



## **The Arc of Massachusetts**

### **Request for Proposal Agency Questions & Answers**

**9/16/24**

#### **Proposal Questions**

**Are external links allowed in our proposal?**

- Yes.

**Are there any additional submission guidelines or formatting preferences (deck, document, etc.)**

- Nothing outside of what was outlined in the RFP. Be sure to follow the specific instructions in the RFP when submitting your proposal.

#### **Research**

**What type of current research exists on DSP's?**

There is a range of current research on Direct Support Professionals (DSPs) that provides valuable insights into their workforce challenges and impact. Notable studies and reports include:

- [Target Audience Insights & Recommendations from Past Research.pdf](#)
- [Harris Poll: The-Arc-Idd-Community-Research..-Public-vs.-Private.pdf](#)
- [Examining DSP Turnover and Tenure in Massachusetts: Using National Core Indicators®-IDD State of the Workforce Survey Data](#) – This research provides detailed data on turnover rates and tenure among DSPs in Massachusetts.

- [Direct Support Professionals: A Workforce Crisis Limiting Security, Human Rights, and Opportunity for People with Intellectual and Developmental Disabilities \(White Paper\)](#) – This white paper discusses the broader workforce crisis and its implications for the security and rights of individuals with intellectual and developmental disabilities.
- [Direct Support Professionals and Quality of Life of People with Intellectual and Developmental Disabilities](#) – This study explores how the quality of life for individuals with intellectual and developmental disabilities is influenced by the support provided by DSPs.
- [PHI Key Facts Report 2023](#) – This report from PHI provides key statistics and insights on the DSP workforce.
- [PHI Bridging the Gap 2023 \(PDF\)](#) – This PDF report offers a comprehensive overview of the gaps in the DSP workforce and potential solutions.
- [The Arc's Direct Support Workforce Information](#) – The Arc's website provides additional data and resources on the DSP workforce crisis and ongoing efforts to address these challenges.

These resources will offer a comprehensive understanding of the current state of DSPs and can inform strategies to address workforce issues and improve support.

## Research

**Tell us more about the existing research you have on DSP recruitment and retention. Has there been any additional qualitative research executed with the DSP population? If so, are there specific gaps in knowledge that need to be addressed?**

- The only research conducted to date for a similar initiative is the research [provided here](#). I have included links to additional DSP research conducted both nationally and in Massachusetts, though not by The Arc. This existing research may offer valuable insights into DSP recruitment and retention. The only specific gaps in qualitative research that I can think of is an understanding of the media channels of choice of our DSP target audiences.

## Research

**Can you tell us more about your expectations regarding quantitative research?  
What specific information are you looking to uncover?**

- Given the timeframe and budget, the research is expected to inform messaging, define creative personas, validate target audiences, guide content for the retention toolkit, and identify/validate DSPs' preferred media channels to ensure an appropriate media mix.

## Inspiration

**What other organizations in space do you aspire to be like?**

- Nothing specific comes to mind. It is worth noting that in March 2024, The State of New York launched a similar initiative. See link to article about their campaign: [Recruitment Campaign Launched in NY State to Address Direct Support Professional Workforce Shortage](#).
- Vibrant Brands Campaign for: [New York State Office for People With Developmental Disabilities Campaign](#)

## Inspiration

**Are there any campaigns you have benchmarked for reference that you admire?**

- No, however, reviewing the similar initiative launched in New York this year is worth considering during the ideation process. We should explore what we can leverage and learn from this campaign. The campaign, titled "Recruitment Campaign Launched in NY State to Address Direct Support Professional Workforce Shortage," was conducted by the New York State Office for People With Developmental Disabilities. [Link to article](#) and [agency work](#).

## Competitors

**Who are the primary recruitment competitors within Massachusetts (both non-profit and private) that we should keep in mind?**

- In some cases, depending upon the geographic area of applicants and the service areas of Arc Chapters, Chapters may be competing with one another for DSP applicants. Additionally, public and private schools, hospitals, and several different human services organizations, including but not limited to Aging and Disability Resource Centers (ADRCs), Aging Service Access Points (ASAPs), Autism Support Centers, Chapters of The Arc, Commissions on Disability (COD), Councils on Aging (COA), Department of Developmental Services (DDS), Department of Mental Health (DMH), Department of Transitional Assistance (DTA), Emergency Service Programs (ESP), Family Support Centers (DDS), Family Ties (Department of Public Health), Independent Living Centers (ILCs), Independent Living Services for Deaf and Hard-of-Hearing (DHIL), Massachusetts Commission for the Blind (MCB), Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH), Massachusetts Rehabilitation Commission (MRC), MassHire Career Centers, Recovery Learning Communities (RLCs), and Serving the Health Insurance Needs of Everyone (SHINE).

### **Research Outputs/Deliverables**

**Tell us more about how you will be using the persona outputs you've described? Will they be primarily for informing messaging and media mix? How else will these personas be used across the organization? What do we need to plan for in terms of enablement and operationalizing? Are personas, specifically, a must-have, or would you be open to other formats for a final output or artifact that highlights key characteristics of each relevant segment and connects them to implications for messaging?**

- Personas are not a strict requirement; however, they are a valuable tool for guiding the development of creative and messaging strategies. We are open to exploring other formats or artifacts that can highlight key characteristics of each relevant segment and connect them to implications for messaging. The primary goal is to use whichever format we choose to effectively engage and

recruit the target audience by identifying key themes and informing our creative and media strategies.

**While the focus of this engagement is to inform messaging for recruitment and retention, we would approach this work with a behavioral and experiential lens because these underpin so much of what motivates an individual. Is there desire for the outputs of this work to inform other work such as DSP experience improvement, or policy/investment changes? This will inform how narrowly we focus the lines of inquiry our research will pursue.**

- Not at this time. While improving the DSP experience and informing policy or investment changes are important, they are outside the scope of this engagement. For now, the focus is specifically on informing messaging for recruitment and retention. However, it may be worth considering these aspects for a future project, as they could provide valuable insights for broader initiatives.

### **Research Creative/Messaging Strategy**

**In terms of research goals, the RFP states that the personas will “inform the creative and messaging strategies, with key messaging themes identified to engage and recruit the target audience.” Are there any objectives we should be aware of beyond informing creative and media?**

- No, there are no additional objectives beyond informing creative and media strategies. The primary goal is to use the personas to guide the development of creative and messaging strategies and identify key themes to effectively engage and recruit the target audience.

### **Research**

**Are you able to share some expectations of what you hope to get out of the research outside of messaging insights that drive positive campaign results and deeper personal knowledge?**

- Given the timeframe and budget, the research is expected to inform messaging, define creative personas, validate target media audiences, guide content for the retention toolkit, and identify/validate DSPs' preferred media channels to ensure an appropriate media mix.

