



# Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

## **Request for Proposals Communications Strategy Consultant**

**RFP No: PA-2025-10-DM**

### **QUESTIONS AND ANSWERS**

**November 26, 2025**

---

#### **Questions About Proposal Contents**

1. Is the evaluation team expecting sample exemplar content to be fully designed and visually produced, or will conceptual mockups and written descriptions be sufficient for scoring purposes?

**Answer: Conceptual mockups and written descriptions will be sufficient for proposals.**

2. Should the exemplar list emphasize diversity across media formats and audiences, or would a focused set of examples within one or two key channels be preferred?

**Answer: The exemplar list should include a variety of media formats, proposers are encouraged to propose as many formats as they believe would be necessary to accomplish the goals of the project. There is not a preference for focusing on any specific channels.**

3. For the required “example of a potential exemplar content asset,” should this be a fully designed piece (e.g., mockup, storyboard) or a conceptual outline demonstrating creative approach?

**Answer: Refer to the answer for Question #1.**

4. The RFP asks for “a list and description of the proposed 9–12 exemplars.” Is the expectation that proposers describe the types of content they would create, or must they outline specific creative concepts?

**Answer: Proposers are expected to describe the media formats of their proposed exemplars without confining themselves to a specific topic or message. However, proposers should clearly explain how that content could convey specific topics or messages. While not required, sharing ideas for specific creative concepts in the proposal are welcomed. Proposers should refer to section 8.1.f.iii of the RFP for more details.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

5. Does the Council prefer the proposed exemplars be linked to particular audiences or left as format-based samples (as suggested in the parenthetical examples)?

**Answer: The list of proposed exemplars can be left as format-based samples, if proposers believe it would be useful to describe potential audiences that might resonate with a specific format, they can include this information. Refer to section 8.1.f.iii of the RFP for details on what information proposers should include in their list of proposed exemplars.**

6. Should the “proposed metrics” include both message testing metrics and post-launch performance indicators, or only those relevant during the contract period?

**Answer: Proposed metrics should include both and can be overlapping, with the former being more detailed and the latter including recommendations and guidance for Judicial Council staff to use beyond the contract period. The metrics should be tailored to the goals and strategy decided in the design brief and the chosen messaging strategy in Phase 1.**

7. Can proposers include hyperlinks to online portfolios or case studies within the proposal, or must all examples be embedded as static attachments?

**Answer: Hyperlinks are acceptable.**

8. For budgeting purposes, does the Judicial Council have an approximate expectation for the number of in-person meetings or trips to California over the six-month term?

**Answer: The Judicial Council expects that all work will be able to be completed remotely.**

9. Does the Judicial Council prefer each proposal part (Technical and Cost) be submitted as a single PDF, or are multiple files (e.g., main narrative plus separate appendix) acceptable as long as they are clearly labeled?

**Answer: The Technical and Cost Proposal can be submitted in the same email but must be attached as separate attachments. The Judicial Council prefers single PDF for the Technical Proposal, but multiple files are acceptable as long as they are clearly labeled.**

10. For proof of good standing, will a recent printout from the California Secretary of State’s online business search be acceptable if a formal Certificate of Status cannot be obtained before the proposal due date?

**Answer: Yes, a recent printout from the California Secretary of State’s online business search is acceptable.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

11. Perhaps this might have been mentioned during the proposal conference, but do proposers need to provide any speculative creative work, mockups, or sample assets in the proposal submission, or should we limit our response to describing the types of exemplar content we would produce (per Section 8.1.f.iii) without creating them in advance? Additionally, if there were any documents or PDFs that were shared, can they please be shared?

**Answer: Proposers are expected to describe the exemplar content they would produce. In addition, proposers are expected to include one example of a potential exemplar they might create for this project. Please refer to Section 8.1.f.iii and Section 8.1.f.vii of the RFP. No documents were shared during the pre-proposal conference.**

12. Could you let us know if you are open to a Canadian agency that does similar work for clients across the US and who has also worked with the Supreme Court of LA County recently or do you have a local preference?

