

RFP Questions 2024-15

Questions	Answers
<p>1. What have been your biggest challenges and barriers to date in reaching multicultural audiences, and how would you prioritize each audience today?</p>	<p>As California’s uninsured rate continues to decline and the remaining uninsured becomes smaller, reaching California’s diverse and multicultural audiences has become increasingly critical. The remaining uninsured populations are often from diverse communities, recently immigrated, and face the most significant barriers to coverage. In addition, these populations are often the hardest to convince and the hardest to reach. Key barriers include language differences, limited understanding of the importance of health insurance, and deeply rooted cultural issues.</p> <p>Our mission is to prioritize equitable and inclusive healthcare access for all communities. This requires us to focus on innovative and culturally competent strategies that meet the unique needs of every audience.</p>
<p>2. What percentage of this work is expected to be in the native languages listed in the RFP?</p>	<p>We look forward to leveraging the proposer's expertise to guide this work. Given the current political landscape and Covered California's mission to reach all communities across the state, we welcome RFP submissions that include thoughtful and strategic recommendations in reaching hard-to-reach and hard-to-convince populations. Proposals should align with our vision of ensuring all Californians get covered and stay covered, with an emphasis on effectively engaging California’s diverse populations.</p>
<p>3. What demographic data are you able to share about your target (currently unenrolled) market - and what existing data are you able to share about the preferences and behaviors of the ethnic and diverse audiences you want to reach?</p>	<p>Covered CA enroller profile:</p> <ul style="list-style-type: none"> • https://hbex.coveredca.com/data-research/ <p>Covered CA enrollment churn:</p> <ul style="list-style-type: none"> • https://jamanetwork.com/journals/jama-health-forum/fullarticle/2799211 <p>California’s uninsured profile:</p> <ul style="list-style-type: none"> • https://laborcenter.berkeley.edu/californias-uninsured-in-2024/ • https://laborcenter.berkeley.edu/wp-content/uploads/2023/03/CA-remaining-uninsured-2024.pdf • https://data.census.gov/table/ACSST1Y2022.S2701?t=Health%20Insurance&g=040XX00US06 <p>General Covered California Information:</p> <ul style="list-style-type: none"> • https://hbex.coveredca.com <p>Past board presentations:</p> <ul style="list-style-type: none"> • https://board.coveredca.com/meetings/
<p>4. Are there particular geographies within the state currently where you are seeing the greatest coverage gaps and, therefore, needs?</p>	<p>Los Angeles County, Orange County, Riverside County, and San Bernardino County are the four counties where Covered California is seeing the greatest coverage gaps. By sheer volume, these four counties of Southern California have the most uninsured and eligible people throughout the state, as 280K of the 591K people are eligible for Covered California subsidies.</p>

<p>5. How are you currently measuring success in reaching underrepresented or underserved communities, from a communications perspective?</p> <p>a. How are you currently measuring engagement and trust within ethnic and diverse communities?</p>	<p>Currently, we use similar measurement methodologies and tools that we do for the the mainstream/mass market for KPIs like media, impressions, reach, message pull-through, etc. We also review and track changes on measures such as enrollment, uninsured rates, access to care, and quality using first- and third-party data and insights. We also work closely with our Outreach and Sales, Equity and Quality Transformation, and External Affairs and Community Engagement teams at Covered California to gauge and track feedback from agents, navigators, community leaders, stakeholders and other groups that are part of, and serve these communities.</p> <p>We are currently exploring, and are open to, other methodologies to help us better understand issues, barriers and gaps, and tactics to address them.</p>
<p>6. How open are you to engaging younger, tech-savvy audiences who may influence family decisions?</p>	<p>We recognize the ever-changing social media landscape and the growing influence of younger, tech-savvy audiences on family decision-making, particularly within ethnic communities. As part of our commitment to addressing the diverse needs of our hard-to-reach and hard-to-convince populations, we are eager to explore innovative approaches that effectively engage these audiences. We welcome creative strategies that leverage technology, social media platforms, and other digital tools to ensure our messaging resonates across generations and cultural groups.</p> <p>We look forward to hearing fresh ideas and solutions that balance generational differences, cultural nuances, and technological trends to connect meaningfully with younger audiences and their families.</p>
<p>7. What percentage of your enrollees come from special enrollment versus open enrollment?</p>	<p>We currently have almost 1.8M enrollees. Churn happens throughout the year, but we added around 100K enrollees during each of our past three Special Enrollment Periods. Some of those numbers are enhanced by the federal redetermination of all Medicaid enrollees.</p>
<p>8. How strong do you think the trust and confidence is in Covered California among both enrollees and prospects? What are some key factors that either contribute or detract?</p>	<p>We know from research that there is a fairly high level of awareness of the Covered California name. However, many consumers remain unsure of what Covered California does, the role it plays in helping connect eligible Californians to quality health insurance, and the record-level of financial assistance available to them help pay for it. In addition, we know that there are demographic and sociographic factors including language and culture that are significant barriers to both awareness and trust in many communities throughout the state.</p>
<p>9. What's the single most important message you</p>	<p>Key messages and message priority varies by target audience, community and need. Our basic consumer-facing message includes the following:</p>