## Research

**From a research recruiting perspective, we'd propose speaking to current, past, and even potential DSPs. Will The Arc be able to help from a recruiting standpoint, or should we estimate for an external recruitment partner?**

- This should be feasible, but I will need to confirm with The Arc. We can explore whether The Arc can assist with recruiting current, past, and potential DSPs, or if we should consider an external recruitment partner. To better assess the scope, could you let me know how many DSPs you aim to speak with? This will help us determine the most effective approach.
- According to the Arc website: Our direct support workforce is in crisis. With an average annual turnover rate of 45 percent, an average wage of \$10.72 an hour, and an average vacancy rate of 9 percent, the needs of people with disabilities, their families, and the workers themselves are [not being met](#).

## Target Audiences

**A few times it is mentioned that we should target 4-5 diverse target audiences – are you able to provide insight into what your current target audience/job titles look like?**

- Please see the link for insights and recommendations on past DSP work. The job titles have been consolidated into a group for easier reference.
- The roles are linked to different job functions within the DSP field. As you can see, the qualifications and responsibilities are diverse. Below is a range of current job descriptions illustrating the variety of roles these professionals play in delivering care to clients
  - [ABA Provider](#)

- [ABA Technician](#)
- [ABA Instructor](#)
- [Adult Companion](#)
- [Assistant Program Manager](#)
- [Behavioral Therapist](#)
- [Board Certified Behavior Specialist BCBA/LABA](#)
- [Private Care Provider](#)
- [Certified Nursing Assistant](#)
- [Career Services Skills Instructors](#)
- [Developmental Specialist](#)
- [Day Program Lead Skills Instructors](#)
- [Drivers](#)
- [Direct Care Staff](#)
- [Direct Support Professional– Home Based Residential Supports](#)
- [Direct Support Professionals](#)
- [Direct Support Professional](#)
- [Direct Support Professional](#)
- [Direct Support Professional- Residential](#)
- [Employment Support Specialist](#)
- [Employment Specialist](#)
- [Employment Specialist](#) Food Services
- [Individual Support Staff](#)
- [In home Skills Trainer](#)
- [Licensed Practical Nurse \(LPN\)](#)
- [Life Skills Coach](#)
- [Personal Care Staff Member](#)
- [Physical Therapist- Pediatrics](#)
- [Speech and Language Pathologists- Early Intervention](#)
- [Program Manager](#)
- [Self Directed Employment Specialist](#)

- [Skills Trainer](#)
- [Residential Direct Support Professional](#)
- [Residential Counselor](#)
- [Registered Nurse \(RN\)](#)

### Target Audiences

#### What percentage of the end audience is non-English speaking?

- I will do some more research to try to find that data. I will do additional research to find that data. Please refer to the [State Language Access Initiatives Are Helping to Serve an Increasingly Diverse Workforce and Aging Population](#) article. Specifically, in Massachusetts, the state is translating CNA certification exams. This year, Massachusetts will begin offering CNA certification exams in Spanish and Chinese, in part to help address the more than 3,000 CNA vacancies statewide. Proposed legislation would expand this effort by adding translations in Portuguese and Haitian Creole, and it would require the Department of Public Health to identify additional languages for future translations. New Jersey is considering similar legislation to translate CNA and home health aide certification exams into multiple languages.

### Stakeholder Access

#### Do you have existing partners/DSPs that we'd be able to speak with for interviews during our research?

- Yes, we also have numerous videos of DSP workers. Since many of them are hourly employees, we need to be mindful of their time and aim to find efficient ways to gather their input, such as through surveys. However, we can arrange interviews if needed.

### User Journey/User Experience

#### After someone takes action through this campaign, what is the user journey for them to get more involved?



- Until the workforce recruitment campaign site map is developed, I can't provide 100% certainty on the details. At a high level, we expect that individuals will either see one of our ads or directly enter the website URL, leading them to the homepage of the workforce recruitment campaign site. From there, they will gain educational information about what it means to be a DSP, the qualifications required, and the positions currently available across any of the 17 chapter locations.
- We envision that users will feel curious, excited, and empowered by the opportunity to join a community dedicated to helping others, while also feeling rewarded by the impact they will make. Testimonials and stories from DSP workers, clients, and provider organizations will likely be featured throughout the site.
- Each chapter will have a templated campaign landing page that they can personalize to reflect their unique organization and local area, helping to resonate with DSPs in their region. The ultimate goal is for DSP candidates to either apply for a position directly on the site or sign up to learn more about The Arc of Massachusetts. Ideally, if we can integrate each chapter's applicant tracking system into the CMS/CRM through an API or Webhook, once a candidate applies, they will move into the chapter's recruitment pipeline for follow-up. If they choose to learn more, they will be added to The Arc's newsletter.

### **Call to Actions/User Actions**

**What are the main actions you want users to take on your site? (e.g. donate, join, sign up, download content, etc.)**

- Visit Homepage
- View Videos
- Visit Chapter Landing Pages
- Apply for Open Positions/Applications
- Sign Up for The Arc of Massachusetts Email
- Sign Up for other Arc Chapter Email
- Likes, Shares, Reshares

## **Past Workforce Recruitment Experience**

**Have you done any similar campaigns in the past? If so, how did they perform?**

**What were key learnings?**

- A similar effort was proposed in the past but did not move forward due to a lack of funding. However, that work laid the foundation for applying for this federal grant. Unfortunately, we do not have any data on similar past programs.

## **Creative/Messaging**

**Do you typically produce creative work in other languages besides English? > If yes, which languages? > Do you have a translator you work with, or do you rely on your agency to provide/contract translation services?**

- The Arc of Massachusetts website is published in English but offers translation in Arabic, Chinese (Simplified), English, Filipino, French, German, Haitian Creole, Italian, Korean, Portuguese, Russian, Spanish, Ukrainian, and Vietnamese.
- Most of the creative work is done in English, though some educational materials are available in other languages. There are numerous research studies on the number of immigrants entering this line of work, including breakdowns of their ethnicities and languages spoken. With this campaign, we aim to cast a wider net beyond our usual 'friends and family' audience to attract new candidates to consider a job in this field. However, given our budget and what we know about our current DSP workforce, we must maintain a strong presence and communicate with audiences who are already familiar with and experienced in this work.
- For this initiative, we are open to testing ads in Spanish, Haitian Creole, and/or Portuguese. We must ensure our ads appear in media channels with a high composition of these diverse audiences as well as the general public.
- We do not work exclusively with a translator. Depending on the final recommendations, we can explore leveraging contacts within The Arc for

translation services or rely on the agency to provide them. We can collaborate to determine the best approach.

### **Creative/Messaging**

**Where do you see your current messaging falling short or why are you looking to rework it now? Do you see it as completely new or just need a new evolution of what you currently have?**

- My perception is not that the current messaging is failing. Rather each Chapter is responsible for recruiting positions for their agency in their specific areas, so messaging is tailored to their specific recruiting needs. There has never been a large-scale brand awareness campaign in Massachusetts that addresses the need for direct service providers. Such a campaign would aim to educate the public about the workforce recruitment issue, encourage the public to consider learning and applying for these roles, and highlight the positive impact these professionals have on individuals with intellectual and developmental disabilities, their families, and communities. The campaign should promote making a difference in the community and the lives of people with disabilities. I view this as a completely new campaign, from messaging to branding.