**Answer: Agencies from other countries are not prohibited, but the consultant and any staff working on the project must reside in the United States for the duration of the project. Furthermore, any project-related information and data must be stored in the United States. Refer to section 2.2 in the RFP.**

13. RFP Section 8.0(g)(ii) – Proposal Contents/Technical Proposal/Acceptance of Terms and Conditions.

- a. To foster participation from all types of solicitors and to avoid placing outsized risk on small businesses or nonprofit organizations, would the Judicial Council be willing to review proposed redlines which caps the aggregate liability of the awardee and not consider the proposal non-responsive?

**Answer: Yes, the Judicial Council will review the proposed redlines in Attachment 2. Proposals with redlined changes to Attachment 2 will not be considered non-responsive. Please submit a redlined version of Attachment 2 with written explanation for each exception and proposed changes.**

- b. Can the Judicial Council provide guidelines regarding its process to determine that a material exception would render a proposal non-responsive?

**Answer: As stated in RFP Section 10, the maximum number of points allocated to the Acceptance of the Terms and Conditions is 10. The score a vendor receives for this criterion will be based on Judicial Council's evaluation of the proposed exceptions of terms and conditions to Attachment 2.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

14. Should the Cover Letter for the Cost Proposal contain the same information as the Cover Letter for the Technical Proposal, including signature of an authorized representative, an introduction to the organization's credentials, relevant experience, and what makes their organizations approach effective? (RFP page 9, 10)

**Answer: The Cover Letter attached to the Technical Proposal should include the elements outlined in section 8.1.a of the RFP. The Cover Letter attached to the Cost Proposal is only required to include elements outlined in section 7.2.b of the RFP. Both the Technical and Cost proposals should include signature of an authorized representative.**

15. Could the Judicial Council please clarify whether the Proposer should include a detailed line-item budget in addition to the completed table on page 12 of the RFP? (RFP page 12)

**Answer: Yes, please provide a detailed line-item budget showing total cost of the proposed services. A full explanation of all budget line items should be included in a narrative entitled "Budget Justification."**

16. Regarding Attachment 2 – Standard T&Cs, will the JBE consider waiving the Cyber Liability and Technology Professionals Liability insurance requirements since this is a non-IT contract? This additional insurance can be burdensome for a small business as we have not been required to provide this coverage for any of our past or present State of California contracts.

**Answer: Cyber liability coverage requirement will not be required; however, Technology Professional Liability Errors & Omissions is required and the limit can be reduced from \$2M to \$1M. Technology professional liability errors and omissions insurance appropriate to the Contractor profession and work hereunder, with limits not less than one million dollars (\$1,000,000) per occurrence, and one million dollars (\$1,000,000) per annual aggregate.**

17. Is there a requirement for the selected vendor to work with a California-based Veteran Owned business(es)?

**Answer: No, qualification for DVBE incentive is not mandatory.**

18. For the technical proposal, you requested resumes. Can you confirm if you need formal resumes, or if biographical information will suffice?

**Answer: There are no formal requirements required for the resumes. However, resumes should include the components described in section 8.1.c of the RFP; a description of the individuals background and experience and descriptions of up to three of their most relevant/recent projects.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

19. Might the example of a potential exemplar content asset be a video asset? If so, how should that be delivered? Would a link to a YouTube video be acceptable?

**Answer: Yes, a potential exemplar content asset could be a video, a YouTube link would be acceptable for submission.**

### Questions About Scoring of Proposals

20. How will the exemplar content be evaluated during proposal review - will scoring focus on creative quality, strategic alignment with project goals, or its relevance to the proposed method?

**Answer: The Judicial Council will use the example exemplar to evaluate creative quality and strategic alignment, and will use the list of proposed exemplars to understand the level of effort and production quality that the proposer is able and willing to bring to the project for the given budget.**

21. Are there specific evaluation criteria - such as accessibility, inclusivity, tone, or clarity - that the Judicial Council will prioritize when assessing sample exemplar content?

**Answer: See answer to previous question.**

22. Will the exemplar content be judged independently as a creative sample or as part of the overall scoring for the “Proposed Method to Complete the Work”?

**Answer: The example of a potential exemplar content asset will be judged as part of the overall scoring for the “Proposed Method to Complete the Work” criterion.**

23. Will “Cost” scoring (30 points) be based on total bid price only, or will evaluators also consider perceived value, efficiency, and alignment with deliverables?