<p>want this campaign to convey to each of your identified audiences?</p>	<p>Having quality health insurance is critical to ensure the overall health and well-being of yourself and your family. Covered California can help you connect to health insurance coverage through brand-name insurance companies and is the only place you may be eligible to receive financial help to lower the cost of your coverage. Nearly 90 percent of Covered California enrollees receive financial assistance, with many paying \$10 or less per month, and some getting coverage at no cost.</p> <p>Help from Covered California is always free, and always confidential, and available in the language you prefer to speak.</p> <p>Our core open enrollment consumer-facing message adds the following: With more financial help available than ever before to more Californians than ever before, now is the time to sign up for high-quality, affordable health care coverage through Covered California. Open enrollment begins Nov. 1 and runs through Jan. 31; visit CoveredCA.com to explore your options.</p>
<p>10. Are there specific misconceptions or myths about healthcare insurance you want this campaign to correct and/or address?</p>	<p>A key focus for our potential PR partners will be addressing common misconceptions about health insurance, particularly as they pertain to Covered California and the diverse communities we serve. These myths often stem from cultural perspectives, language barriers, and a lack of understanding about how health insurance works. Successful strategies to dispel misinformation and build trust should be a component of a campaign or communications plan. Common misconceptions to address (not all-inclusive) include:</p> <ol style="list-style-type: none"> 1. Myth: Covered California plans are “lesser quality” due to government involvement. 2. Myth: Covered California is an insurance company. 3. Myths that create and reinforce general mistrust of health insurance companies and the health insurance industry. <p>It is important to note that misconceptions and myths about Covered California vary across our target communities and consumers.</p>
<p>11. What feedback have you received from ethnic communities in the past about your messaging or campaigns?</p>	<p>Feedback from ethnic communities has highlighted the importance of recognizing that each community is not monolithic. Within these broader groups are smaller, niche populations, each with unique cultural identities, values, and needs. To effectively reach and engage these diverse audiences, we must adopt more innovative approaches that reflect a deep cultural understanding.</p> <p>Our campaigns must go beyond surface-level representation to address specific cultural nuances, ensuring that messaging is authentic, relatable, and inclusive. These includes tailoring outreach strategies, languages, and visuals to resonate with smaller subgroups within ethnic communities, fostering trust and connection.</p> <p>By prioritizing cultural competency and inclusivity, we can create campaigns that truly reflect the diversity of California and achieve meaningful engagement across all communities.</p>
<p>12. Beyond enrollment, what other outcomes are you hoping to achieve with this campaign (e.g., improving health literacy, fostering trust)?</p>	<p>In our 2024-2025 open enrollment campaign, we are focusing on improving health care literacy and developing educational materials and assets in multiple languages to support these efforts long-term.</p> <p>We are also working collaboratively with other divisions to focus on sustaining awareness and support for Covered California, driving home the importance of health insurance in improving the overall health and wellness of California, and addressing barriers to health care access and quality.</p>

