**Exhibit A**

**Scope of Work**

1. **Service Overview**

The Contractor agrees to provide the services described herein to the California Department of Public Health (CDPH) Office of Health Equity (OHE) which will be referred to as CDPH in this document.

The Contractor will create and deliver a comprehensive impactful multicultural and multilingual public education and change campaign in partnership with youth, parents, caregivers, community-based organizations (CBOs), and build on existing local efforts that are culturally and linguistically appropriate. The campaign must educate the public, raise behavioral health literacy, and create awareness about [the negative impacts] of mental, emotional, and behavioral (MEB) health stigma, including substance use disorders and wellness, and increase help seeking behavior. In addition, the Contractor must ensure efforts are developed and implemented through a lens of reducing disparities and addressing inequities, particularly for children and youth who are part of communities that are historically unserved, underserved, and inappropriately served and create innovative support streams to address children and youth at risk. The Contractor must actively collaborate with youth, parents, caregivers, and CBOs in the development of localized micro campaigns at the community level and include representation from the five priority populations: African Americans/Black, Native Americans, Asians and Pacific Islanders, Latinos, and Lesbian, Gay, Bisexual, Transgender, Queer and Questioning communities with special considerations made to transition-age youth, persons with disabilities, justice and foster-care involved youth, and those living in rural areas.

1. **Delivery Location**

The Contractor may be required to work in the following CDPH office location based on project needs either in-person or remotely. Contractor may also be required to work at the location of the CBOs or remotely; CDPH will provide direction to the Contractor about where services shall be provided.

1616 Capitol Avenue

Sacramento, CA 95814

1. **Service Hours**

The services shall be provided during normal working hours of 8:00 a.m. to 5:00 p.m., Monday through Friday, Pacific Time, excluding holidays observed by State of California offices unless otherwise pre-approved in writing by CDPH. The Contractor services may be undertaken outside normal business hours to accommodate the availability of the community partners, including evenings and weekends.

1. **Project Representatives**
2. The project representatives during the term of this agreement will be:

|  |  |
| --- | --- |
| **California Department of Public Health**  **[Enter CDPH Representative Name]**  Behavioral Health and Equity Branch Office of Health Equity  Telephone: (XXX) XXX-XXXX  Fax: (XXX) XXX-XXXX  E-mail: Xxxxxxxx@xxxxxxxx | **[Enter Contractor Name]**  [Enter Contractor Representative]  Telephone: (XXX) XXX-XXXX  Fax: (XXX) XXX-XXXX  E-mail: Xxxxxxxx@xxxxxxxx |

Direct all inquiries to:

|  |  |
| --- | --- |
| **California Department of Public Health**  *Attention:***[Enter CDPH Representative Name]** California Department of Public Health Office of Health Equity  P.O. Box 997377, MS 0022  Sacramento, CA 95899-7377  E-mail: cybhimedia@cdph.ca.gov | **[Enter Contractor Name]**  Section or Unit Name (if applicable)  Attention: [Enter name, if applicable]  Street address & room number, if applicable  P.O. Box Number (if applicable)  City, State, Zip Code  Telephone: (XXX) XXX-XXXX  Fax: (XXX) XXX-XXXX  E-mail: Xxxxxxxx@xxxxxxxx |

1. All payments from CDPH to the Contractor; shall be sent to the following address:

|  |
| --- |
| **Remittance Address** |
| Contractor: [Legal Business Name] |
| Attention “Cashier”: |
| Address |
| City, Zip |
| Phone |
| Fax |
| E-mail |

1. Either party may make changes to the information above by giving written notice to the other party. Said changes shall not require an amendment to this agreement.