**Answer: Scoring will be based on the overall value of the entire Cost Proposal.**

24. How will the Council assess the qualitative components of proposals (e.g., creativity, clarity) relative to quantitative criteria such as cost and timing?

**Answer: The Judicial Council will evaluate the proposals on a 100-point scale using the criteria set forth in the table in Section 10.0 of the RFP.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

25. Are interviews (December 12–16, 2025) factored into final scoring, or only used for clarification among top-ranked proposers?

**Answer: Interviews are intended to provide clarification; they are not a component of the proposal. The interviews are not factored into proposal scoring, but any information or clarification shared during the interviews may affect overall scoring of the proposer's proposal.**

26. Is there a minimum technical score threshold that proposers must achieve before Cost Proposals are considered?

**Answer: No, as long as all parts of the Technical Proposal are included.**

27. Can you confirm that this solicitation grant Bidders that provide DVBE participation a DVBE incentive/preference (MVC 999.5(a)). It seems that this RFP states that qualification for the DVBE incentive is not mandatory and therefore not encouraged.

**Answer: Qualification for DVBE incentive is not mandatory. If proposers want to claim the DVBE incentives, they will need to fill out and submit Attachment 7 – Bidder Declaration and Attachment 8 – DVBE Declaration. If the Proposer qualifies for the DVBE incentive, a number of points will be added to the score assigned to Proposer's proposal. Please refer to RFP Section 13.0 DVBE Incentive.**

28. Would the Judicial Council consider other certifications in addition to the DVBE incentive, including Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) certifications? (RFP page 15)

**Answer: No.**

29. Should the Acceptance of the Terms and Conditions and the Certifications, Attachments, and other requirements be included in the same document as the Technical Proposal or would it be acceptable for these documents to be attached to the body of the email submission? (RFP page 11)

**Answer: Yes, they can be included in the same document as the Technical Proposal, but multiple files are acceptable as long as they are clearly labeled.**

30. In addition to a copy of their current business license, are subcontractors also required to submit all items listed under the Acceptance of the Terms and Conditions and the Certifications, Attachments, and other requirements? (RFP page 11)

**Answer: No, but if Proposer will use DVBE subcontractors, each DVBE subcontractor must complete and sign a DVBE Declaration (Attachment 8). Please refer to RFP Section 13.0.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

### Questions About Research and Testing

31. Can the Judicial Council clarify whether the baseline research in Phase 1 is expected to include both qualitative and quantitative research, or if proposers may recommend an approach?

**Answer: Proposers should suggest whatever balance of qualitative and quantitative approaches can best inform Phase I activities (creation of the design brief and messaging strategies). Refer to RFP section 2.2 for more details.**

32. What level of detail is expected in the baseline research deliverable (e.g., raw data, topline summary, or full report)?

**Answer: Whatever the proposer feels is necessary to support and substantiate the design brief.**

33. How does the Council define a “representative sample of the California population” for testing exemplar content? Are there any specific demographic or geographic criteria that must be met?

**Answer: A representative sample is not tied to any specific formula, but a sample should aim to represent California’s geographic and demographic diversity.**

34. What methodology does the Council expect for message testing exemplar content? Quantitative or Qualitative? Also, does the Council prefer to test concepts or actual messages / final content (in the form of copy testing?)

**Answer: The Judicial Council expects a qualitative and evaluative approach to the testing of the exemplar content in Phase II. Proposers can suggest testing early iterations of a concept, but it should not detract from testing a complete, final version.**

35. Is the consultant responsible for collecting and analyzing campaign performance data during the contract period, or only for developing the evaluation framework?

**Answer: The consultant is expected to develop an evaluation framework for the individual exemplar content as well as the overall campaign. The consultant will not be expected to collect the data but should expect to advise Judicial Council staff on the proper collection and analysis of data.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

36. Will the consultant have access to Judicial Council communication channels (social media accounts, website analytics, etc.) for testing and evaluation purposes?

**Answer: Judicial Council will manage all channels and share useful analytics with consultant as appropriate.**

37. What existing research, analytics, or public opinion data (e.g., prior surveys, web analytics, language access studies) does the Judicial Council expect to make available to the consultant to inform the baseline research and testing design?