<p>13. What competing messages or entities (e.g., private insurers, health exchanges, etc.) might challenge this campaign's success? Anything you're particularly concerned about today?</p>	<p>The team is aware of the potential for message overlap with Healthcare.gov, neighboring states, etc., and Covered California has proactively taken steps to distinguish its messaging and clarify its unique role and offerings. Among health insurance carriers, other state agencies like the Department of Healthcare Services (DHCS, Medi-Cal), enrollers and navigators, there is generally good collaboration and alignment.</p> <p>However, health insurance is complicated and can be confusing, and there is a lot of misinformation out in the public; for example, the difference between Covered California, Medi-Cal and Medicare, qualifying for financial assistance, and misperceptions about health insurance plan quality and cost that continue to be a barrier.</p> <p>In addition, among recent immigrants, there continue to be concerns and fears around confidentiality, and issues like Public Charge. We are also closely monitoring the incoming administrations plans and proposals.</p>
<p>14. Are there any specific crises you are currently navigating today or expect to arise in the coming months?</p>	<p>While we are not currently anticipating any specific crises, we are mindful of the evolving political landscape and its potential impact on our organization and stakeholders. While it is impossible to predict future developments, our goal is to remain proactive in our messaging to ensure that customers feel confident in our stability and our commitment to providing affordable coverage. Additionally, we aim to strengthen our national messaging when necessary to reinforce our mission and reassure all Californians that we are here to stay, regardless of external challenges.</p>
<p>15. Are there regulatory or legal constraints we need to be particularly mindful of in messaging or targeting?</p>	<p>Most regulatory or legal issues we encounter with messaging and marketing revolve around how we explain eligibility, financial assistance, or laws and regulations pertaining to the Affordable Care Act (ACA).</p>
<p>16. Where do you see untapped potential within your current PR efforts?</p>	<p>See Q17.</p>
<p>17. What do you see as the most significant missed opportunities in your previous campaigns?</p>	<p>Our campaigns have consistently achieved success in meeting their objectives, but we recognize that there are always opportunities for growth and improvement. Under the current political landscape, potential challenges may arise that could impact our communications plans and priorities. Proactively addressing these challenges will be critical to maintaining the momentum of our outreach efforts.</p> <p>Additionally, in a time when new technology trends emerge at an increasingly rapid pace, we see an opportunity to stay ahead of these shifts. Leveraging cutting-edge tools and platforms will enable us to connect with diverse audiences more efficiently and meaningfully, ensuring we remain relevant and impactful in a rapidly evolving digital environment.</p> <p>By focusing on innovation and adaptability, we aim to continue building on our past successes while addressing emerging challenges and opportunities in the marketplace.</p>
<p>18. What current mix of tactics do you believe has been most</p>	<p>Focusing on generating coverage in broad-reaching media, combined with targeted media and customized messaging based on data, insights and needs has been particularly effective.</p>

<p>effective in increasing enrollment? Retaining enrollees?</p>	<p>Messaging and tactics focused on educating consumers on how to take advantage of the benefits and preventative care included with their health insurance, affordability of care, and the value of coverage has also been helpful for enrollment and retention.</p> <p>Driving consumers to trusted resources for help, like agents, navigators, and our Service Center has been helpful, as well as ensuring a smooth and effective self-service consumer journey through CoveredCA.com.</p>
<p>19. What roles have community leaders, local influencers, or trusted cultural figures played in your previous outreach efforts? Have any been particularly effective or ineffective for you?</p>	<p>See Q24.</p>
<p>20. Has Covered California ever run a national PR campaign? What were the results?</p>	<p>We launched a campaign in 2021 during COVID-19, partnering with other ACA marketplace states, the launch press release can be here. Our team put together a website and we held joint online press conferences and had celebrity ambassadors, etc. We saw great press coverage at the time and our outline of the cost of COVID hospitalizations were used nationally for months.</p>
<p>21. Which earned media piece(s) have had the most tangible impact on enrollment? Why do you think this is?</p>	<p>We are fortunate that our core campaigns and announcements, including Open Enrollment (OE), Special Enrollment Period (SEP), and our Rates announcements, receive significant coverage throughout the year. It is nearly impossible to attribute enrollment gains to any one earned media piece. We have been encouraged from the results of our efforts to build consumer-led communications strategies and messaging based on data and insights, focused on those populations with the greatest needs, in coordination with other external facing divisions.</p>
<p>22. Could you share Covered California's annual organizational goals and objectives for 2025? (Or 2024?)</p>	<p>Covered California's 2023-2026 Strategic Plan can be found here: https://board.coveredca.com/meetings/2023/2023.08.17_Covered_California_Strategic_Plan_2023-2026.pdf</p>
<p>23. Are there specific milestones, tentpole moments, announcements or events we should consider that align with your enrollment goals (aside from the obvious</p>	<p>Open enrollment is our core enrollment-focused campaign for the year, followed by Special Enrollment. In addition to supporting organizational communications priorities and announcements and news bureau opportunities, our team may also conduct educational campaigns, meetings with reporters and editors, and support ethnic-specific events and holidays to sustain awareness and support health insurance education and literacy.</p>

