



## **Proposals Due: September 25, 2024**

### **About The Arc of Massachusetts**

[The Arc of Massachusetts](#) is a leading non-profit organization dedicated to advocating for and supporting individuals with intellectual and developmental disabilities (IDD) and their families. We work to ensure that all individuals with IDD have the opportunity to live, learn, work, and fully participate in their communities.

### **The Opportunity**

In response to the [critical workforce shortage](#) in our sector, The Arc of Massachusetts is launching a comprehensive, statewide recruitment and retention campaign funded by a [\\$1.635 million federal grant](#). Our primary goal is to recruit dedicated direct support staff (DSPs), essential for providing day-to-day assistance that enables individuals to lead fulfilling lives within their communities. Additionally, we aim to attract nurses and other clinicians whose expertise is vital for guiding and supporting frontline staff.

The urgency of this campaign cannot be overstated. Individuals served by our 17 non-profit chapters across Massachusetts face significant barriers to fully engaging in their communities due to a lack of available support. Whether it's assistance with mobility, respite care for families, or opportunities for social interaction, the shortage of support staff is the most pressing challenge in today's home and community-based services environment. This campaign is our proactive response to these challenges through a vigorous and strategic marketing initiative.

### **Participating Chapters**

- Berkshire County Arc, Pittsfield, MA
- The Arc of Bristol County, Attleboro, MA
- The Arc of Greater Brockton, Brockton, MA
- Center of Hope Foundation, Southbridge, MA
- Charles River Center, Needham, MA
- Communitas, Inc., Wakefield, MA
- Community Connections (Lower Cape), South Yarmouth, MA
- The Arc of Greater Haverhill-Newburyport, Haverhill, MA
- Incompass Human Services, Chelmsford, MA
- Lifeworks, Inc./The Arc, Westwood, MA
- Minute Man Arc, Concord, MA



- Northeast Arc, Danvers, MA
- The Arc of Opportunity in North Central Massachusetts, Fitchburg, MA
- Opportunities for Inclusion, Waltham, MA
- The Arc of Plymouth and Upper Cape Cod, Plymouth, MA
- The Arc of South Shore, Hingham, MA
- The United Arc, Turner Falls, MA

Through this campaign, we aim to fill crucial staffing gaps and empower the people we serve to live fuller, more engaged lives within their communities.

## Goal Statement

This project aims to address the critical shortage of direct support staff needed to assist individuals with intellectual and developmental disabilities (IDD). Currently, over 3,000 adults with IDD in Massachusetts have limited or no access to employment or day services, leading to isolation, regression of skills, and increased caregiver burnout. Our goal is to enhance the retention and recruitment of this essential workforce through a comprehensive statewide recruitment marketing campaign. Executed across 17 non-profit chapters of The Arc, the campaign will highlight the role of direct support staff as "more than just a job, but a calling." Furthermore, the project is designed to be replicable, offering a model for other organizations facing similar workforce challenges.

## Project Scope

### Services/Project Deliverables:

- **Research & Insights for DSP Marketing Campaign:** This project involves reviewing existing research on Direct Support Professionals (DSPs) recruitment and retention, conducting new quantitative and qualitative research to gain deeper insights, and developing detailed personas of potential DSP candidates. These personas will inform the creative and messaging strategies, with key messaging themes identified to effectively engage and recruit the target audience.
- **Ad Campaign Creative Strategy, Branding, Design, Content Development, & Execution:** The Advertising and Public Awareness Workforce Recruitment Campaign is designed to educate audiences about the workforce recruitment effort, its values, opportunities, and how to act and apply to be a direct care provider. The campaign will target 4-5 diverse audience personas across specific Massachusetts regions served by our 17 chapters, ensuring everyone feels valued and included. The campaign will run in the most effective digital and traditional media channels to reach target personas in the desired geographies cost-effectively.
  - **Brand Identity and Campaign Creative:** The campaign will leverage the Massachusetts Arc Master brand logo and color palette for brand credibility. However, its campaign name, theme, messaging, and identity will be required.