**Answer: Proposers can find all available research done by the Judicial Council on the California Court's public website (courts.ca.gov). Additional topics may be discussed after this solicitation is awarded if needed.**

38. For baseline research and iterative testing with Californians, will the consultant be responsible for all participant recruitment and incentives, or will Judicial Council staff assist with outreach to specific communities or court users?

**Answer: Judicial Council staff may assist with outreach for participants. Proposers can specifically itemize costs related to any testing in their Technical Proposal.**

39. Although the RFP states that the consultant's *work product* will be in English, may research and testing activities (surveys, focus groups, interviews) be conducted in other languages to more accurately reach limited-English-proficient Californians?

**Answer: Consultants should propose research and testing activities that they believe best serve the purpose and goals of the project. Final exemplar content from the consultant is expected to be in English with potential for translation later on. Translation is outside the scope of this solicitation.**

40. The RFP describes baseline research with "representative samples of the California population" and later "iterative testing with Californians" for exemplar content. Should proposers assume these are distinct research efforts, or is it acceptable to design a single integrated research program that satisfies both needs?

**Answer: The baseline research and the exemplar testing can use similar methodology but should be conducted in two distinct phases.**





## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

41. For Deliverable 7, should performance metrics be reported at the campaign level only, or do you expect asset-level and audience-segment-level reporting where data is available?

**Answer: The performance metrics should be tailored to the goals of the design brief and the chosen messaging strategy. The metrics should include evaluation at both the campaign and asset level.**

42. Are there specific analytics platforms or tools (e.g., Google Analytics 4, social media analytics, media monitoring platforms) that the Judicial Council currently uses and expects the consultant to work within?

**Answer: The Judicial Council uses Google Analytics 4 across all web properties.**

43. RFP Section 8.1(f)(ii) – Proposal Contents/Technical Proposal/Proposed Process for Completing the Work/Proposed Research Method

- a. Should the research sample be representative of all Californians, or focused on priority populations most likely to benefit from increased court awareness and access?

**Answer: Baseline research should be conducted with a sample that is representative of California's population. Research should not exclusively focus on any specific population.**

- b. What constitutes “representative of Californians” for you (e.g., demographics, geography, language)? Understanding these parameters will inform our research design, sample size, and methodology.

**Answer: Refer to the answer for question #33.**

- c. Do you expect any minimum completes/sample sizes?

**Answer: Those details will be based on the specific proposals and discussed after the solicitation is awarded.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

44. Does the Judicial Council anticipate that all message and content testing will be done through research methods such as online ad testing or focus groups, or should we plan for a pilot campaign using owned or paid communications platforms? If there is an expectation to test through a paid pilot campaign, will there be a paid media budget for the pilot? (RFP page 3)

**Answer: Consultants should propose a plan flexible enough to accomplish all message and content testing to be satisfied without public and/or paid pilot campaign. The Judicial Council will consider paid media as opportunities and available budget become clear during or after the engagement with the chosen proposer.**

45. Is there a need to be in person for focus group activity or testing?

**Answer: Judicial Council staff may assist with in-person testing with focus groups. There are no in-person requirements for this solicitation. Refer to section 2.2 of the RFP for more information.**

46. For Deliverable #1, “*Consultant to conduct preliminary research on public attitudes towards the California Courts with representative samples of the California population.*” Are the representative sample populations pre-determined?

**Answer: No, there are no pre-determined samples.**

47. Are there any key subgroups of Californians that should be included in the baseline research that informs this effort?

**Answer: No, refer to the answer for question #33.**

### Questions About Deliverables

48. The RFP references 9–12 exemplar content assets. Should these assets represent different formats and audiences (e.g., social, video, print), or can multiple exemplars exist within one medium?

**Answer: Multiple exemplars can exist within one medium.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

49. Will the Council provide any existing creative, messaging frameworks, or visual identity standards that the consultant must adhere to in developing sample exemplar content?

**Answer: For the sample exemplar content included in the Technical Proposal (Section 8.1) the Judicial Council will not provide any additional standards other than what is outlined in the RFP. Judicial Council may provide additional guidance for deliverables after the solicitation is awarded.**

50. In Phase 3, is the consultant expected to execute or merely advise on media placement and distribution?

**Answer: The consultant is expected to advise on any potential media placement and provide recommendations.**

51. Does the “Court Communication Toolkit” need to include editable templates (e.g., Canva files) or just finalized examples and guidance?