critical moments, like open enrollment periods and health awareness months)?	
24. Are there existing partnerships with community organizations, influencers, or media outlets that you'd like to build upon?	<p>Covered California has strong partnerships with many community-based organizations and advocacy organizations throughout the state, many of which the Comms and PR team have leveraged to help us both understand and dive deeper to the communities and groups with the greatest needs.</p> <p>We also have solid relationships with ethnic media and have developed and executed partnerships to help us engage consumers and build relationships and trust.</p> <p>Both Comms and PR and Marketing have leveraged influencers in the past to support campaigns.</p> <p>We would like to continue to build and expand our efforts to reach communities throughout the state through trusted messengers, and through culturally and linguistically relevant approaches and tactics.</p>
25. What percentage of your PR budget currently goes to paid media, roughly?	<p>Currently, our PR budget does not have a designated paid media component. However, we do allocate resources through specific media sponsorship opportunities, particularly with ethnic media programs. These sponsorships are carefully selected to enhance outreach within key communities ensuring our messages are culturally relevant and resonate with diverse audiences. While not traditional paid media, these partnerships are an integral part of our overall communication strategy, allowing us to build trust and engagement across various demographic groups. These opportunities are reviewed based on campaign strategy and is reviewed and approved based on case-by-case scenarios.</p>
<p>26. Inside the scope of work (exhibit A), it is noted that the contractor is "required to perform all services under this Agreement on site at Covered California, unless directed otherwise by the project representative."</p> <p>a. Can you please share what you mean by this - specifically, how often do you expect your agency partner to be on-site at Covered</p>	<p>While we do not require embedded staff, we do require decision-makers from the agency to be available for in-person meetings as needed. The frequency of these meeting will be determined based on the political climate and the demands of the campaign to ensures efficient collaboration, timely approvals, and alignment on campaign objectives. Most of our routine meetings will be conducted virtually.</p>

<p>California's location in Sacramento - and who from the agency team is expected to be on-site at that frequency?</p>	
<p>27. How many agencies are you inviting to participate in this RFP, and how many do you anticipate will make it to the next round? a. Are you inviting any incumbent agencies to participate in this RFP?</p>	<p>We welcome any agencies that meet the minimum requirements outlined in this RFP to participate. All agencies that successfully demonstrate they have met the Stage 1 requirements will be invited to move on to Stage 2. At this time, we cannot predict how many agencies will advance, as it will depend on the number of qualified submissions received.</p>
<p>28. What specific agency competencies and historical experience are you weighting most heavily in your decision-making?</p>	<p>Our scoring criteria is outlined in Section 5, "Evaluation and Selection for Contract Award," of the RFP. This section details the evaluation criteria for Stages 1, 2, and 3 of the selection process. Agencies are encouraged to review this section thoroughly to ensure their proposals address the key competencies and qualifications being evaluated. For any clarifications regarding these criteria, agencies may submit questions via email during any stage of the evaluation process.</p>
<p>29. Who sits on the decision-making committee for this RFP?</p>	<p>Covered California cannot disclose this information.</p>
<p>30. How will you prioritize innovative approaches, grassroots approaches and/or proven, traditional strategies for reaching audiences?</p>	<p>Traditional earned media continues to be the core focus of our work and OE campaigns, However, as the media landscape and how our target audiences get their information continues to evolve, we have also prioritized grassroots approaches, innovation, and use of technology, with a "test-and-learn" mindset to help us effectively dive deeper into communities and reach more people.</p>
<p>31. Will Covered California consider awarding portions of this work to different agencies?</p>	<p>Covered California will not award portions of this work to different agencies. Covered California is looking to award this contract to one agency, although we anticipate the contract will likely include subcontractors.</p>

