND work in Fairfax County, or just work there?</p> <p>I. What is the current annual net gain of Gen Z and millennials moving to Fairfax County?</p> <p>J. What is the annual net loss of Gen Z and millennials moving away from Fairfax County? (Does this attrition map to key cities?)</p> <p>K. What is the current annual net gain of new companies moving to/opening offices in Fairfax County?</p> <p>L. Do you have any target companies, or industries, you'd like to attract to Fairfax County?</p>	<p>D. We would like bidders to recommend metrics for each component of the program.</p> <p>E. Yes!</p> <p>F. Yes!</p> <p>G. We expect many companies will be interested in partnering as we announce those opportunities and roll out the program.</p> <p>H. We want to promote Fairfax County as a great place to work, live, play and learn.</p> <p>J. Currently the Washington metropolitan area loses about 3,000 people ages 25-35 a year – “net out-migration.” We do not have any data on Gen Z migration.</p> <p>K. Data produced by the Census Bureau and Bureau of Labor Statistics could be useful to you.</p> <p>L. Please review the FCEDA website for information on our target industry sectors.</p>
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	<p>M. Are there technology market segments that you'd specifically like to target/support with the workforce attraction campaign?</p> <p>N. Can you provide the names of any companies who were considering moving to Fairfax County, but ultimately selected another location? Which location did they select and why? Why didn't they select Fairfax County?</p> <p>O. Can you share the average length of time it takes a company to decide on a new HQ location?</p> <p>P. Can you share measurement/reporting examples for your current PR/marketing/advertising campaigns?</p> <p>Q. Do you/how do you prioritize the target audiences?</p> <ul style="list-style-type: none"> • Workers from outside DC • Northern VA and DC natives • Recent grads • New collar workers • Workers in historically underemployed and disadvantaged communities <p>R. Can we make suggested edits to any of the specific terms contained in the General Terms and Instructions (i.e. Indemnification section 64)?</p> <p>S. Will a separate service contract be executed once the contract is awarded?</p> <p>T. In the cover letter – the authorized signer is agreeing to be bound by the conditions set forth in Paragraph 64 of the General Terms and Instructions. Is this correct?</p>	<p>M. Encouraging growth in our existing industry sectors would be a good start!</p> <p>N. No.</p> <p>O. It varies considerably by company – months to years.</p> <p>P. No.</p> <p>Q. We are looking for guidance on targets from the selected bidder.</p> <p>R. No, we cannot make changes to the General Conditions.</p> <p>S. No, we have one main contract between the firm being awarded the contract and the FCEDA.</p> <p>T. Yes, that is correct.</p>
93.	<p>A. We are a video production agency that would like to bid our video services independently. Separately, we would also like to bid our services as part of a larger campaign in which we would partner with an</p>	<p>A. Firms can bid separately or with partners.</p>

	<p>additional agency. Is this acceptable?</p> <p>B. What distribution methods do you envision using to share videos? We create custom videos for each separate channel; i.e. social, broadcast, online, etc.</p>	<p>B. We want the selected bidder to recommend tactics.</p>
<p>94.</p>	<p>A. How important is the larger Washington, D.C., story to Fairfax?</p> <p>B. How important is the story of talent attraction within the region vs. outside?</p>	<p>A. We believe it will be important to emphasize the job opportunities in Fairfax County and the life opportunities throughout the Washington area.</p> <p>B. Both retention and attraction will be important.</p>
<p>95.</p>	<p>A. 20% of the Fairfax population is Asia, and 16% is Hispanic. What languages do you see as required for this work? (We suggest Spanish, Chinese and Vietnamese, but your thoughts are important to us.)</p> <p>B. In talking about C-level executives, do we want to limit that group to private sector businesses, or include senior executives in the Federal and Virginia government? How about special interest groups (e.g., Chamber of Commerce) and HR executives? The HR people will understand future personnel needs, and that will provide a dynamic that we might not obtain from employees. In the case of very large companies, there may be division presidents who don't count as C-level but who would be more relevant to this project than the CEO. Examples would be companies such as Google, Amazon and Siemens.</p>	<p>A. We want the selected bidder to recommend tactics.</p> <p>B. We want the selected bidder to recommend tactics.</p>

	<p>C. Do you have specific metrics or benchmarks for what would constitute a successful engagement? What would make the County delighted with our work?</p> <p>D. How much of the proposed budget is estimated for media spend?</p> <p>E. Will the County undertake communications (for example, advertising or letters to C-level executives) to facilitate this project? Is that within the proposed budget?</p>	<p>C. We want the selected bidder to recommend metrics.</p> <p>D. We want the selected bidder to recommend the mix of spending on marketing communications services.</p> <p>E. We want the selected bidder to recommend tactics.</p>
96.	<p>A. Can we confirm that the outlined budget (\$1M and \$1.5M) is inclusive of out of pockets, including advertising and creative costs?</p> <p>B. Is this work complemented by other recruitment efforts being executed by Fairfax county or the surrounding area to your knowledge?</p> <p>C. Are there any creative assets that Fairfax county has that can be used for advertising?</p> <p>D. Does Fairfax County have a community management team or is community engagement/response expected under this scope?</p> <p>E. Are there any specific incentives that the government is using to attract talent to move to Virginia (i.e., student loan forgiveness, housing assistance, etc.)</p> <p>F. Do you have metrics for success identified for this campaign?</p>	<p>A. Yes, those budget scenarios are for all costs of the program.</p> <p>B. We are not aware of a talent-focused initiative comparable to this in the Washington region.</p> <p>C. Please refer to the FCEDA website for videos produced in-house.</p> <p>D. This program will be managed by the Fairfax County Economic Development Authority, not the county government.</p> <p>E. Please refer to the Virginia Economic Development Partnership website to learn about workforce development programs at the state level.</p> <p>F. We want the selected bidder to recommend metrics.</p>

97.	A. Can you please be more specific about who is the target audience (including more specificity around both talent and companies)?	A. The main target is tech talent.
98.	A. What are specific behaviors/actions you are looking to effect with this initiative?	A. We need more tech talent. We are looking to the winning bidder to recommend strategies and tactics to make that happen and metrics to measure it.
99.	A. Would you consider work done for tourism destinations or work on "smart cities" a competitive conflict?	A. No, we do not consider that a conflict.