1. **Services to be Performed**

# Project Management, Tracking, and Monitoring

* 1. The Contractor shall assign a Project Manager to manage invoicing, report on the project’s progress, including risks, issues, and meet the required deadlines.
  2. The Contractor shall develop a project management and monitoring plan for keeping CDPH apprised of all advertising activities, current personnel, subcontractors, and an evaluation of the effectiveness and cost efficiency of these activities. At a minimum, project management activities from the Contractor and subcontractors shall include the following, with additional reporting required at the discretion of CDPH during peak activity periods:
     1. Implement project management systems or platforms to track all advertising contract activities.
     2. Provide a list of open work orders, projects, and timelines, including, but not limited to, planning; research; creative development and production; substantiation, pre- and post-testing of ads; usage fees, advertising traffic and placement; and technical assistance.
     3. Provide status of progress and accomplishments for each work order and project.
     4. Provide descriptions of steps remaining for completion of each work order and project, and the date each step will be completed.
     5. Provide the names of primary and alternate Contractor, subcontractor(s), and CDPH in ad-hoc meetings with CDPH as requested by Proposer or CDPH.
  3. Contractor shall develop materials and deliverables as required by the CDPH under this Agreement. All materials and deliverables developed by the Contractor must be approved by CDPH before distribution to the field or public. The Contractor shall allow sufficient time for CDPH to review and make modifications if necessary. The Contractor is not authorized to disseminate any materials without prior written approval from CDPH. All final documents must be in an approved format, meet CDPH accessibility standards, and include the CDPH and partner logos as appropriate. Online content must also meet accessibility standards.

# Strategic Planning

* 1. The Contractor will schedule Kick-off and weekly status meetings.
  2. The Contractor will ensure that the project scope of services and budget is on track and that CDPH is kept apprised of developments at every step. The Contractor’s senior level staff will work together to manage budgets and timelines, and ensure successful completion of all tasks, subtasks, and deliverables.
  3. The Contractor shall submit monthly budget summary in a format approved by CDPH.
  4. The Contractor will deliver integrated Strategic Marketing Plan inclusive of all channels.
  5. Contractor shall submit progress reports, provide briefings to executive leadership, and attend meetings with state personnel at intervals determined by CDPH to determine if the Contractor is on the right track, whether the project is on schedule, provide communication of interim findings, and afford occasions for airing difficulties or special problems encountered so that remedies can be developed quickly.
  6. Contractor shall submit a comprehensive final report that includes any outstanding assets or reports and deliver masters of all produced advertising in requested formats to CDPH for archiving purposes in accordance with CDPH library cataloging format provided by the Project Representative.
  7. At the conclusion of this agreement, and if applicable, the Contractor shall hold a final meeting at which the Contractor shall present any findings, conclusions, recommendations, close out all pending tasks, and transfer all media ownership rights to CDPH. The Contractor shall provide master files of all approved media, and transfer key artifacts and knowledge to CDPH by the deadline. The Contractor shall also transfer the dashboard and provide the website wireframe and content to CDPH.