<p>32. Can you provide more detail on your audiences in terms of prioritization and where you've had success/challenges reaching specific population groups?</p> <p>a. Are there specific demographics you can share?</p> <p>b. Are there priority geographic markets within the state?</p>	<p>See Q3 and Q45.</p>
<p>33. Do you anticipate any programmatic or communications changes to the Covered CA program based on the incoming presidential administration that might alter this scope?</p>	<p>We will be closely monitoring any announcements or policy changes from the incoming presidential administration. We do not anticipate that any changes in scope will be required; however, we are prepared to make amendments to the scope, should they become necessary.</p>
<p>34. With regard to the guidance, "4.2.1.3 Past Projects Completed: Proposers must narratively describe up to five (5) projects they have completed in the past two (2) years by the California-based office that relate to the tasks listed in Model Contract Exhibit A – Scope of Work" — Can this include subcontractor work/projects?</p>	<p>Yes, work submitted as part of the proposal may include work completed by subcontractors. The Proposer should identify whether the work was completed by the Proposer or a specific subcontractor who completed the work. However, the Proposer must clearly demonstrate their leadership and oversight of the campaign. It is essential to show how the subcontractor's work aligned with and supported the overall campaign strategy and messaging. The proposer should also illustrate how they ensured cohesive integration across all elements of the campaign, maintaining consistency with the overarching goals and objectives.</p> <p>We are requesting sample work to demonstrate the primary agency's capability to plan and execute a complex, multi-faceted campaign. Given the scope and scale of our initiatives, it is essential that the selected proposer can effectively manage multiple components, including strategy development, creative execution, media planning, and performance tracking.</p> <p>In addition, showcasing organizational and operational expertise, the sample work will provide insight into the proposer's ability to develop innovative approaches to solve challenges. By reviewing past work, we aim to assess the agency's capacity for delivering impactful, integrated campaigns that align with our objectives while addressing the complexities of today's media landscape.</p>

<p>35. With regard to the guidance, "4.2.2.1 On-Site Agency Presentation; 2. Case Histories: Submit up to two (2) recent statewide public relations campaigns with a multicultural component that a California-based team designed and implemented." — Can this include subcontractor work/projects?</p>	<p>See Q34.</p>
<p>36. Does the prime need to be a full-service advertising agency v. public relations agency? Can the prime be a public relations agency and subcontract with a full-service advertising agency?</p>	<p>Page 20, 4.1.1 #1 includes an error on our part. We stated that we are looking for an advertising agency that is incorrect. <u>We are seeking an agency that specializes in Public Relations. This will be corrected in a forthcoming Addendum.</u></p> <p>There is no need to subcontract with an advertising agency.</p>
<p>37. Would you be open to two agencies partnering together?</p>	<p>If proposer does not have full-service capabilities, then the proposer is invited to include subcontractors in their submission.</p>
<p>38. Do you require that the California-based agency have multiple physical offices in California? Or is a virtual team based in California okay?</p>	<p>The requirement for a California-based agency ensures that, in the event of a crisis or the need for in-person meetings, we can quickly and efficiently engage. Additionally, having a team that resides in California is a critical for understanding the scope of work, the state's diverse population, and the political climate necessary to effectively reach our target audience. Key proposer staff will be expected to actively and in person participate in various events and activities throughout the state. A virtual team is acceptable as long as all team members on the account are based in California and can provide the same level of responsiveness and regional expertise as a physical office would.</p>
<p>39. Has Covered California worked with an agency in the past on this work?</p>	<p>Yes.</p>
<p>40. Is the expectation that</p>	<p>We welcome any agencies that meet the minimum requirements outlined in this RFP to participate.</p>

<p>an incumbent agency will respond to this RFP?</p>	
<p>41. What do you feel are the biggest challenges facing Covered California in reaching its enrollment goals?</p>	<ol style="list-style-type: none"> 1. Market churn <ul style="list-style-type: none"> • Considerable market churn (30-40%) annually. New prospective consumers may not be as familiar with Covered California. https://jamanetwork.com/journals/jama-healthforum/fullarticle/2799211 2. Lack of understanding <ul style="list-style-type: none"> • While brand awareness is fairly high, there is still limited understanding of who Covered California is and what we do, and many assume we're a health insurance provider. 3. Cost and value of health insurance <ul style="list-style-type: none"> • Affordability is still the number one barrier to getting Health insurance. Many consumers still think it's too expensive and many (especially the young and healthy) feel like they can get by without it.
<p>42. What are challenges you have experienced with this work in the past?</p>	<p>See Q41.</p>
<p>43. What would success look like for you?</p>	<p>See Q12.</p>
<p>44. How will you measure that success?</p>	<p>See Q5.</p>
<p>45. Do you have any recent research that has been conducted that we could leverage for this process? If yes, could you please share a bit about those research studies so we can ensure we are complementing and not duplicating efforts?</p>	<p>While not pulled together for this RFP, please visit the HBEX Solicitations website (https://hbex.coveredca.com/solicitations/) and scroll down to RFP 2024-04 Advertising and Marketing Services RFP and click on the Stage 2, Webinar Presentation, key learnings from recent Covered California research can be found there. Please also, see Q3.</p>
<p>46. Are you open to both quantitative and qualitative research?</p>	<p>Covered California does both quantitative and qualitative research on an ongoing basis. The results of relevant studies will be shared with the successful Proposer.</p>
<p>47. Could you please prioritize the audiences you see as most</p>	<p>See Q1, as well as other responses throughout the Q&A. Reaching all Californians is our goal, but the remaining eligible, yet uninsured, including those that may need Covered California in the future are the priority. Those with awareness, language or cultural barriers are also important. Other secondary audiences include: partners, advocates and</p>