### **Creative/Messaging**

**Understood that we will be using the Arc of Massachusetts brand logo and color palette – is there an expectation to incorporate any branding from the 17 chapters as well?**

- The branding should align with and leverage The Arc of Massachusetts' branding, but the campaign can have its own name and brand identity. The only requirement for incorporating the 17 chapters' branding would be including their logos on the templated landing pages of the campaign website.

### **Creative/Messaging**

**What has The Arc of Massachusetts learned about their recruitment-focused audiences that we should keep in mind while developing the proposal?**

- I don't have data on this at the moment. I will inquire further and share any additional information I can find. Please refer to the materials mentioned in this response document for more insights into the DSP market, challenges, and recommendations on how to attract and retain individuals considering a career in this field.

**Can you expand on the role of LTSS (Long Term Support Services) at The Arc and if any of our recruitment efforts would support this specific offering?**

- This initiative will not include support specific policy regarding LTSS.

**Creative/Messaging**

**Does The Arc of Massachusetts believe this recruitment campaign must also be part "brand" campaign?**

- Yes, the recruitment campaign should also include a brand component. A strong brand campaign will help raise awareness of The Arc's mission, values, and impact, distinguishing it from other organizations competing for talent. By reinforcing the reputation and commitment to supporting individuals with intellectual and developmental disabilities, we can attract candidates who not only meet the job requirements but also align with the mission and culture of The Arc. This dual approach will help both in immediate recruitment and in fostering long-term engagement with potential employees.

**Messaging Documents/Brand Guidelines**

**Do you have existing research or messaging documents you can share with us?**

- There are no messaging documents for this initiative. I would encourage you to visit chapter websites if you are looking to see what is being done at the Chapter level.
- Below are links to documents that may be helpful references.
  - [The Arc Brand Guidelines](#)

- [The Arc The Direct Support Professional Workforce Development \(DSP\) Toolkit](#)
- [The Arc Tools for Developing Compelling Stories](#)
- [The Arc Transcript: New Research: General Public Support for the IDD Community and How To Implement in Your Marketing](#)
- [The Arc Research & Messaging - 4-13-23 webinar - how to implement in your marketing.pdf](#)

### **Tech Stack**

**What does your technology stack look like today? (By stack, we mean the collection of software platforms that your team uses to meet its goals.)**

- This effort is entirely new for The Arc of Massachusetts, and the 17 ARC chapters operate independently, so their tech stacks are not necessarily consistent.
- For this campaign, we have not yet decided on the content management system (CMS) or CRM for the website. Options include WordPress, Squarespace, or HubSpot. The website will be a standalone entity, separate from The Arc of Massachusetts and the 17 chapters, though there will be opportunities to link back and forth between sites.
- We also plan to integrate social media into the website, as well as one or multiple applicant tracking systems (ATS), if possible, to enable users to apply to the chapter location that suits them best. Unfortunately, not all chapters use the same ATS. If integrating them all into one platform proves too complicated, we may select one ATS for this initiative and route applicants to chapters based on the positions they apply for. There's still work to be done on this.
- The Arc of Massachusetts currently uses Constant Contact as its email service provider, and we will likely use the same for this project. However, this is still to be determined based on the CMS/CRM we select.

### **Website Hub**

**How many separate page templates will be required? (The page template will have its own layout and will be used to build all of the final site pages.)**

- The current vision is for a (1) campaign homepage and (17) chapter landing pages. We are open to suggestions if there are more efficient ways to approach this. Each landing page needs to align with the ad campaign and educate users about the 17 chapters which are recruiting for positions across various geographic locations.
- We want each chapter to showcase their agency's brand, open positions, location, culture, and team. At the same time, there needs to be consistency in what is featured on these pages to ensure a cohesive user experience with similar content and ease of navigation across all pages.

**Website Hub**

**What features, functionality, and integrations will be required? (e.g. email signup, forms, donation processing, content gating, social media, other API integrations.)**

This is still to be determined, but consider the following in developing your proposal.

- **Email Sign-up:** We may need a prominent email sign-up form for collecting user information to build a subscriber list for The Arc of Massachusetts and each of the 17 Arc Chapters.. This should integrate with Arc's email service provider (e.g., Constant Contact).
- **Forms:** We may opt for a request information customizable form for users who want to contact The Arc of Massachusetts and/or one of the different chapters for more information. These forms will be integrated with our CMS or CRM to capture and manage data efficiently.
- **Social Media Integration:** Social media buttons and sharing options to promote content on platforms like Facebook, Instagram, Twitter, YouTube, and LinkedIn. We may consider embed social media feeds to keep visitors engaged with real-time updates if recommended by agency partners.

- **API Integrations:** Depending on the campaign's needs, we may integrate one or more applicant tracking systems (ATS) via API or Webhooks to streamline the recruitment process and route candidates to the appropriate chapters.
- **Content Management:** A user-friendly CMS like WordPress, Squarespace, or HubSpot, which allows non-technical staff to update content easily.
- **Analytics and Tracking:** Integration with Google Analytics to track website performance, user behavior, and campaign effectiveness.

### Website Hub

**How many total pages would you like your new site to have?**

- 20 or less.

### Website Hub

**Do you have a specific CMS platform in mind for the microsite?**

- Not yet. We are currently evaluating options and expect that our agency partner will provide recommendations on the best solutions based on our objectives.

### Website Hub

**To what extent will the information across the 17 chapter sites be different? For clarification: Is it one website hub with a few main pages plus a page for each chapter location? Or is it 17 individual sites set up, each at their own domain?**

- We are open to recommendations from the agency partner. Currently, we envision a single site with one domain. The plan includes a campaign homepage and 17 individual chapter landing pages. However, we welcome suggestions for more efficient approaches.
- Each landing page must align with the ad campaign and inform users about the 17 Arc chapters throughout Massachusetts, all of which are recruiting for positions across various geographic locations. We want each chapter to

showcase their brand, open positions, location, culture, and team. At the same time, there must be consistency across the pages to ensure a cohesive user experience, with uniform content and easy navigation.

- If users wish to learn more about specific chapter locations, we will provide contact options and/or links to their respective websites. This site is not intended to replace the existing chapter websites..