- **Website Hub:** A centralized website hub will be created to carry the campaign’s look and feel and utilize campaign assets (e.g., videos and educational content). Creative assets will be needed for homepage brand designs and copy, and templated designs will be required for the 17-chapter locations. This website will be a standalone site not a page within the [The Arc of Massachusetts](#) brand site.
- **Best Practices Retention Toolkit:** Development of a targeted toolkit focused on best practices for retaining DSP staff, informed by input from Arc Chapter HR directors, DSP staff, and research findings. This educational content will assist HR Directors in promoting the benefits of DSP work and sharing best practices across Chapters to foster a supportive workplace culture. The toolkit may include promoting benefits on continuing education opportunities, credentialing, mentorship, and career advancement strategies to motivate staff and increase tenure.
- **Omnichannel Media Strategy, Planning, Buying, Operations, and Reporting:** The media agency will be responsible for developing and owning the media strategy, planning, buying, trafficking, reconciliation, and reporting on the media plan’s effectiveness. The media plan must target 4 to 5 diverse audiences within Massachusetts to ensure the best reach for each chapter location and be in market March-July 2025. The media mix should include traditional and digital channels, with a budget allocation driven by the agency.
- **Public Relations:** The agency must develop a 5-month media relations and outreach recommendation to support and drive publicity for this campaign. Deliverables may include media relations outreach, influencer outreach and strategy, educational content development, organic/influencer social media posts, and interviews that can be leveraged in the press and on chapter/campaign websites.

### How We Will Measure Success

This campaign's key performance indicators (KPIs) will focus on reach, engagement, brand visibility, and lead generation. Specific metrics include:

Ad Impressions	Direct Traffic
Ad Reach	Branded Search Volume
Cost Per Thousand (CPM)	Leads
Share of Voice	Cost per Lead
Brand Mentions	Applicants
Media Coverage	Cost per Applicant
Likes/Shares/Reshares	Video Views
Website Traffic	Video Completion Rates

We welcome suggestions from our selected partners on additional metrics that should be considered indicators of the campaign's return on investment.



## Measurable Outcomes

To ensure that this campaign is both impactful and effective, we have established clear, measurable outcomes to report back to The Arc key stakeholders, demonstrating the progress, success, and deliverables of our efforts across all project components. Given that the Federal Government funds this initiative and campaign, we are required to report on performance and outcomes. Below are examples of the metrics we will consider in collaboration with our partner to fulfill these reporting obligations.

1. **Research Report:** Deliver comprehensive research findings, including synthesizing past studies and expanding into new quantitative and qualitative research, to develop personas and identify key messaging themes that will inform the creative and messaging strategy for a targeted DSP recruitment and retention campaign across 17 chapters.
2. **Recruitment Infrastructure:** Stand up a user-friendly website and various contact methods to direct potential recruits to the appropriate chapter, ensuring smooth navigation and access to all 17 regional non-profit chapters.
3. **Comprehensive Media Plan & Strategy:** Roll out a comprehensive media strategy encompassing digital and traditional paid media channels. The selected agency will be responsible for the full lifecycle of the media plan, including strategy development, planning, buying, and detailed reporting on campaign delivery and effectiveness.
4. **Multichannel Advertising and Public Awareness Campaign:** Deployment of multimedia, advertising/PR campaign designed to educate audiences about the workforce recruitment effort, its value, opportunities, and how to apply to be a direct care provider in targeted geographies in Massachusetts.
5. **Best Practices Retention Toolkit:** Delivery of a targeted toolkit focused on best practices for retaining DSP staff, informed by input from Arc Chapter HR directors, DSP staff, and research findings. This educational content will assist HR Directors in promoting the benefits of DSP work and sharing best practices across Chapters to foster a supportive workplace culture. The toolkit may include promoting benefits on continuing education opportunities, credentialing, mentorship, and career advancement strategies to motivate staff and increase tenure.
6. **Project Reporting:** Publication of a detailed project report on campaign effectiveness, delivery, and return on media plan investments.

This campaign is designed to be both impactful and replicable. Covering 17 non-profit organizations that are chapters of The Arc, our approach can serve as a model for other entities facing similar challenges. We are committed to sharing our results and methodologies to support the broader community in addressing these critical workforce shortages.

## Selection Criteria

Agencies should demonstrate the ability and expertise to:

- Communicate our brand and program value propositions through compelling creative.



- Motivate prospective applicants to learn about careers as direct care support providers and apply to open positions at Arc chapter locations.
- Instill confidence in our donor community by effectively showcasing tangible impacts.
- Excite, inspire, and energize our chapters to be champions and stewards of our campaign.
- Drive qualified traffic to our centralized website, generate leads, and maximize media dollars through effective ads.