critical to reach with this effort?	stakeholders; editors, producers and reporters; key national media; and, elected officials and policymakers.
48. Are you open to proposals that recommend paid media strategy and tactics as part of an integrated campaign?	Covered California makes a substantial investment in paid media. Except as discussed in Q25, the paid media will continue to be provided by the Marketing Division. The Marketing and the Communications and PR Divisions work closely together to ensure an integrated and congruent campaign.
49. Should all proposal sections, attachments and documents be submitted in PDF format?	Documents can be in either PDF or Word format.
50. Should all proposal sections, attachments and documents be submitted in one combined PDF document?	Proposal do not need to be submitted in one combined PDF document. Proposals can be in multiple zip files.
51. Section 2.b.i on page 10 of the RFP says "Use 8.5" x 11" pages in Microsoft Word with a Times New Roman, Arial, or Calibri font of at least 12-point size throughout unless a form is required by Covered California that contains a smaller font." Are proposers required to use Microsoft Word for narrative portions of the proposal, or can proposers use another document layout program such as InDesign, as long as the proposal is submitted in PDF	Proposers are required to use Microsoft Word for the narrative portions of the proposal.

<p>format and follows the formatting requirements stated in the RFP?</p>	
<p>52. Section 4.1.1.3 on page 20 of the RFP says "The Proposer's California office has a minimum of 10 employees in the California-based office that will service the Covered California account." However, Attachment 3, item #3, says "The Proposer's California office has a minimum of 20 employees in the California-based office that will service the Covered California Account." Could you please clarify whether a minimum of 10 or 20 employees is required?</p>	<p>The lead agency must have a minimum of 20 staff members based in California and at least 10 California-based staff dedicated specifically to servicing the Covered California account.</p> <p>This requirement ensures the agency has the capacity, local expertise, and resources needed to effectively support Covered California's objectives and deliver high-quality, responsive service.</p>
<p>53. Attachment 2: Proposal Checklist includes a list of Model Contract and Exhibits, and it appears these documents are required as part of the Stage 1 submission. However, other sections of the RFP, including Page 31, section 4.3.2.3, reads as if the model</p>	<p>Model Contract and Exhibits with potential changes are due at Stage 3.</p>

<p>contract and exhibits are not required until Stage 3. Could you please confirm if all model contract exhibits, and information requested in those exhibits, are required as part of the Stage 1 submission?</p>	
<p>54. What is the aided/unaided brand awareness in CA for Covered California, including among specific demographics (gender, ethnicity, age)?</p>	<p>See Q45.</p>
<p>55. What are the top motivating factors for consumer enrollment?</p>	<p>Several top motivating factors for Covered California Consumers include:</p> <ol style="list-style-type: none"> 1. Affordability and financial assistance – subsidy availability that make health insurance more affordable. 2. Requirement to have coverage - California reinstated the state mandate requiring health coverage. 3. Health and financial security – The pandemic underscored the unpredictability of health emergencies, and the high costs associated with medical care, motivating more individuals and families to secure coverage. 4. Targeted outreach efforts and policy changes – Made health coverage more affordable and accessible for all communities. 5. Enrollment partners – In-person and/or in-language assistance options simplify the enrollment process, helping consumers select the right plans.
<p>56. What are the barriers for consumer enrollment?</p>	<p>The number one barrier is affordability. Our target population are in many cases the working poor. People who make too much money for Medi-Cal but have jobs that don't provide employer-based insurance. Many are living paycheck to paycheck which is why the subsidies Covered California provides are critical to their ability to afford coverage.</p>
<p>57. What do you see as your biggest obstacle to reaching 100% enrollment?</p>	<p>While there are many barriers and obstacles, and they can vary by population/community, overall, affordability is one of the biggest obstacles to reaching 100% enrollment.</p>
<p>58. What data, research and consumer insights does Covered CA have available? Will the contractor</p>	<p>See Q3 and Q45.</p>