## Website Hub

### Is there a WCAG compliance level you hope to achieve with the hub?

- Yes, organizations that receive federal funding must comply with WCAG 2.0 Level AA, as required by Section 508 of the Rehabilitation Act. This applies to government bodies, service providers, and federally funded organizations. The Web Content Accessibility Guidelines (WCAG) 2.0 Level AA outline technical and design standards that ensure websites are usable and understandable for most people, including those with disabilities. Key guidelines include:
  - **Color contrast:** Text and images must have a contrast ratio of at least 4.5:1, except for large text or images of large text, which should have a contrast ratio of at least 3:1.
  - **Alt text:** Images that convey meaning should include alt text or an equivalent solution.
  - **Navigation:** Navigation elements should be consistent across the site.
  - **Form labels:** Form fields must have accurate labels.
  - **Screen readers:** Status updates should be communicated through a screen reader.
  - **Headings:** Headings should follow a logical order.
  - **Text resizing:** Text should be resizable up to 200% without loss of content or function, except for captions and images of text.
  - **Language changes:** Any language change on a web page should be indicated in the code.



- **Responsiveness:** The website must be responsive to different devices and screen sizes.

### **Website Hub**

**Video is mentioned as being a part of the website – are these videos that already exist and can be repurposed or are you looking to include video development?**

- We have a substantial library of existing video content that can be repurposed if the agency is interested (e.g., for B-roll, DSP testimonials, family testimonials, and individuals with IDD). However, we don't have any video content created specifically for this campaign. We will be looking to incorporate video as part of the campaign and are open to sharing our existing footage to help reduce production costs and streamline timelines.

### **Website Hub**

**For clarification: Is the idea to link back to The Arc of Massachusetts and Chapter career pages for recruitment processes?**

- Yes, we intend to include appropriate calls to action on the campaign site that link to The Arc of Massachusetts website. We are open to agency suggestions based on best practices. Currently, we anticipate that users will either click on one of our ads or directly enter the campaign URL, which will take them to the workforce recruitment homepage. From there, they will find educational information about becoming a DSP, the qualifications required, and available positions across the 17 chapter locations.
- Each chapter will have a templated campaign landing page that can be personalized to reflect their unique organization and local area, helping to engage DSPs in their region. The goal is for candidates to either apply directly through the site or sign up to learn more about The Arc of Massachusetts. Ideally, we would like to integrate each chapter's applicant tracking system (ATS) into the CMS/CRM via API or webhook, so that once a candidate applies,

they enter the chapter's recruitment pipeline for follow-up. If they sign up for more information, they would be added to The Arc's newsletter.

- We aim to allow users to learn and take action to apply, all within the campaign hub, if technically feasible. However, since not all chapters use the same ATS, we will need to determine the best approach—either integrating each chapter's ATS into their page or creating a common application that routes candidates to the appropriate chapter during the application process.

### **Website Hub**

**It appears that campaign traffic will be sent to the new website created to match the campaign's look and feel – is there an expectation to increase site traffic to the main site as well based on the following comment in the RFP, “Drive qualified traffic to our centralized website?”**

- No. All traffic will be directed to the campaign site.

### **Website Hub**

**How many templates do you anticipate? We are thinking about five (Home page, About Page, Job Listings Page, Resources, Multipurpose Page).**

- We are open to recommendations from the agency partner. Currently, we envision a single site with one domain. The plan includes a campaign homepage and 17 individual chapter landing pages. However, we welcome suggestions for more efficient approaches.
- Each landing page must align with the ad campaign and inform users about the 17 Arc chapters throughout Massachusetts, all of which are recruiting for positions across various geographic locations. We want each chapter to showcase their brand, open positions, location, culture, and team. At the same time, there must be consistency across the pages to ensure a cohesive user experience, with uniform content and easy navigation.
- If users wish to learn more about specific chapter locations, we will provide contact options and/or links to their respective websites. This site is not intended to replace the existing chapter websites.

## **Website Hub**

**Will you need writing website copy for the individual locations, or just the homepage copy?**

- We will need copy for the homepage as well as boilerplate text for the template chapter landing pages. This boilerplate copy should be customizable based on input from each chapter's location.

## **Website Hub**

**Do you anticipate producing any video for the homepage?**

- Yes, we would ideally like to include video on the homepage, budget permitting. We should aim to be as creative as possible, leveraging existing video content to keep costs down, depending on the quality of the footage.

## **Website Hub**

**Will web hosting be needed?**

- Yes.

## **Website Hub**

**Will the site be entirely public facing or will access to materials will be gated by username/password?**

- Public-facing.

## **Website Hub**

**Will the future website focus exclusively on the goal of workforce recruitment or serve other functions?**

- The primary focus of the future website will be workforce recruitment, but until the workforce recruitment campaign site map is developed, I can't provide 100% certainty on the exact details. At a high level, we expect individuals will either see one of our ads or enter the website URL directly, leading them to the homepage of the recruitment campaign site. From there, they will learn about what it means to be a Direct Support Professional (DSP), the qualifications required, and the available positions across any of the 17 chapter locations.

- We envision users will feel curious, excited, and empowered by the opportunity to join a community dedicated to helping others, while also feeling rewarded by the impact they can make. The site will likely feature testimonials and stories from DSP workers, clients, and provider organizations to further engage visitors. Each chapter will have a templated landing page that can be personalized to reflect their unique organization and local area, helping resonate with DSPs in their region.
- The ultimate goal is for candidates to either apply for a position directly on the site or sign up to learn more about The Arc of Massachusetts. If we can integrate each chapter's applicant tracking system into the CMS/CRM candidates who apply will move into the chapter's recruitment pipeline. Those who choose to learn more will be added to The Arc's newsletter. While recruitment is the primary goal, the site may also support broader organizational functions, such as sharing The Arc's mission and services.

### **Website Hub**

#### **Will there be email capture? And if so, what CRM would be integrated?**

- Ideally yes. CRM to be determined.

### **Website Hub**

#### **Are there additional functionalities or third-party integrations required?**

- Yes, additional functionalities and third-party integrations may be required. Specifically, we might need to integrate with applicant tracking systems for each chapter to streamline the recruitment process, ideally through APIs or Webhooks. Other potential integrations include CRM systems and email marketing tools for communications. We're open to exploring these options to ensure the site effectively supports our recruitment goals and provides a seamless experience for users and chapters.

### **Website Hub: Job Listings/Application**

**Is there a plan or preference for a common platform provided by The Arc of Mass for this project that each chapter would update and then link to from their websites to replace their own?**

- I wish that was part of the scope! Unfortunately, it is not. For now, we'll need to figure out the best way to feature available positions from each chapter on the main hub. Our goal is to find a simple, short-term solution that doesn't put additional pressure on the already stretched HR resources at the chapter level. In the long term, we are open to recommendations for a common platform or application system that could streamline the process across all chapters.

### **Media**

**Do you have ad accounts currently set up in any ad platforms, such as Facebook or Google?**

- Not yet. The campaign website does not exist yet, but we plan to set it up as part of the campaign launch. The Arc of Massachusetts has existing social media accounts that will be leveraged to promote this effort, and we expect the chapters will also be supportive in sharing and promoting the campaign. Worth noting, we will also be looking for branding for the social media channels that mirrors the campaign branding as a deliverable.

