

Question	Answers	Additional Context
Are there any specific specifications/ targets within audiences that we are most interested in?	No, but many of our training partners are focused on youth. Serve people as young as 16, but due to construction industry, it's best to focus on 18 and up	
Can you please elaborate on the structure of the BE Workforce Development Initiative? Is there a physical space where this all happens? How do the partners interact? Is there a list of these partners?	This is decentralized throughout Cleveland at each partner's location, and through CDCs. Partners interact through an on-going collaborative, temporarily facilitated by ACS with 5 committees, one of which is marketing and will review proposals. All partners/grantees are committed to ongoing collaboration, referrals, and problem-solving through end of grant period (through end of 2026).	ACE Mentor Program of Cleveland, Cleveland Builds, Cleveland Neighborhood Progress, Contractor Assistance Association, Cuyahoga Community College, Greater Cleveland Partnership, Hard Hatted Women, Spanish American Committee, Towards Employment, United Labor Agency, Urban League of Greater Cleveland, Youth Opportunities Unlimited
What does success look like for the project? How will we know the project delivered on expectations?	KPI is 3,000 residents enrolled in program. If we reach that, we will collectively have been successful, and marketing is critical part of that. We want to making these occupations more attractive to and accessible for residents. Length of contract will also allow for course corrections. Success also looks like finding a successful model replicable for other workforce sectors.	
How can partners be supported equally?	Marketing consultant will not have to address distribution. How a person moves from initial engagement to placement does not need to be informed by the marketing consultant. Only some members of the collaborative opted in to participating in the selection of the marketing consultant, although all will ultimately benefit from your services.	Getting to 3,000 cumulatively, not 3000 divided equally, is the goal and partners know this
Has the collaborative gathered data about need in the market, skills gaps and availability of training already and if so, will that be available for review?	We have a baseline set of information about labor gaps in construction, remediation, and some sense of anticipated demand in broadband, climate, and infrastructure. We have a good sense of best training options and will likely not need to develop new training curriculum in the near term.	
Within the stated budget of \$240k, is that inclusive of everything including media placement (if media placement is part of the strategy)	Yes and that is the entire budget for the marketing work of this project.	
Tell us more about what you envision for the BE itself, not just construction... what are the important nuances?	Project is based on three areas of need: known deficit of local construction works + local commitments to brownfield remediation/ broadband deployment + large federal funds for climate mitigation = skilled trades with portability.	Hoping in the response from marketing is what you think the specific methods of that campaign are: granularity of what a campaign includes and why
Is Cuyahoga County engaged in this effort or is this solely focused on City residents and resources?	All \$10M came from the City of Cleveland and Council requests that this be prioritized for Cleveland residents.	
Knowing that you are looking for strategy and implementation, what other background documents exist to help marketing know more and help respond?	Michelle will be able to send the "roadmap" Thursday.	
Is there a national or international benchmark that best illustrates this model? How do you think about retention over the 3 year arc?	No, this is a novel project and there is no benchmark. Only other example is Boston and how they remade the inner harbor through public-private partnerships.	
Will the marketing teams from the partner organizations be engaged in this as well?	Yes, but they are hungry for what you will produce. Partners will gladly take collateral and use it to supplant their current efforts in order to scale their current enrollment.	
Is the development of copy and other content to be generated by the consultant?	Yes.	
What is your goal date to have the campaign launched?	Launch date will be based on what is most appropriate, and we would welcome proposals that include specificity on what your firm can achieve.	Meaningful/ impactful > expedited. Include your expectations in proposal.
Can you speak to how progress on this initiative will be shared both internally and externally? What is the cadence and pace given the need to hit the ground running?	There are a few ways we are collectively accountable: to Mayor Bibb, City Council (quarterly updates), and an advisory council which also meets quarterly.	
What is the length/duration of the BE training program?	The program started July 1st 2023 and is expected to continue through the end of 2026.	
Is the program structured as cohorts, and is there a min/max for each cohort?	Many partners have structured their programs to operate in cohorts (the exact structure varies by partner). However the partners are not coordinating amongst each other for an Initiative-wide cohort.	
Is the BE training conducted in cycles? (e.g. are trainees enrolled on a semester basis?)	Yes and the exact cycle varies by partner and is dependent on the type of training/ certification/ placement etc.	
Is there an outline, info packet, and/or FAQs of the BE program that is currently provided to residents?	The partners have their own limited information that can be shared about their specific program, but there is not information available that speaks to the entire Initiative.	
Is there a current cohort, if so when did these residents begin?	Some partners have already started their cohorts, some starting as early as July 1. However there are others who have not started and are gearing up for their first cohort.	
Which partners in the collaborative have begun training?	Spanish American Committee has graduated their first cohort. Other partners are gearing up to start their cohort.	
Are there levels, tracks and/or tiers for certification in the training program?	Not necessarily; each training provider is offering a different training option which could result in different occupations or starting points. What we're most trying to promote are the jobs/industries that result from the training.	
What is the current process (e.g. in person or online) used by the collaborative to enroll residents into the training program?	Cleveland Neighborhood Progress is doing in-person outreach, and each partner has some responsibility and opportunity to recruit and enroll. There is a standard intake and referral process that is being finalized amongst the collaborative's members, but not a single website portal.	
What has been implemented for "Outreach & Marketing: different methods & new messages \$1.2M"?	The line item for this work ended up being lower than \$1.2 million. Much of the funding went to CNP to conduct community, grassroots outreach to residents using full-time organizers in 3 CDCs, with the \$240K remaining for marketing.	