# Services

* 1. ***Conceptualization***

1. Conduct literature review, i.e., existing literature on youth mental health, current trends, challenges, gaps, and effective strategies used in previous campaigns. Conduct environmental scan to understand current youth mental health landscape, and any societal factors that might impact the campaign.
2. Conduct formative research on effectiveness of creative concepts via recommended testing methods (focus groups, online testing, surveys, competitive analysis, etc.), including evaluation and testing of the Contractor’s and any subcontractors’ new creative for use in other priority markets, when requested by CDPH.
   1. Qualitative research, including but not limited to youth, parent, caregiver interviews, focus groups via in person, and online methods.
   2. Youth, parent, and caregiver surveys, informational sessions, sourcing of sample, screener, and discussion guides development.
3. Deliver psychographic based on personas for each audience segment.
   1. ***Statewide Culturally and Linguistically appropriate Campaign Development***
4. Provide a total market media strategy plan and project management across all campaigns and subcontractors (if subcontractors are necessary to cover all components of the Scope of Work), with a focus on reducing stigma associated with mental, emotional, and behavioral health (MEB), including substance use disorders and wellness.
5. Develop statewide culturally and linguistically strategic campaign and media activities that are cost efficient and maximize outreach to children, youth, parents, caregivers, communities, and the public. The campaign must educate the public, raise behavioral health literacy, and create awareness of MEB health issues, including substance use disorders and wellness, without stigma *and* increase help seeking behavior.
6. Ensure efforts are developed and implemented through a lens of reducing disparities and addressing inequities, particularly for children and youth who are part of communities that are historically unserved, underserved, and inappropriately served. Messaging must be age- appropriate and reach children, youth, and transitional-age-youth (ages 0-25) and their parents, caregivers, and communities.
7. Ensure the campaign and media activities are based on internal and external research; present market analysis about specific priority audiences, market and geographic segmentation, marketing activities, strategies, and include most effective media placement recommendations, advertising effectiveness analysis, how to best position MEB education advertising messages relative to other social marketing and advertising campaigns, and relative merit of selected strategies and messages.
8. Develop a comprehensive media strategy and design an influencer plan and strategy to engage priority populations, diverse communities, and include individuals who possess lived experience with behavioral health in addition to demographics (e.g., age, race, gender, sexuality) to reduce stigma.
   1. Sourcing, vetting, recruitment, and contract with influencers shall receive prior approval by CDPH.
   2. Spokesperson training to individuals within the priority audiences capable of educating the public about the campaign.
   3. ***Co-Design with Youth and Community Based Organizations (CBOs)***
9. Collaborate with youth, parents, caregivers, and families in the co-design and development of Statewide campaigns and include representation from the five priority populations: African Americans/Black, Native Americans, Asians and Pacific Islanders, Latinos, and Lesbian, Gay, Bisexual, Transgender, Queer and Questioning communities with special considerations made to transition-age youth, persons with disabilities, justice and foster-care involved youth, and those living in rural areas.
10. Work in partnership with youth, parents, caregivers, families, and CBOs to create and deliver the campaign and develop a network of trusted messengers (influencers with lived experience, community leaders, celebrities, etc.) with high levels of reach of the five priority population’s audiences. Monitor influencer’s work and optimize performance.
11. Engage with CBOs to support public education and awareness campaign efforts related to children and youth mental health, self-care, early signs of distress and mental illness, and prevention strategies by highlighting beneficial community practices across diverse communities.
12. Engage with CBOs to identify how they support, promote, celebrate children and youth mental health awareness, acceptance, by identifying barriers to mental health, including but not limited to, inequities, discrimination, and stigma.
13. Collaborate with other state entities conducting public education and awareness campaigns to understand best practices, lessons learned, and successes that can be leveraged for the CDPH public education and awareness campaign.
14. Prepare and present preliminary campaign concepts and messages to advisory groups, as directed by CDPH.
    1. ***Community Based Organization (CBO) Technical Assistance and Training***
15. Using a trauma-informed approach, develop culturally and linguistically sensitive technical assistance and training plans to enhance the capabilities and capacity of CBOs in their local campaigns that are aligned with but independent of the Statewide public education and change campaign.