### **Media**

**Do you already have a Google Ad Grant? And if so, how has it been managed so far?**

- The Arc of Massachusetts does not have a Google Grant for this specific initiative, though some individual chapters may have their own. For instance, Berkshire County Arc has its own grant.

### **Media**

**Are there target numbers for recruitment?**

- We do not have a specific target number at this time. Once the media plan is developed, we would appreciate guidance from the agency partner on what to expect in terms of delivery across key performance metrics, based on industry

benchmarks. As this is a pilot campaign, we haven't forecasted the number of applicants. The results from this campaign will hopefully allow us to set more accurate targets for future efforts, based on the outcomes of this initiative.

- Specific Campaign KPIs that we would be looking to quantify are:
  - Ad Impressions
  - Click Through Rate
  - Cost Per Thousand
  - Campaign Reach
  - Likes, Shares, reshares
  - Site Traffic
  - Applicants
  - Inquiries/Leads (email sign up)
  - Video Views
  - Video Completion Rates

## Media

**Is the 5-month media run period (March-July 2025) flexible? Are you open to recommendations on an optimized media schedule?**

- Yes, the 5-month media run period (March-July 2025) is modifiable. We are definitely open to agency recommendations on optimizing the media schedule. If adjustments to the timing can help improve the campaign's effectiveness or better align with key audience touchpoints, we are open to considering those insights.

## Media

**What is driving the media timeline of March-July 2025?**

- The timeline is driven by the need to be live and in the market for as long as possible before the grant expires on July 31, 2025. There is no specific seasonality for DSP recruiting that we are aiming to maximize.

## Media

**Do you have a broad sense of the media mix-traditional and non-traditional—a rough sense would be helpful for estimating the number and cost of executions. For example, OOH, or even radio ads (or Spotify or whatever) are more time intensive than digital display ads because they require writing, casting, and production. Video even more so, unless animated.**

- Not at this time. We won't be able to answer this until the media plan is developed. I expect the plan to focus heavily on digital ads, including programmatic display, streaming audio/video ads, social media ads, mobile ads, and paid search ads, due to their ability to target audiences geographically, behaviorally, and demographically. However, traditional media will also be needed to reach those who are less engaged with digital channels and to provide broad brand awareness. This might include digital out-of-home billboard ads, transit ads, and possibly programmatic direct mailers (e.g., PebblePost) to targeted prospects.

## **Media**

**Will organic social be managed by The Arc or included in the responsibilities of the new partner?**

- The Arc will handle this. The agency's recommendations on organic social content are welcomed, but The Arc will execute.

## **Timeline/Scheduling**

**Are there key dates/deadlines driving this initiative (beyond what was already shared)? Of the 17 chapters participating, are there particular chapters that have more of a voice? Any regional sensitivities?**

- The timeline is dictated by the grant period, which runs from August 1, 2024, to July 31, 2025. All work must be completed within this timeframe.
- There is no strict prioritization or hierarchy regarding the participation of the 17 chapters. However, when determining media spend in specific target geographies, it's important to consider Chapters that cover larger geographic areas and have more open positions. Additionally, smaller Chapters in remote locations should be taken into account when selecting media that can

effectively reach those areas. For instance, what media is most effective in reaching the Southeastern Massachusetts and Cape Cod population?

### **Key Performance Indicators**

#### **How will you measure the quality of leads?**

- That has not been determined at this time. We are currently collaborating with HR leaders from the 17 different chapters to gather their input. More information will be available soon.

### **Data/Results**

#### **Do you have first party data available / what does that list look like?**

- Not yet. The campaign website does not exist yet.

### **Public Relations**

#### **Can you clarify the timeline/budget for Public Relations? Is it \$50,000 for 5-months total? Or will there be additional time beforehand for planning purposes?**

- The \$50,000 budget is allocated for the entire initiative, including both the pre-launch planning phase and the 5-month campaign. We expect that there will be hours used for planning before the campaign officially launches. We are looking to the agency to recommend how to allocate the budget within the overall amount to best meet our objectives. Additionally, we are flexible with the budget and can adjust allocations between different categories if needed to ensure the success of the campaign.

### **Public Relations**

#### **Who is the primary spokesperson for media opportunities and are they media trained? Can they be available for quick-turn opportunities?**



- I will investigate this question and provide an answer once I have more information. There are spokespeople at The Arc of Massachusetts as well as within Chapters. I will confirm if all have been media trained and if we want to designate one spokesperson for this initiative.

## **Public Relations**

### **Are there any upcoming campaigns/reports/announcements/data that we can leverage in media outreach?**

- I will investigate this question and provide an answer once I have more information. If you have suggestions on the type of campaigns, reports, announcements, or data that would be helpful for media outreach, please let me know. Additionally, please review [this page](#) to determine if the content there aligns with what you're looking for.

## **Public Relations**

### **The RFP mentions influencer outreach/activation. Is there additional budget to directly support influencer PR or will it be organic-only?**

- We are open to recommendations for the PR team that you feel suit the objectives of the campaign. Throughout The Arc there are many "influencers" in the disability community as well as local community organizers that we can leverage as needed to help amplify messages. We defer to your best thoughts on how to leverage PR to drive awareness of the need for DSP workers throughout Massachusetts and how this campaign is trying to encourage people with experiences as well as people who may consider making a career change, or new graduates. We are trying to reach the "friends and family" of DSP communities we know, but expand our reach to new people who may not know of the need to have an interest in careers in human services with the IDD community. A portion of the media budget can be allocated to support PR efforts as recommended.

## Public Relations

**Are there any testimonials of individuals who have benefitted from the Arc of Massachusetts that would be willing to speak with the media and share their story?**

- There are many. We would have no problem in coordinating this given adequate notice. It would be worth spending time on The Arc of Massachusetts website as well as the 17 Chapter sites to find testimonials and videos that have been done in the past. Below are links to The Arc Chapters with links to their websites.

- [The Arc of Massachusetts](#)
- [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, M](#)
- [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](#)

## Geography

### Are there priority geographies within the 17 chapter markets?

There is no priority of order or importance for geographies, but we must make sure we cover the cities and towns served by our Chapter locations. Below is the breakdown by Chapter service areas:

- Berkshire County Arc, Pittsfield, MA
  - Areas served include: Berkshire and Hampden Counties in Massachusetts.
- The Arc of Bristol County, Attleboro, MA
  - Areas served include: Attleboro, North Attleboro, Seekonk, Rehoboth, Mansfield, Norton, Taunton, Berkley, Dighton, Fall River, Swansea, Somerset, Raynham, East Providence, Pawtucket.
- The Arc of Greater Brockton, Brockton, MA
  - Areas served include: Brockton, Abington, Avon, Bridgewater, Brockton, E. Bridgewater, Easton, Holbrook, Rockland, Stoughton, W. Bridgewater, and Whitman
- Center of Hope Foundation, Southbridge, MA
  - Areas served include: Auburn, Barre, Blackston, Boylston, Brimfield, Brookfield, Charlton, Douglas, Dudley, East Brookfield, Grafton, Hardwick, Holden, Holland, Hopedale, Leicester, Mendon, Milford, Millbury, Monson, New Braintree, Northbridge, North Brookfield, Oakham, Oxford, Palmer, Paxton, Rutland, Shrewsbury, Southbridge, Spencer, Sturbridge, Sutton, Upton, Uxbridge, Wales, Ware, Warren, Webster, West Brookfield, Worcester
- Charles River Center, Needham, MA
  - Areas served include: Middlesex and Norfolk counties
- Communitas, Inc., Wakefield, MA

