



Judicial Council of California

455 Golden Gate Avenue, 6th Floor
San Francisco, CA 94102

Request for Proposals Communications Strategy Consultant

RFP No: PA-2025-10-DM

QUESTIONS AND ANSWERS

Note: Due to the high volume of questions received, answers for the submitted questions will be posted on 12/1/2025 (estimated date only)

November 25, 2025

Pre-Proposal Conference Q&A

1. “My question is around courts at the county level. There was some language around the court system, if they’re interested in using suggested materials and concepts. Is there a difference, in the larger counties versus the smaller counties in terms of what their needs might be in this project?”

Answer: Smaller or larger courts may have different needs, given that some of the larger courts may have dedicated communications staff, while the smaller courts may not. Judicial Council will be assisting with smaller courts who are interested in using the court toolkit produced from this work. In general, small court users will be slightly different than large court users. Small court users may typically be in more rural locations and may have fewer resources available to them through the courts.

2. “Could you tell us more about the specific audiences referenced in Phase 2? Do you already have those defined?”

Answer: There are currently no specific groups that the Judicial Council is prioritizing for this campaign, but the proposer can expect to tailor specific exemplar content to resonate with specific audiences highlighted in Phase I. Refer to RFP section 2.2 for more details on the phases of the work and deliverables.

3. “Is there an incumbent communications consultant that is eligible to be selected for this contract?”



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Answer: There is not an incumbent communications consultant or communications firm that is currently engaged. The Judicial Council does have a Public Affairs Office that the consultant will be working with.

4. “Do you have any research/existing data on perceptions of and trust in California Courts, key audiences and/or messaging and communications related to California Courts that will be available for the awarded partner to review?”

Answer: The Judicial Council does not have any research regarding perceptions of trust. The Judicial Council has a strategic plan which outlines who the Judicial Council serves and what the goals of the council are that can be accessed through the court’s website (courts.ca.gov). Additionally, past Judicial Council meetings and reports can also be found on the court’s public website; these materials summarize some of the key initiatives conducted by the Judicial Council over the past few years.

5. “How will you measure success?”

Answer: A successful campaign will highlight court resources available to the public and improve Californians’ understanding of the California Courts. Effectiveness of campaign may be measured through quantitative and qualitative surveys distributed to court users.

6. “For the required exemplars, what formats or communication channels are the highest priority?”

Answer: The Judicial Council does not have a priority for a specific communication channel and instead seeks to use a variety of communication channels. Proposers are encouraged to avoid focusing on a single channel and to use their best judgment to propose, as many channels as they think would make sense for the California Courts, and as many could be feasible within the project constraints.

7. Will teammates be available for video production?”

Answer: Proposers are encouraged to outline in their proposal if they have the capacity to execute video production independently or need support from the Judicial Council. Additionally, Proposers are encouraged to detail what level of support they would need.

8. “Is there a page limit for the technical proposal?”



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Answer: There is no page limit for the technical proposal. However, proposers are encouraged to clearly articulate what they are proposing. Concise proposals are preferred, but proposers are encouraged to use the number of pages they need to make a complete proposal.

9. “What is the single biggest communication misconception the Judicial Council hopes this project will correct?”

Answer: We are not attempting to address any communication misconceptions. The Judicial Council wants to reintroduce the California courts to the people of California to improve their understanding of the role of the courts and available court resources.

10. “What do you anticipate is the consultant’s role in deliverable 7 (create and conduct an evaluation plan) including monitoring performance metrics across channels, considering that the Judicial Council staff will own distribution and placement?”

Answer: During the engagement with the consultant, the Judicial Council expects the consultant to help with the monitoring of performance metrics. However, once the engagement is completed, Judicial Council will then take over the responsibility for tracking metrics and managing channels.

11. “Thinking of Phase 1 (research), will the work require the consultant(s) to travel to courts?”

Answer: There are not any travel requirements at this point. Travel is subject to proposers’ ideas outlined in their proposals. Work can be completed remotely but it may be helpful to travel to the courts. The California courts do have a presence in all 58 counties, the consultant may wish to visit courts local to them to gain a better understanding of a court users experience.

12. “Are there specific audiences you're seeking to reach in terms of court 'users'?”

Answer: The courts serve a broad audience and California courts are open to anyone within California, so there's not a particular audience the Judicial Council is seeking to reach. This project aims to improve Californians’ understanding of the services that are available through the courts and illustrate that courts are accessible to everyone as a neutral third party to help resolve conflicts.



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13. “Is there an anticipated paid media budget for ad placement?”

Answer: We do not have any anticipated paid media budget. Again, the Judicial Council is a public entity, and unlike a private entity, it does not have a huge advertising budget. Proposers are encouraged to be cost-efficient in their proposals. However, the Judicial Council does expect it may need to pay for some communication approaches.

14. “Have you done a contract like this before?”

Answer: No, the Judicial Council has not recently published a solicitation for an external communications consultant.

15. “Are there any key groups that need to provide input for this effort?”

Answer: Mainly, input from Judicial Council staff will be necessary throughout the engagement. The Judicial Council expects to approach other groups to provide input such as court users and court leadership.

16. “Is this being created as a response to negative sentiment or assumed negative sentiment about courts?”

Answer: No, that's not one of the drivers. The Judicial Branch has continually evolved the California court system, and the Judicial Council wants to increase awareness of court resources.

17. “Have you seen any examples from courts or other CA agencies with the same goal that you have liked?”

Answer: There are no specific examples that proposers should refer to. Proposers are encouraged to try to understand the goals of the judicial branch and propose different vehicles and messaging based on those goals.

18. “When you say the goal is to “increase trust”, what specific dimensions of trust are most important to you — clarity, access, transparency, fairness, or something else?”

Answer: All aspects of trust should be prioritized. Proposers should imagine what a court user coming to the California courts might prioritize about their court experience. This would likely include dimensions of trust such as, transparency, access, and fairness.



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19. “What modalities do you have available to test content with target groups?”

Answer: There are currently no identified tools to test content. The Judicial Council will work with the selected proposer to determine how to test content. Content may be tested through owned Judicial Council channels. Additionally, there may be potential for in-person testing. The Judicial council would work with the chosen proposer to identify the best option out of those available to perform testing.

20. “I’m curious how the selected proposer will be asked to “test messages” without a paid media budget?”

Answer: It depends on what ideas the proposer outlines in their proposal. Message testing across some channels may not cost additional money. There may be some proposals which advise Judicial Council staff to post advertisements in different areas, in that case the Judicial Council will determine the available budget. Additionally, if the proposer proposes posting a video on a paid social media site, Judicial Council staff would consider those additional costs.

21. “Are there key milestones during the estimated timeline that would be most beneficial to meet in person to accomplish project objectives or facilitate approval of deliverables?”

Answer: There are no key milestones during the estimated timeline that require the consultant to meet in person. However, if the proposer proposes any work that needs to be completed in person, Judicial Council staff can work with the consultant to leverage local courts that may be easier for the consultant to access.

22. “Is there a required Institutional Review Board (IRB) process for the courts as part of human subjects testing?”

Answer: The Judicial Council has an internal review process to review surveys and proposed output before conducting testing.