    1. Appoint a designated person or project manager responsible for overseeing, coordinating, and monitoring technical assistance and training for CBOs. This designee must conduct regular meetings with CDPH to provide updates on the progress and status of the local campaigns.
    2. Provide comprehensive support to CBOs in conducting formative research, which serves as a crucial foundation for developing their local campaign creative and messages.
    3. Promote equity throughout the process, including but not limited to, incorporating inclusive spokesperson and message training, as well as providing tools and resources to support the local campaigns effectively.
    4. Provide troubleshooting support to CBOs, ensuring quick resolution of technical issues and empowering them to focus on their core missions.
16. Provide client advice and consultation on overall program design, including support with implementation of the CBO’s local campaign contract program.
    1. ***CDPH Youth Council (Youth Co-Lab) Engagement***
17. Collaborate with the CDPH Youth Co-Lab project manager to ensure effective communication and involvement of both Youth Co-Lab and CBOs in the campaign strategy and messaging.
    1. Prioritize the collection of initial feedback and guidance from these stakeholders before finalizing the strategic communication plan.
    2. Establish a dedicated platform where resources, guidance, and knowledge obtained through engagement with youth and CBOs can be stored securely with access granted to CDPH.
    3. ***Campaign Public Relations Strategy***
18. Develop a culturally and linguistically competent public relations (PR) strategy and conduct both internal and external PR activities, media relations, and outreach activities.
19. Develop and implement a plan to ensure that advertising content is consistent with and complementary to the CYBHI public relations campaign and CDPH-funded local program activities.
20. Provide an integrated public relations plan for any campaigns with new media components, interactive digital content, and/or for campaigns needing media relations, crisis communications, and cross-cultural outreach, at the discretion of the CDPH.
21. Plan events with teens, youth, parents, caregivers, and mentors in the community in key regions across California, including school sites as request by CDPH.
22. Engage with government relations to support PR launch and ongoing events.
23. Design, develop, and implement at least two Statewide Days of Action to highlight and promote the public education and awareness campaign.
24. Manage a team of subcontractors (if the proposer does not have the in-house capabilities to address the priority population), as needed, who has:
    1. Extensive knowledge of the diverse California media market, and the ability to manage strategic advertising development, testing, production, and placement, including translation services in the respective population’s languages (i.e., Spanish, various Asian languages).
    2. Specialty advertising services and knowledge, including but not limited to, digital, campaign landing pages, Search Engine Optimization/Search Engine Marketing (SEO/SEM), and social media strategy and production services.
25. Recommend new and emerging media strategies including, but not limited to, digital, campaign landing pages, SEO/SEM, and social media strategies, to extend the reach of campaigns and broaden dissemination of campaign messages to priority population audiences. Develop paid strategies to grow the reach of existing social networks. Develop social listening and community management strategies.
26. Track attendance, engagement, and event success.
    1. ***Campaign Pre-Testing and Production***
27. Develop creative brief(s), including campaign strategy statement outlining potential settings, messages, message variables (tone, appeal, etc.), and key messaging.
28. Secure the most cost-effective licensing buy-outs and talent agreements.
29. Provide copies of scientific studies, research, and calculations used to substantiate the facts used in ads. Ensure that facts in new ads are valid and consistent with previously produced ads. In coordination with CDPH staff, maintain and monitor a system for substantiating facts used in ads, and obtain legal review and clearance of ads, prior to production.
    1. ***Campaign Media Buys***
30. Create media buying plans that align with the total market strategic plan and effectively reach campaign specific target populations, including:
    1. Negotiate the most cost-effective media placement to maximize priority population audience exposure with the recommended mediums to best reach target populations.
    2. Collaborate with CDPH staff to consult best practices, evidence base, and outcomes of previous campaign efforts for decisions about obtaining adequate campaign intensity levels.
    3. Report on the advertising campaign’s implementation and outcomes, including media monitoring and optimization, summarized quarterly media buy reports and post-analysis, and an annual summary evaluation of the effectiveness of media placement.
    4. Detailed reports of media placement to be provided in a spreadsheet, upon request, that shall provide detailed information on planned media with total weekly impressions, as applicable to each advertising medium.