**Answer: The Judicial Council expects exemplar content to be delivered in formats that are accessible and editable by Judicial Council staff with a preference for formats that can be adapted for repeat use.**

52. Will translation or bilingual deliverables (e.g., Spanish-language versions) be required, or should proposers only address this as an option?

**Answer: Final exemplar content from the consultant is expected to be in English. The Judicial Council will complete any potential translation in the future. Translation is outside the scope of this solicitation.**

53. Can multiple deliverables (e.g., evaluation plan and toolkit) be developed concurrently to meet the six-month timeline?

**Answer: Yes, timeline on deliverables is expected to overlap.**

54. Are there any current or planned Judicial Council or branch-wide communications initiatives (e.g., website improvements, self-help tools, language access efforts) that this campaign should explicitly align with or avoid duplicating?

**Answer: There are no specific initiatives this campaign should align with. However, in general a successful campaign will highlight court functions and court resources available to the public.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

55. Beyond “a representative sample of the California population,” are there priority groups (e.g., self-represented litigants, rural communities, young adults, limited-English-proficient communities) that you especially want this campaign to reach?

**Answer: There are currently no specific groups that the Judicial Council is prioritizing for the campaign, but the proposer can expect to tailor specific exemplar content to resonate with specific audiences highlighted in Phase I.**

56. Are there any specific trust or confidence indicators (e.g., awareness, favorability, perceived accessibility) that the Judicial Council currently tracks or wants this project to influence?

**Answer: There are no specific trust or confidence indicators that the Judicial Council wants this project to target. All dimensions of trust should be prioritized.**

57. Are there ethical or policy constraints on using images of judges, courtrooms, or real case examples in exemplar content and the toolkit that we should be aware of from the outset?

**Answer: Proposers should be aware of legal, privacy, and policy restrictions and requirements when designing exemplar content.**

58. From the list of “accessible platforms” (e.g., Canva, Tiki-Toki, Google Suite, Drupal, MyEmma, Flourish), are any platforms required or strongly preferred? Are there security or IT constraints we should assume when recommending specific tools?

**Answer: There are no platforms that are required or strongly preferred from the list included in section 2.2 of the RFP. Proposers should recommend platforms they believe will help meet the goals of the project.**

59. Are there specific accessibility standards the exemplar assets and Court Communication Toolkit must meet (e.g., WCAG 2.1 AA, Section 508, captioning for video, screen-reader-friendly PDFs)?

**Answer: Yes, final drafts of exemplar assets should ensure the highest levels of accessibility appropriate for the medium/format.**

60. For Deliverables 6 and 7 (“Guide testing of messaging” and “Create and conduct evaluation plan”), what level of ongoing advisory support is envisioned (e.g., standing monthly meetings, review of performance reports) beyond the delivery of written guidance?

**Answer: Consultant should expect interactions and feedback from Judicial Council staff. Specific timing will be discussed after this solicitation is awarded based on the submitted proposal.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

61. Does the Judicial Council expect the consultant to conduct any trainings or workshops (virtual or in-person) for council or local court staff on applying the messaging strategies and toolkit, or should such trainings be proposed as optional services?

**Answer: The Judicial Council does not expect the consultant to conduct formal trainings for staff, but does expect the toolkit to include best practices for applying messaging strategies. Trainings can be proposed as optional services.**

62. Will the Judicial Council commit to specific turnaround times for feedback on research plans, messaging drafts, and exemplar content (e.g., five business days) to help proposers build realistic timelines?

**Answer: The Judicial Council expects timely turn-around for all deliverables. Proposers can expect timely regular feedback.**

63. RFP Section 8.1(f)(iii) – Proposal Contents/Technical Proposal/Proposed Process for Completing the Work/List and Description of Proposed Exemplars

- a. According to the U.S. Census Bureau (2015), almost 44% of California households speak a language other than English, and nearly seven million Californians (19%) report speaking English “less than very well.” Are there specific languages (beyond English) you expect for research and exemplar content (e.g., Spanish, Chinese, Vietnamese, Tagalog, Korean), and should translation/adaptation be included in the scope?