have access to this data?	
59. What sources are considered reliable and trusted by Covered CA?	This question needs more context.
60. What sort of first party data is Covered CA collecting to better understand the gaps in enrollment?	Our research team conducts its own research and regularly publishes papers and findings; it also leverages third-party data to explore gaps in enrollment and shares summaries of the findings as appropriate. Also, see Q3 and Q45.
61. How has the role of the storefronts changed, if at all, since the pandemic?	<p>The role of the storefront program has remained consistent since its inception, even through the challenges of the pandemic. The primary goal of our storefronts has always been to provide an in-person and in-language solution for consumers seeking enrollment assistance. These locations not only facilitate a seamless enrollment experience but also foster a sense of trust and security for individuals and families navigating their health care options.</p> <p>While the pandemic did not alter the fundamental purpose or function of our storefronts, it did result in a notable shift in traffic patterns. However, we are now observing a return to pre-pandemic levels of in-person engagement in many locations.</p> <p>Our storefronts have continued to serve as a cornerstone of our outreach and sales efforts, reinforcing their value as an essential component of our mission to provide equitable, accessible, and localized support to all Californians.</p>
62. Where can the organizational strategic plan be found?	See Q22.
63. For any possible website, video and design services support needs per the SOW, do website contractors need to be identified at this time or can they be brought in at a later date, pending the need?	<p>Covered California has a robust in-house team that includes videographer, graphic designers, UX/UI designers, and website product owners, this team oversees the production of video assets, the design of PR collaterals, and the management of our consumer-facing website to ensure seamless execution of our campaigns.</p> <p>Should a campaign require additional resources for video production, website enhancements or other design projects beyond the capacity of our in-house team, if requested contractors may include these needs in their Work Order as potential hard costs for an outside vendor. All such requests will be evaluated and approved by Covered California based on the specific needs of the project.</p>
64. Who is the target audience for national campaign efforts?	National consumer-facing and health care-focused media, policymakers and elected and appointed officials, health care advocates and other stakeholders, other state-based marketplaces, and consumers.
65. What has been the past	The most comprehensive national campaign we executed was in 2021 when we partnered with other ACA marketplace states to launch GetCovered2021.org , held online press

<p>strategy for national campaign efforts?</p>	<p>conferences and used celebrity influencers to stress the importance of having health insurance during the pandemic.</p> <p>In the previous Trump administration, Covered California’s research and projections of possible ACA replacements were used widely in the media and by elected officials to inject actual financial impact on Americans into that conversation.</p>
<p>66. Page 20, 4.1.1., number 1 states the requirement is for a full-service advertising agency. Please confirm if PR firms and other communications entities are eligible.</p>	<p>See Q36.</p>
<p>67. Page 23, 4.1.4, number 1, letter b request three account examples where proposer has served as a lead for accounts comparable in scope. Is there a timeframe from when the examples must be provided?</p>	<p>Given our focus on evolving our communications approaches to meet the evolving media landscape and consumer media consumption habits, our preference is for work examples and case studies to be within the last seven years.</p>
<p>68. Attachments – which forms should be completed by the proposed subcontractors (versus or in addition to the primary offeror)?</p>	<p>Attachment 5 "Proposed Subcontractor Agency Fact Sheet", Attachment 16 "Staffing Plan and Hourly Rates", and Attachment 17 "References" are required to be completed by all subcontractors. All other forms are required for the primary proposer only.</p>
<p>69. Can you clarify this requirement: The Contractor is required to perform all services under this Agreement on site at Covered California, unless directed otherwise by the</p>	<p>See Q26.</p>