- Areas served include: Everett, Lynn, Lynnfield, Malden, Medford, Melrose, North Reading, Reading, Saugus, Stoneham, Wakefield and surrounding communities.
- Community Connections (Lower Cape), South Yarmouth, MA
  - Southeastern Massachusetts and Cape Cod.
- The Arc of Greater Haverhill-Newburyport, Haverhill, MA
  - Includes: Amesbury, Andover, Boxford, Georgetown, Groveland, Haverhill, Lawrence, Merrimac, Methuen, Newbury, Newburyport, North Andover, Rowley, Salisbury, or West Newbury.
- Incompass Human Services, Chelmsford, MA
  - Areas served include: Lowell, Chelmsford, Dracut, Tewksbury, Billerica, Tyngsborough, Westford, Dunstable, Lawrence, Andover, North Andover, Methuen, Haverhill, Boxford, Groveland, Georgetown, Fitchburg, Leominster, Gardner, Lancaster, Lunenburg, Westminster, Ashburnham, Winchendon, Townsend, Sterling, Templeton, Princeton.
- Lifeworks, Inc./The Arc, Westwood, MA
  - Areas served include: Canton, Dedham, Foxboro, Medfield, Millis, Norfolk, Norwood, Plainville, Sharon, Walpole, Westwood and Wrentham.
- Minute Man Arc, Concord, MA
  - Areas served include: Acton, Bedford, Boxborough, Carlisle, Concord, Lincoln, Littleton, Maynard, Stow
- Northeast Arc, Danvers, MA
  - Northeast Arc Career Page/Application
  - Areas served include: Berlin, Westborough, Newton, Brookline, Wellesley, Littleton, Ayer, Groton, Harvard, Acton, Westford, Boxborough, Concord, Carlisle, Billerica, Tewksbury, Chelmsford, Lowell, Andover, Methuen, Dracut, Lawrence,

Dunstable, Tyngsborough, Pepperell, Wayland, Sudbury, Marlborough, Southborough, Hudson, Stow, Bolton, Shirley, Lincoln, Maynard, Needham, Winthrop, Amesbury, Beverly, Boxford, Danvers, Essex, Gloucester, Hamilton, Haverhill, Ipswich, Lynn, Manchester-by-the-Sea, Marblehead, Newbury, Newburyport, Rockport, Rowley, Salem, Salisbury, Saugus, Swampscott, Wenham, West Newbury, Bedford, North Reading, Middleton, Topsfield, Georgetown, Groveland, Wilmington, Lynnfield, Burlington, Reading, North Andover, Chelsea, Northborough, Shrewsbury, Ashland, Dedham, Everett, Belmont, Somerville, Boston, Woburn, Lexington, Weston, Winchester, Stoneham, Medford, Arlington, Waltham, Watertown, Cambridge, Malden, Melrose, Framingham, Natick, Revere, Merrimac, Peabody.

- The Arc of Opportunity in North Central Massachusetts, Fitchburg, MA
  - Areas served include: Fitchburg / Leominster / Pepperell / Hubbardston / Spencer / Rutland / Auburn / Worcester.
- Opportunities for Inclusion, Waltham, MA
  - Areas served include: Greater Waltham Area
- The Arc of Plymouth and Upper Cape Cod, Plymouth, MA
  - Areas served include: Bourne, Barnstable, Carver, Duxbury, Falmouth, Halifax, Hanover, Hyannis, Kingston, Marshfield, Mashpee, Pembroke, Plympton, Plymouth, and Sandwich.
- The Arc of South Shore, Hingham, MA
  - Areas served include: Braintree, Cohasset, Hingham, Hull, Milton, Norwell, Quincy, Randolph, Scituate, and Weymouth; however, we also have a presence throughout Greater Southeastern Massachusetts.
- The United Arc, Turner Falls, MA

- Areas served include: Franklin, Hampshire, Hampden and Worcester counties of Massachusetts.

### **Retention Toolkit**

**Do you see the toolkit potentially being leveraged across paid media as well? (Could be a great gated piece of content for a lead generations campaign to encourage job applications)**

- We haven't discussed this yet. I'm open to suggestions from the agency. The content will depend on input from the HR leaders regarding their preferences for the piece.

### **Retention Toolkit**

**Do you have a sense, at this time, of the different types of tools?**

- Not yet, but we should have a clearer understanding before the project kicks off. We are open to suggestions and are seeking input from HR leaders on what tools would be helpful. I recommend reviewing this data for recommendations on materials developed based on research [of turnover of DSP workers](#).

### **Campaign Approvers/Reviewers**

**How many client approvers and reviewers do you anticipate?**

- (1) The Arc of Massachusetts CEO
- (8) Steering Committee Members

### **Campaign Approvers/Reviewers**

**How many key stakeholders will be in presentation meetings?**

- (9) The group noted above

### **Campaign Approvers/Reviewers**

**Are there different client stakeholders for the different project components (i.e. different team for website than for HR tool kit, etc.)**

- No, The Arc of Massachusetts is responsible and accountable for all final decisions regarding the initiative, as they are the grant recipient. The Steering

Committee plays a crucial role in ensuring The Arc of Massachusetts fulfills the work outlined in the grant. Input from subject matter experts, including HR, DSP staff, and marketing and communications professionals from Arc Chapters, will be consulted as needed. Chapter CEOs and the Board of Directors will be kept informed of the project's progress.

### **Stakeholder Involvement**

**What level of involvement will each of the 17 chapters have in the campaign?**

**Will we be directly coordinating with them for specific needs?**

- The decision-making process will involve The Arc of Massachusetts CEO and eight Steering Committee members, who will also serve as the nine total approvers and reviewers for the project. These same nine key stakeholders will be present in presentation meetings, and there are no separate stakeholders for different project components; The Arc of Massachusetts is responsible for all final decisions as the grant recipient. The Steering Committee will oversee fulfillment of the grant, with input from HR, DSP staff, and marketing and communications professionals from Arc Chapters as needed. Additionally, Chapter CEOs and the Board of Directors will be kept informed of progress.
- I will be the agency day-to-day point of contact, updating the Steering Committee weekly and consulting other key stakeholders as necessary for feedback and input.
- There will be no direct communications with the 17 chapters required by the agencies.