    5. Prepare reports on media placement as necessary.
    6. ***Campaign Website Development and Maintenance***
31. Develop and maintain the CDPH CYBHI website and campaign landing pages that are strategically designed on brand with the campaign to further engage the user to provide a comprehensive educational experience of MEB stigma reduction issue areas, which includes the following activities:
    1. Create content and graphics to support the maintenance of the website and landing pages on a regular, on-going basis.
    2. Provide graphic design, copywriting, editing, and related services needed for digital assets. Content shall be designed to optimize the user’s experience across web platforms, including:
       1. Talking guides for parents and youth
       2. Support for parents/caregivers
       3. And other culturally, linguistically, and equitable support services as needed.
    3. Provide SEM/SEO expertise for website and campaign landing pages, including branding and campaign implementation.
    4. Provide real-time website and campaign landing page analytics and reports.
    5. ***Campaign Social Media Strategy***
32. Review [recommendations from the U.S Surgeon General’s Advisory](https://www.hhs.gov/sites/default/files/sg-youth-mental-health-social-media-advisory.pdf) report on social media and youth mental health in developing strategies for the public education and change campaign design.
33. Provide social media content creation and curation to optimize the user’s experience across social media platforms:
    1. Provide expertise in all social media platform executions that will further engagement strategies to build brand community and influence, including branding, taglines, concepts, and call to action in all advertisements (Video, Billboard, Radio, etc.)
    2. Social media production and dissemination will leverage existing and newly produced campaign advertisements and messages.
    3. Create innovative support streams to address children and youth at risk.
    4. ***Campaign Collaborative Communication Services and Materials***
34. Provide translation and adaptation services and coordination. The Contractor must provide in-language communication assets, as requested by CDPH.
35. Design and produce collateral promotional materials, upon request in coordination with CDPH public relations campaign, that support CDPH priorities and local program needs.
36. Deliver masters of all produced advertising in requested formats to CDPH, for the purpose of archiving, in accordance with the CDPH library cataloging format to be provided by the Project Representative. Responsible for storage of masters in a designated central location that allows easy access in the future to make updates as needed.
37. Create collaborative communication materials, including talking points, PowerPoint presentations, one pagers, elevator speeches, etc. and make available to CDPH.
    1. ***Campaign Monitoring, Tracking, and Evaluation***
38. Provide detailed media monitoring and tracking analysis designed to evaluate campaign recall, effectiveness, attitude, and perception change produced as a result of the campaign.
39. Develop, implement, and maintain procedures for evaluating the effectiveness of the advertising campaign, including the content and emphasis of its strategic components. CDPH reserves the right to utilize the services of one or more independent evaluation consultants in addition to, or in lieu of, evaluations conducted by the Contractor.
40. Evaluations of the effectiveness of media placement strategy and of creative, as follows:
    1. Content analysis of all social media activities, including audience and sentiment analysis.
    2. All focus group and online research materials and reports.
    3. Tracking study that provides measures of ad effectiveness (recall, message, knowledge, and attitude shifts, talk about with family and friends, new information).
    4. Preliminary findings from all campaign-specific evaluation activities, including engagement, reach, impressions, website clicks on campaign’s post-performance metrics.
41. Prepare and present regular campaign reports on effectiveness based on agreed upon campaign key performance indicators and campaign milestones including, but not limited to, weekly and monthly campaign reports, campaign launch reports, mid-campaign reports, campaign wrap reports, and creative performance reports.
42. Determine baseline measures and develop campaign-specific logic model to measure change and success in social norms, call to action, and attitudes.
43. Identify whether an Institutional Review Board (IRB) approval is needed for all project activities and evaluations and obtain IRB approval/exemption letter as necessary.
44. Monitor and track the effectiveness of the campaign using the logic model and baseline measures and provide a tracking dashboard or system for CDPH to access.
45. Prepare and present reports on advertising effectiveness including cost per promoted intervention in support of the campaign.
46. Document for knowledge transfer.
47. All final reports must be submitted in a format compliant with the Americans with Disabilities Act (ADA) as Word, PDF, and PowerPoint document. CDPH may request at any time additional, ad-hoc analyses.