**Answer: Refer to the answer for question #52.**

- b. Are there existing court brand guidelines, content templates, or asset libraries we must align with?

**Answer: The Judicial Council has general style guidelines that should be followed.**

- c. Do you have required accessibility standards (e.g., Section 508, ADA/WCAG) that all exemplar materials and digital assets should meet?

**Answer: Refer to the answer for question #59.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

64. RFP Section 8.1(f)(iv) – Proposal Contents/Technical Proposal/Proposed Process for Completing the Work/Proposed Metrics.

Are there key communications metrics that they already measure and value that we can be aware of as we think about the long-term sustainability of the effort? In other words, are there metrics that tend to be viewed as particularly critical to the Judicial Council's definition of campaign success?

**Answer: Proposer does not need to rely on existing metrics measured by the Judicial Council. Refer to the answer for question #77 more details.**

65. RFP Section 8.1(f)(v) – Proposal Contents/Technical Proposal/Proposed Process for Completing the Work/Proposed Timeline.

Given your limited advertising budget, should our scope focus on owned/earned channels and toolkit guidance for local courts, or should we plan for any paid media placements in the scope?

**Answer: Proposers should not exclude any channel (paid, earned, owned) from their proposal. The Judicial Council will pursue opportunities for paid channels as interest and opportunities become clear during or after the engagement. If proposers want to include in their proposal any paid media, they should note this in the line-item budget included in the Cost Proposal.**

66. Will consultants have access to analytics from Judicial Council channels (e.g., social media, website metrics, email) to support strategic recommendations? (RFP page 3)

**Answer: Yes, the chosen proposer will work with Judicial Council staff and be able to use existing metrics to support their strategic recommendations.**

67. Does the JBE have a Project Management Office (PMO)? If so, do they have standard templates/procedures for the deliverables including status reporting that you would like the vendor to follow?

**Answer: Operational and administrative details will be discussed after solicitation is awarded.**

68. Will the JBE Project Manager require a Deliverable Expectation Document (DED) for each deliverable?

**Answer: Further administrative and operational details will be discussed after this solicitation is awarded.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

69. What is the JBE deliverable review and approval process?

**Answer: Specific administrative and operational details will be discussed after this solicitation is awarded.**

70. Other than the 58 counties of CA, are there other CA courts that may be included in this project?

**Answer: The final deliverable, the “toolkit” for courts outlined in section 2.2 and 2.4 of the RFP, should be available to all state courts interested in using the resource. Courts are not required to adopt the toolkit.**

71. Is it assumed that smaller counties need more support - are the smaller counties’ needs the same as larger ones?

**Answer: Court needs for implementation will be dependent upon the approach being proposed.**

72. Who has “access” to the accounts that will be used, such as a Canva, Tik Tok, etc.? And is there a central IT department that manages these accounts? Do they already have these accounts or are we setting up and starting these accounts?

**Answer: Platforms outlined in Section 2.2 of the RFP are platforms that Judicial Council Staff has access to and manages.**

73. What is the JBE’s definition of “creative”?

**Answer: Consult solicitation.**

74. What is an example of "exemplar content"?

**Answer: The exemplar content example requested in the Technical Proposal is the proposer’s opportunity to highlight a particular concept that they feel best reflects the goals of the campaign and their own creativity. The example may not necessarily be pursued as part of the project.**

75. What is your definition of a toolkit? Do you have examples that are preferred?

**Answer: The toolkit for courts is described in greater detail in section 2.2 of the RFP. The Judicial Council does not have examples it would point to as preferred. A successful toolkit provides best practices for implementing the messaging strategies chosen as part of the project along with versions of the exemplar content that can be adapted for use in the accessible platforms outlined in Section 2.2.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

76. Is the “design brief” the same as a style guide? (Branding, colors, fonts, key words, etc.) and what do you need in the design brief?