### **Campaign Sustainability**

**When you refer to the campaign as being replicable, will the needs of the other chapters be the same for the suite of templates or do you anticipate any different needs?**

- I am hopeful that we will be able to develop templates that work for all Chapters by selecting the common themes and content shared across all of

them. I anticipate that the final templates will include a way to incorporate each Chapter's logo to personalize them with their respective agency name and taglines, if we find that this is a requirement during the discovery phase.

### **Anticipated Workflow Blockers**

#### **What do you see as the major challenges for this campaign?**

- The aggressive timeline, coordinating feedback loops and meetings with key stakeholders (DSP providers, HR leads, individuals with IDD) during discovery, and determining the best way to integrate Chapter applicant tracking systems into the hub website for the campaign are all significant challenges. However, I believe these challenges can be overcome by setting realistic expectations for project timelines and accountability.

### **Reporting/Results**

#### **How frequent will it be requested for sharing performance reporting throughout the campaign?**

- Ideally, we would request performance reporting on a monthly basis to track progress and make any necessary adjustments in a timely manner. However, we are open to suggestions if a different reporting frequency would be more effective or better suited to the campaign's needs. We're flexible and willing to consider options that best support the campaign's success.

### **Data/Results**

#### **Is there the opportunity to pass-back data to understand the lead quality – offers extended, offers accepted?**

- The opportunity to pass back data for understanding lead quality—such as offers extended and offers accepted—will depend on whether we can technically integrate each Arc Chapter's applicant tracking system via API or webhooks. Alternatively, if we decide to use a single tracking system for the campaign, this may be possible. However, it's important to note that the agency's performance will be assessed based on front-end metrics, including traffic, leads, and applicants, rather than back-end metrics like offers extended or accepted



## **Executorial/Other**

### **Does The Arc of Massachusetts use recruitment agencies/head hunters?**

- I will investigate this question and provide an answer once I have more information.

## **Selection Criteria**

### **In terms of a research partner, what are you looking for in an external partner?**

#### **Key criteria? Mandatory skillsets or experience?**

- Please refer to RFP for information on the selection criteria.

## **Geography**

### **Are there any specific locations/markets that need attention?**

There is no priority of order or importance for geographies, but we must make sure we cover the cities and towns served by our Chapter locations. Below is the breakdown by Chapter service areas:

- Berkshire County Arc, Pittsfield, MA
  - Areas served include: Berkshire and Hampden Counties in Massachusetts.
- The Arc of Bristol County, Attleboro, MA
  - Areas served include: Attleboro, North Attleboro, Seekonk, Rehoboth, Mansfield, Norton, Taunton, Berkley, Dighton, Fall River, Swansea, Somerset, Raynham, East Providence, Pawtucket.
- The Arc of Greater Brockton, Brockton, MA
  - Areas served include: Brockton, Abington, Avon, Bridgewater, Brockton, E. Bridgewater, Easton, Holbrook, Rockland, Stoughton, W. Bridgewater, and Whitman
- Center of Hope Foundation, Southbridge, MA

- Areas served include: Auburn, Barre, Blackston, Boylston, Brimfield, Brookfield, Charlton, Douglas, Dudley, East Brookfield, Grafton, Hardwick, Holden, Holland, Hopedale, Leicester, Mendon, Milford, Millbury, Monson, New Braintree, Northbridge, North Brookfield, Oakham, Oxford, Palmer, Paxton, Rutland, Shrewsbury, Southbridge, Spencer, Sturbridge, Sutton, Upton, Uxbridge, Wales, Ware, Warren, Webster, West Brookfield, Worcester
- Charles River Center, Needham, MA
  - Areas served include: Middlesex and Norfolk counties
- Communitas, Inc., Wakefield, MA
  - Areas served include: Everett, Lynn, Lynnfield, Malden, Medford, Melrose, North Reading, Reading, Saugus, Stoneham, Wakefield and surrounding communities.
- Community Connections (Lower Cape), South Yarmouth, MA
  - Southeastern Massachusetts and Cape Cod.
- The Arc of Greater Haverhill-Newburyport, Haverhill, MA
  - Includes: Amesbury, Andover, Boxford, Georgetown, Groveland, Haverhill, Lawrence, Merrimac, Methuen, Newbury, Newburyport, North Andover, Rowley, Salisbury, or West Newbury.
- Incompass Human Services, Chelmsford, MA
  - Areas served include: Lowell, Chelmsford, Dracut, Tewksbury, Billerica, Tyngsborough, Westford, Dunstable, Lawrence, Andover, North Andover, Methuen, Haverhill, Boxford, Groveland, Georgetown, Fitchburg, Leominster, Gardner, Lancaster, Lunenburg, Westminster, Ashburnham, Winchendon, Townsend, Sterling, Templeton, Princeton.
- Lifeworks, Inc./The Arc, Westwood, MA
  - Areas served include: Canton, Dedham, Foxboro, Medfield, Millis, Norfolk, Norwood, Plainville, Sharon, Walpole, Westwood and Wrentham.

- Minute Man Arc, Concord, MA
  - Areas served include: Acton, Bedford, Boxborough, Carlisle, Concord, Lincoln, Littleton, Maynard, Stow
- Northeast Arc, Danvers, MA
  - Northeast Arc Career Page/Application
  - Areas served include: Berlin, Westborough, Newton, Brookline, Wellesley, Littleton, Ayer, Groton, Harvard, Acton, Westford, Boxborough, Concord, Carlisle, Billerica, Tewksbury, Chelmsford, Lowell, Andover, Methuen, Dracut, Lawrence, Dunstable, Tyngsborough, Pepperell, Wayland, Sudbury, Marlborough, Southborough, Hudson, Stow, Bolton, Shirley, Lincoln, Maynard, Needham, Winthrop, Amesbury, Beverly, Boxford, Danvers, Essex, Gloucester, Hamilton, Haverhill, Ipswich, Lynn, Manchester-by-the-Sea, Marblehead, Newbury, Newburyport, Rockport, Rowley, Salem, Salisbury, Saugus, Swampscott, Wenham, West Newbury, Bedford, North Reading, Middleton, Topsfield, Georgetown, Groveland, Wilmington, Lynnfield, Burlington, Reading, North Andover, Chelsea, Northborough, Shrewsbury, Ashland, Dedham, Everett, Belmont, Somerville, Boston, Woburn, Lexington, Weston, Winchester, Stoneham, Medford, Arlington, Waltham, Watertown, Cambridge, Malden, Melrose, Framingham, Natick, Revere, Merrimac, Peabody.
- The Arc of Opportunity in North Central Massachusetts, Fitchburg, MA
  - Areas served include: Fitchburg / Leominster / Pepperell / Hubbardston / Spencer / Rutland / Auburn / Worcester.
- Opportunities for Inclusion, Waltham, MA
  - Areas served include: Greater Waltham Area
- The Arc of Plymouth and Upper Cape Cod, Plymouth, MA

- Areas served include: Bourne, Barnstable, Carver, Duxbury, Falmouth, Halifax, Hanover, Hyannis, Kingston, Marshfield, Mashpee, Pembroke, Plympton, Plymouth, and Sandwich.
- The Arc of South Shore, Hingham, MA
  - Areas served include: Braintree, Cohasset, Hingham, Hull, Milton, Norwell, Quincy, Randolph, Scituate, and Weymouth; however, we also have a presence throughout Greater Southeastern Massachusetts.
- The United Arc, Turner Falls, MA
  - Areas served include: Franklin, Hampshire, Hampden and Worcester counties of Massachusetts.