# Scope of Work Changes

1. Pursuant to Health and Safety Code Section 38077 (b)(2), changes and revisions to the Scope of Work contained in the agreement, utilizing the "**allowable cost payment system**", may be proposed by the Contractor in writing. All requested changes and revisions are subject to the approval of the State. Failure to notify the State of proposed revisions to the Scope of Work may result in an audit finding.
2. The State will respond, in writing, as to the approval or disapproval of all such requests for changes or revisions to the Scope of Work within 30 calendar days of the date the request is received in the program. Should the State fail to respond to the Contractor's request within 30 calendar days of receipt, the Contractor's request shall be deemed approved.
3. The State may also request changes and revisions to the Scope of Work. The State will make a good- faith effort to provide the Contractor 30 calendar days advance written notice of said changes or revisions.

# Work Order Authorization

1. A Work Order Authorization (WOA) may be used to modify / clarify or perform an unanticipated task / services consistent with the work order specifications in this section.
2. *Definitions:* "Work orders" are the detailed descriptions of services and deliverables to be provided pursuant to this agreement and a comprehensive plan, budget; and timeline for providing each service or deliverable. For purposes of this agreement, "services" arid "deliverables" include, but are not limited to, items listed in Provision 6, Services to be Performed.

*Due Dates:* Work orders for ongoing activities will be due within 30 calendar days of the start of this agreement and on June 1 of each state fiscal year (July 1 through June 30) thereafter. Work orders for quarterly media purchases should be submitted as soon as media plans are approved. Work orders for intermittent activities and special projects will be developed and submitted as requested by CDPH. The Contractor will receive at least ten calendar days’ notice from CDPH to prepare and submit a work order for intermittent activities, special projects, and production.

1. *Contractor Responsibility:* The Contractor is responsible for submitting work orders for all work performed under this agreement, including any services and deliverables performed or provided in whole or in part by subcontractors or consultants. Subcontractors and consultants shall not submit work orders directly to the CDPH. Work orders for work to be completed by subcontractors or consultants shall be signed and submitted by the Contractor. Any work performed by the Contractor or its subcontractors or consultants that is not covered by a CDPH approved work order is at the Contractor’s own risk.
2. *Required Information:* The work order shall include at a minimum the following: ·
   1. Contract number, Contractor’s name, date submitted, and a unique work order name and number assigned by the Contractor.
   2. A description of the priority population/audience(s) and the strategy and objective of the services and deliverables to be provided by the Contractor under the work order.
   3. A detailed description of the services and deliverables to be provided during completion of the work order, including, but not limited to, as applicable: detailed activities, key milestones, evaluation methods and final deliverables.
   4. Identification of any service(s) or deliverable(s) to be provided by a subcontractor or consultant and the name of the subcontractor or consultant.
   5. The time period covered by the work order and a detailed timeline for completion of the service or deliverable.
   6. A detailed work order budget based on the Contractor’s Cost Proposal, including any mark-ups to be charged and the line items they apply to.
   7. A description and estimate of any ongoing expenses, including, but not limited to: talent, photography, music, storage, and interactive digital content, maintenance and updates of an existing web site-which would be necessary to maintain the deliverable and preserve its availability for use. Details of buyouts or period covered for each element should be included.
   8. Contractor representative’s printed or typed name and signature

*and* date signed.

* 1. Blank spaces for the Contract Manager printed or typed name and signature and date signed.

1. *CDPH Review:* The CDPH Contract Manager shall review the Contractor's proposed work order and may require the Contractor to revise portions or all the proposed work order to the satisfaction of Project Representative.
   1. The CDPH Contract Manager and the Contractor shall consult and negotiate in good faith to reach agreement on work orders.
2. *CDPH Approval:* The CDPH Contract Manager’s signature approval of the work order shall constitute the Contractor's authorization to provide the work order's service or deliverable under this agreement. Approved work orders shall become a part of this agreement without need for a formal amendment, and, as such, the terms and conditions of this agreement shall apply to the services performed under these work orders. CDPH may require changes to approved work orders without a formal amendment to this agreement.
3. *Work Order Termination:* CDPH may terminate, prior to or after submission and approval, a work order, in whole or in part, for any reason. Termination shall occur if the State no longer desires the service(s) or deliverable(s), due

to program changes or lack of funding, or other unforeseen circumstances. CDPH shall notify the Contractor in writing whenever a work order is terminated and shall negotiate in good faith with the Contractor to determine the payment for any work completed under the work order prior to termination. The notice of termination shall include the effective date of termination of the work order. If agreement on a payment amount is not reached, the Contractor shall follow the procedure described in Section 4 of Exhibit D, "Dispute Resolution Process."

1. Rejection or Reduction of Tasks, Activities, or Functions

If full funding does not become available, is reduced, or CDPH determines that it does not need all the services described in an approved work order, CDPH reserves the right to request an amended work order from the Contractor for reduced services.