**Answer: No, a design brief is not the same as a style guide. Details on what should be included in the design brief are outlined in the RFP section 2.2. Further details will be discussed after the solicitation is awarded.**

77. What does success look like for the JBE? What is being measured and how?

**Answer: A successful campaign will highlight court resources available to the public and improve Californians understanding of the California Courts. Effectiveness of the campaign may be measured through quantitative and qualitative surveys distributed to court users or focus groups. More specific operational and administrative details will be discussed after this solicitation is awarded.**

78. Are there KPIs that you currently have in mind? If so, what are they?

**Answer: There are no KPI that have been identified by the Judicial Council. Proposer should include in their technical proposal a list of proposed metrics to evaluate messaging campaign and content as stated in section 8.1.f.iv of the RFP.**

79. Are there internal creative personnel? (Internal staff to assist with creativity) and at the end of the project, who will we hand off to?

**Answer: Yes, there is Judicial Council staff who the consultant will collaborate with and will oversee the work. The project will be delivered to the involved Judicial Council staff after the completion of the contract.**

80. This statement, “toolkit for courts interested in adopting the messaging strategies” ... makes it sound as if the individual county level courts have the option to use what the JBE provides. Is that correct?

**Answer: The toolkit for courts will be offered as a resource. Courts are not required to adopt the toolkit. A successful toolkit provides best practices for implementing the messaging strategies chosen as part of the project along with versions of the exemplar content that can be adapted for use in the accessible platforms outlined in Section 2.2.**

81. For the transfer of developed design assets, do you accept all Adobe program files (InDesign, Photoshop, etc.)?

**Answer: No, consult Section 2.2. of the solicitation for a list of accessible formats.**





## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

82. Is part of this work helping the Judicial Council strengthen buy-in from small and large courts across the state, so they use the toolkit and materials?

**Answer: The proposer is not expected to engage directly with staff at individual courts.**

83. What goals do you have for earned media?

**Answer: At this stage in the project there are no set goals for earned media.**

84. Do you have a preferred format for the design brief? Is it acceptable to replicate project goals and scope as outlined in our proposal or is a deeper level of detail expected for the design brief?

**Answer: The design brief should be informed by all Phase I activities. More guidance for the design brief will be communicated to the selected vendor after this solicitation is awarded. The Judicial Council will expect the selected vendor to iterate any design brief submitted as part of their solicitation response.**

85. Does the Judicial Council have any planned moments, programs or activations in the coming year that our messaging and content should consider or need to incorporate?

**Answer: Proposers are encouraged to visit the California Courts website ([courts.ca.gov](https://courts.ca.gov)) to learn more about recent and ongoing Judicial Council work. Proposers are not expected to incorporate any specific aspects of Judicial Council programs into their proposals.**

### General Questions About the RFP

86. What precipitated this work being needed or important?

**Answer: Refer to Section 1.2 of the RFP.**

87. Has the \$150K budget been secured for this contract?

**Answer: Yes.**

88. Is there a reason for the specific six-month timeline for completing this work?

**Answer: The Judicial Council would like to see this work completed within that time period.**



## Judicial Council of California

455 Golden Gate Avenue, 6<sup>th</sup> Floor  
San Francisco, CA 94102

89. Other than the CA State Legislature, are there other oversight organizations for this work? If so, who are they?

**Answer: The Judicial Council will be overseeing this work. As stated in section 1.1 of the RFP, the Judicial Council is the policy-making body of the courts.**

90. Who will be the internal sponsor(s) for this project?

**Answer: This effort is being supported by the Judicial Council's Executive Office.**

91. Is there an opportunity for county representatives to be in Sacramento?

**Answer: We cannot determine that at this time.**

92. What do you think is going to be the most challenging part of this engagement for your organization? For your selected partner/vendor?

**Answer: Refer to Section 2.2. The most challenging part of the engagement is rigorously identifying which messages and formats resonate with which audiences in which channels.**

93. Does the procurement include any goals or incentives related to California certified small business participation?

**Answer: No, the small business preference is not applicable for non-IT Services procurement. State law requires JBEs to provide a small business preference in the award of IT Goods and Services only.**

### Questions About Pre-proposal Conference

94. Could you provide the recording for the pre-proposal conference perhaps?

**Answer: Recording will not be provided; however, the questions and answers discussed during the pre-proposal conference were transcribed and posted to the Courts Bidder/Solicitations Web Page (<https://courts.ca.gov/request/pa-2025-10-dm/rfp/communications-strategy-consultant>) on November 25, 2025.**

95. Are the recording and slides available?

**Answer: Please see the answer to Question#94 above.**