### **Creative/Messaging Strategy**

**Is this campaign intended to address candidate concerns about low pay, if they arise in the research? Or should this work focus on other factors to help inform outreach and messaging?**

- This is a great question, and I will bring it back to the Steering Committee for further discussion. National and state research indeed cites low pay as a significant deterrent. While we shouldn't avoid the topic, there has been progress in Massachusetts regarding wage increases. We should aim to address candidate concerns about low pay by acknowledging the ongoing need for improvement while also highlighting positive developments and efforts to increase wages. This approach will help us turn the narrative positively and demonstrate that DSPs are valued, which can be effective in our outreach and messaging.

### **Agency Selection**

### **Who will be involved in the decision making process?**

- The decision-making process will involve The Arc of Massachusetts CEO and eight Steering Committee members.

### **How many client approvers and reviewers do you anticipate?**

- There will be a total of nine approvers and reviewers: the CEO and the eight Steering Committee members.

### **Key Stakeholders**

#### **How many key stakeholders will be in presentation meetings?**

- Nine key stakeholders will be involved in presentation meetings, including the CEO and the Steering Committee members.

#### **Are there different client stakeholders for the different project components (e.g., website vs. HR toolkit)?**

- No, there are no different client stakeholders for different project components. The Arc of Massachusetts is responsible and accountable for all final decisions regarding the initiative as the grant recipient. The Steering Committee will ensure the work outlined in the grant is fulfilled. Input from subject matter experts, including HR, DSP staff, and marketing and communications professionals from Arc Chapters, will be consulted as needed. Additionally, Chapter CEOs and the Board of Directors will be kept informed of the project's progress.

### **The Arc Project/Account Management Team**

#### **Who from your team will be involved day-to-day? Other key stakeholders? What role do you see them playing?**

- I will be the day-to-day point of contact for this initiative. The Steering Committee members will be updated weekly on progress. Other key stakeholders, including subject matter experts from HR, DSP staff, and marketing and communications professionals from Arc Chapters, will be consulted as needed. Their roles will involve providing input and feedback to ensure the project meets its objectives and aligns with the needs of The Arc of Massachusetts

### **Agency Partnership**

What does collaboration look like? How are you thinking about including partner creative agencies in the up front discovery work we'd be executing?

- At this point, my vision for collaboration in this context would involve open communication, alignment on goals, and shared ownership of the project's success. We would ensure regular touchpoints through meetings and workshops, where all parties can contribute ideas, share expertise, and provide feedback.
- As for including partner creative agencies in the upfront discovery work, we plan to involve them from the start by inviting them to key strategy sessions, brainstorming workshops, and stakeholder interviews. Their participation in the discovery phase will help ensure that their creative vision aligns with the overall project strategy and objectives, allowing for seamless integration into the larger campaign. This also enables them to gain a deeper understanding of the brand, audience, and project goals, fostering a more cohesive and innovative output.
- We are open to suggestions on the best way for collaboration with creative agencies.

**Have you done work like this in the past with an external partner? What went well? What didn't?**

- In the past, we proposed a similar initiative, but it was not launched due to budgetary constraints at the chapter level. The program required chapters to "buy in," which proved challenging. We learned that providing regular visibility and updates to a broader group of stakeholders was essential for maintaining engagement and support. However, decision-making by committee slowed down progress, so keeping approver groups smaller and more focused would have been beneficial. Additionally, adhering to timelines was a struggle, and a more structured approach to managing deadlines would have improved efficiency. Overall, the key takeaways include the importance of engaging stakeholders with consistent updates, streamlining decision-making processes, and managing timelines effectively to avoid delays.

## **Budget**

**The RFP states that the budget allocations are estimates that will be refined as proposals are submitted and partners are selected, but we're wondering if an increased budget is a realistic possibility? For us to execute a rigorous qualitative research project alone, we'd need to account for research prep and recruiting, qualitative research (several 1:1 in depth interviews with each of the relevant audience segments), internal stakeholder interviews, participant incentives/honoraria, and the development of 3-5 relevant personas.**

- Thank you for outlining the scope and cost of the project. Given the current budget constraints, an increased budget for a more comprehensive research and persona development project is not feasible at this time. However, we understand the importance of rigorous qualitative research and would appreciate any recommendations on how to streamline the process. If you can propose a solution that leverages existing research and focuses specifically on refining messaging and media within the proposed budget, we would be eager

to consider it. Your approach is valued, and while it may expand beyond the current scope, we are open to exploring ways to incorporate more intensive research in future initiatives.

## **Budget**

### **Will there be a need for specific campaign budgets and goals dedicated to each chapter?**

- No. All traffic will be directed to the campaign website. Users will have the option to select the chapter that best suits their geographic location and qualifications. We need to ensure that the media we choose effectively covers the geographies of the chapters represented; however, given the media budget, we understand that we can't spread the dollars too thin. Our goal is to raise awareness of the need and opportunities for DSP workers in Massachusetts and encourage them to learn more by visiting our site. From there, they will self-select the chapter locations that work best for them. Individual chapters have their own separate budgets for chapter-specific initiatives. This is an Arc of Massachusetts grant, not chapter-specific, and we hope this campaign will serve as a "rising tide that lifts all boats."

## **Grant Compliance**

### **Are there any specific reporting or compliance requirements due to the federal funding?**

- Yes, organizations that receive federal funding must comply with WCAG 2.0 Level AA, as required by Section 508 of the Rehabilitation Act. This applies to government bodies, service providers, and federally funded organizations. The Web Content Accessibility Guidelines (WCAG) 2.0 Level AA outline technical and design standards that ensure websites are usable and understandable for most people, including those with disabilities. Key guidelines include:



- **Color contrast:** Text and images must have a contrast ratio of at least 4.5:1, except for large text or images of large text, which should have a contrast ratio of at least 3:1.
- **Alt text:** Images that convey meaning should include alt text or an equivalent solution.
- **Navigation:** Navigation elements should be consistent across the site.
- **Form labels:** Form fields must have accurate labels.
- **Screen readers:** Status updates should be communicated through a screen reader.
- **Headings:** Headings should follow a logical order.
- **Text resizing:** Text should be resizable up to 200% without loss of content or function, except for captions and images of text.
- **Language changes:** Any language change on a web page should be indicated in the code.
- **Responsiveness:** The website must be responsive to different devices and screen sizes.