<p>project representative listed in this Exhibit. The Covered California office is located at 1601 Exposition Boulevard, Sacramento, California, 95815.</p>	
<p>70. Can you share an example of a known PR-driven/led event in the public sector in 2024 that you view as successful?</p>	<p>As our organization operates differently than other governmental agencies, and our communications needs and objectives are unique in the public sector, we do not have examples to share.</p>
<p>71. Based on news coverage, confirming Covered California Executive Director Jessica Altman is a lead spokesperson?</p>	<p>While our executive director Jessica Altman serves as the lead spokesperson for Covered California events and other interview opportunities, our Chief Medical Officer (CMO) and other members of our executive leadership team have also represented Covered California at various events and engagements. In addition, we have designated in-language information officers and spokespeople to engage with ethnic media outlets. These individuals ensure that our messaging is both culturally relevant and linguistically accurate, reflecting our commitment to reaching all Californians effectively.</p>
<p>72. With the evolving media landscape, can the program include sponsored content/paid media efforts tied to editorial to augment pure earned?</p>	<p>Currently, our PR budget does not have a designated paid media component. However, we do allocate resources through specific media sponsorship opportunities, particularly with ethnic media programs. These sponsorships are carefully selected to enhance outreach within key communities ensuring our messages are culturally relevant and resonate with diverse audiences. While not traditional paid media, these partnerships are an integral part of our overall communication strategy, allowing us to build trust and engagement across various demographic groups. These opportunities are reviewed based on campaign strategy and is reviewed and approved based on case-by-case scenarios.</p>
<p>73. How much of the budget is allocated between open enrollment, special enrollment, crisis and national/policy work?</p>	<p>The total contract amount for PR service will be \$3.5 million per year. However, we rely on our PR vendor's expertise and strategic recommendations to determine the most effective allocation of resources between Open Enrollment, Special Enrollment, crisis communications and national policy work. At the beginning of each fiscal year, which starts in July, the vendor will be asked to provide an allocation estimate based on anticipated campaign needs, priorities, and the external landscape for the year. This flexible approach ensures that resources are optimized to align with Covered California's goals and respond to emerging opportunities or challenges throughout the year.</p>
<p>74. How will KPIs be determined for PR efforts?</p>	<p>See Q5.</p>
<p>75. What current KPIs are used to</p>	<p>See Q5.</p>

monitor PR effectiveness?	
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Questions from Bidders' Conference:

76. Can you please share data of the audiences that comprise the remaining 6% who have not been reached/insured?	See Q3.
77. Hello! In addition to the demographic information you just shared about the remaining uninsured, do you have any data on what cities/counties have a higher concentration of uninsured?	See Q3.
78. Are you open to digital and paid tactics that integrate with the earned media efforts? Is another agency or internal team already supporting that effort?	<p>Currently, our PR budget does not have a designated paid media component. However, we do allocate resources through specific media sponsorship opportunities, particularly with ethnic media programs. These sponsorships are carefully selected to enhance outreach within key communities ensuring our messages are culturally relevant and resonate with diverse audiences. While not traditional paid media, these partnerships are an integral part of our overall communication strategy, allowing us to build trust and engagement across various demographic groups. These opportunities are reviewed based on campaign strategy and is reviewed and approved based on case-by-case scenarios.</p> <p>Our Marketing Division takes the lead in managing the majority of our paid campaigns. This includes overseeing strategy, execution, and performance measurement to ensure alignment with organizational goals and maximum impact across all initiatives.</p>
79. Must all 10 of the employees servicing the account be based in California? For example, could an agency have 10 employees based in California, but service the account with a mix of employees in CA and in other states, with the CA employees totaling less than 10?	<p>The lead agency must have a minimum of 20 staff members based in California and at least 10 California-based staff dedicated specifically to servicing the Covered California account.</p> <p>This requirement ensures the agency has the capacity, local expertise, and resources needed to effectively support Covered California's objectives and deliver high-quality, responsive service.</p>

<p>80. Can you please repeat the location requirements? At least 10 employees based in California, not necessarily Sacramento. And how often would you have site visits? Or is that just for initial purposes of vendor selection?</p>	<p>See Q4.</p> <p>The site visit is included as part of Stage 2 to provide an opportunity to observe the proposer’s day-to-day operations and gain insight into their organizational culture.</p> <p>While we do not anticipate additional site visits beyond this stage, occasional in-person collaboration at the partner agency’s location may be appreciated to support specific projects or initiatives. However, this is not a formal requirement.</p>
<p>81. Do minimum requirements apply to lead agency only, or can we use subcontractor to meet minimum requirements?</p>	<p>The lead agency must meet the minimum requirements.</p>
<p>82. Can a prime bidder include the experience of its subs toward meeting the minimum experience requirements?</p>	<p>See Q34.</p>
<p>83. Can you give us a list of attendees at today's presentation?</p>	<p>We cannot provide a list of attendees.</p>
<p>84. Is there a SBE and DVBE goal?</p>	<p>There is not an SB/DVBE requirement as part of this RFP; however, SBE and DVBE are encouraged to apply.</p>
<p>85. Is there an incumbent, if so, who?</p>	<p>There is an incumbent; however, this information cannot be disclosed here.</p>