## **Budget**

The estimated budget for the work outlined in this RFP is \$1,250,000.

## **Estimated Agency Fees**

- Research: \$50,000
- Website Development: \$50,000
- Creative & Media: \$200,000
- Public Relations: \$50,000

## **Estimated Paid Media Spend:**

- Working Media Budget: \$900,000

These numbers are estimates and will be refined once we review the proposals. This will be a multiphase effort, and we understand that agency engagements may be project-based while others will be multi-month commitments; please price according to where you feel your agency time and billable hours will be spent. Our goal is to leverage our grant dollars in working media dollars as much as possible. We will be looking for any efficiencies we can gain in agency fees to reinvest into the media buy.

## **Timeline**

Project engagement will start in **November 2024 and end in July 2025.**

- **Agency questions due:** on or before **September 13th**
  - We will only accept written questions by September 13<sup>th</sup> emailed to [welsh@arcmass.org](mailto:welsh@arcmass.org).
- **Proposals due:** on or before **September 25, 2024**
- **The Arc reviews proposals:** week of **September 30, 2024**
- **Presentation finalists will be notified on Friday, October 4, 2024**
- **Finalists present to The Arc team: October 15, 2024**



- **Finalists will be notified of the decision** on or before **Tuesday, October 22nd**
- **Contracting and onboarding:** October 23-November 1, 2024

## **Proposal Requirements**

Please include the following in your proposal, with a **maximum of 25 pages** (excluding case studies):

1. Company Overview and Working Philosophy
2. Benefits of Partnering with Your Company
3. Experience with non-profit, healthcare, workforce recruiting, and human services organizations.
4. **Team Overview**
  - Describe the team providing services, their expertise, and tenure.
5. **Work Examples**
  - 2-3 examples of brand creative, visual identities, and campaign creative elements.
  - Three examples of successful integrated marketing/media campaigns from current or past clients.
  - An example of successful analytics reporting (a digital dashboard is preferred).
6. **References**
  - Provide contact information for two references, preferably from non-profit organizations.
7. **Pricing**
  - A thorough breakdown of agency fees, including any additional costs.
8. **Proposal Format**
  - Ensure documentation is detailed enough for comparison with other bids by including the information requested in the RFP, as we will be using a scorecard to evaluate proposals against each other fairly.

## **Selection Criteria**

Proposals will be evaluated based on:

- Experience in integrated marketing strategy for recruitment, public education, and brand awareness campaigns.
- Experience managing omnichannel media campaigns.
- Understanding of The Arc's challenges and opportunities.



- Demonstrated appreciation of The Arc as a partner.
- Case studies and references supporting your experience.

### **Ideal Partner Characteristics**

- Strategic, bold, creative innovators who are risk-takers.
- Analytical, results-driven, and focused on measurable outcomes.
- Well-versed in our target audiences and industry.
- Collaborative with other partner agencies.
- Experts who not only advise but also inspire.

### **Submission Guidelines**

1. **Step 1: Submit Questions on the RFP:** Email questions by **September 13th, 2024**, to **Amanda Welsh** at [Welsh@arcmass.org](mailto:Welsh@arcmass.org). **Questions and Answers will be posted** <https://thearcofmass.org/about/qa/>
2. **Step 2: Finalist Selection:** The Arc will notify finalist agencies selected to present to the team on **October 4, 2024**.
3. **Step 3: Finalist Presentation:** Finalists will be invited to present proposals and approach to the project to The Arc Steering Team. Discussions will cover agency qualifications on **October 15, 2024**.

### **Proposal Submission**

We request **two versions** of your proposal by **September 25, 2024**.

1. Please email the content of the entire proposal **as a PDF by September 25th, 2024**, to Amanda Welsh at [Welsh@arcmass.org](mailto:Welsh@arcmass.org), **Excluding** any references to costs or expenses.
2. **FedEx/Mail** the second version addressed to **Amanda Welsh at The Arc of Massachusetts, 217 South St., Waltham, MA 02453**. This version should include the **full proposal along with the total anticipated costs**. All sealed proposals will be opened after the **September 26, 2024, deadline**.

We look forward to evaluating your proposal for this exciting project.

**Sincerely,**

Amanda Welsh

