

**Public Relations Consultant Services
Request for Qualifications
San Francisco Redevelopment Agency**

**Public Relations Consultant Services Needed to Assist the Agency in the
Development of a New Communications Plan.**

San Francisco Redevelopment Agency
1 South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
Contact: Gaynell McCurn (415) 749-2593
Issued: September 28, 2010



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Public Relations Consultant Services RFQ

I. INTRODUCTION

The Redevelopment Agency of the City and County of San Francisco (the “Agency”) is seeking Statements of Qualifications from consultants and consulting firms that have experience and qualifications in the area of Public Relations, specifically in the visual and print medias, to create a communications plan for the Agency.

The Agency is seeking to build on and maintain positive relationships with the communities in which it works and with the general public. For the purposes of this Request for Qualifications, the Agency’s core audience includes: Project Area residents, Community Based Organizations, Nonprofit and for Profit Developers, Local Businesses, General and Ethnic Media, the general public, and other local government entities.

This communications plan should consist of several elements which should include:

- a. A Strategic Communications Plan.
- b. A Community Outreach and Information Strategy.
- c. A General and Ethnic Media Outreach Strategy.

II. SUMMARY

The Agency’s primary message, over the years, has been that of a transparent and unifying mission between it and the communities in which it works. The Agency is seeking a consultant with the qualifications, skills and abilities to enhance its current policies, methods and approaches to relating with its diverse public constituency. To this end, the consultant should produce both a communications plan and a plan for implementing the recommendations produced in the communications plan. The following further defines items (“a through c”) above.

a. Strategic Communications Plan:

The strategic communications plan (the “Plan”) would provide a systematic assessment of the Agency’s current capacity to perform essential communications practices and identify in which areas the Agency can strengthen its performance for its core audience as identified above.

b. Community Outreach and Information Strategy:

Create an outreach strategy that supports the vision of the Agency as an entity that creates vibrant, inclusive, safe, sustainable and modern communities within the City and County of San Francisco. The Agency wishes to provide an increased awareness for all engagement activities (i.e., communities meetings, Commission and Board of Supervisors meetings, etc.), policies (i.e., regulations governing the Agency's ability to approve, fund or engage in certain activities, etc.) and processes (the actions the Agency Commission can authorize related to economic development and job creation, affordable housing development including downpayment assistance, Revolving Loan and Grant Programs, etc.) to align with one of the Agency's key objectives which is to create an improved quality of life by working with people and partners, and promoting how it empowers individuals and communities to contribute and influence services provided by the Agency. The overall goal of the community outreach strategy is to:

- Increase neighborhood level awareness regarding Agency's activities and accomplishments.

c. General and Ethnic Media Outreach Strategy: Develop an outward looking media plan to reach target audiences about the role, programs and projects of the Agency.

The Agency's goal is to establish a greater presence in the visual and print Medias that will result in maximizing positive relationships within the communities in which it works and with the stakeholders of those various communities. This could mean:

- Establishment of a consistent Agency organizational brand and look.
- Possible new Agency marketing collateral.
- Development of new Agency communication channels.

The successful consultant shall possess a thorough knowledge of organizations similar to the Agency, be able to demonstrate successful communications assessments conducted in those organizations, and provide the implementation strategies produced which strengthen the efficiency and effectiveness of those organizations.

III. IMPORTANT DATES AND SUBMISSION PROCESS

A. Important Dates

Statements of Qualifications are due by 4:00 p.m., Monday, November 1, 2010

RFQ available at the Agency	*Tuesday, September 28, 2010
Pre-submission Meeting	*Thursday, October 14, 2010, 2:00 p.m.
Deadline for questions and requests for additional information	*Thursday, October 22, 2010
Submission deadline for Statements of Qualifications	*Monday, November 1, 2010, 4:00 p.m.
Applicant interviews	*November 8 th , 9 th , and 10 th , 2010
Agency Commission Consideration	*December 7, 2010, 4:00 p.m.
*These dates are subject to change	

B. Pre-Submission Meeting

Thursday, October 14, 2010, 2:00 p.m.

A pre-submission meeting will be held at the Agency, located at 1 South Van Ness Avenue in San Francisco on the fifth floor, on the date and time shown in Section II. A. The meeting will include an overview of the Public Relations RFQ, and provide an opportunity to ask questions. Although attendance is not mandatory, it is highly recommended.

C. Questions and Requests for Additional Information

All questions and requests for additional information regarding this RFQ must be received in writing by the Agency, by hand, overnight delivery, mail, fax, or e-mail on or before the date and time as shown in Section II. A. All addendums, responses and additional information will be distributed to all registered RFQ-holders. The Agency reserves the sole right to determine the timing and content of the response, if any, to all questions and requests for additional information. Questions and information requests should be submitted to:

Gaynell Armstrong-McCurn
San Francisco Redevelopment Agency
1 South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
415-749-2593
Fax: 415-749-2585
E-Mail: Gaynell.Armstrong-McCurn@sfgov.org

D. Registration

Although it is not necessary to register to receive a copy of the RFQ or to submit a Proposal, it is strongly recommended as it will permit the Agency to mail addenda information and respond to inquiries. Only registered RFQ-holders will receive responses to all written questions, addendums and any additional information distributed prior to the Proposals submission date.

E. Submission Time, Place, Date, Contact

Submission of one original and seven (7) copies of the proposal must be received by the Agency receptionist no later than:

Monday, November 1, 2010 at 4:00 p.m.

To

San Francisco Redevelopment Agency

Attn: Gaynell Armstrong-McCurn

1 South Van Ness Avenue, Fifth Floor

San Francisco, California 94103

Phone: 415-749-2593

Fax: 415-749-2585

IV. BACKGROUND

The San Francisco Redevelopment Agency is governed by Seven Commissioners appointed by the Mayor and approved by the Board of Supervisors. The Commission makes all policy determinations for the implementation of the Agency's programs. The Executive Director is charged with implementing all activities authorized in redevelopment plans and for other special projects in accordance with policies defined by the Commission. The Commission also serves as the official advisory body for the disbursement of San Francisco's affordable housing funds.

The Agency's activities generally function in either "project" or "survey" areas (although State Law authorizes the Agency to undertake the development of affordable housing throughout the City). A project area is a designated redevelopment area. A survey area is an area under study to determine the feasibility of a redevelopment project designation. Project areas include: (1) Yerba Buena Center, (expiring on January 1, 2011), (2) Hunters Point Shipyard, (3) Rincon Point/South Beach, (4) Bayview Hunters Point Area B, (5) Bayview Industrial Triangle, (6) South of Market, (7) Mission Bay North & South, (8) Transbay, and (9) Visitacion Valley. Survey areas include: (1) Mid-Market, and (2) India Basin Shoreline. In each of these areas, the Agency works with various Community Based Organizations both for profit and non-profit ("CBO"), Citizens Advisory Committees ("CAC"), or Project Area Committees ("PAC").

The Agency's work to improve the environment of the City and create better urban living conditions in various communities throughout the City is one of the most relevant

activities undertaken by staff, and therefore wishes to improve the channels of communications within those communities and build relationships with the general and ethnic Medias. The Agency wishes to determine the most effective way to ensure Agency staff have the information needed to perform their jobs more effectively and efficiently, but also to discover additional ways of reaching not only those community members who attend the various Agency, City and community meetings, but those who are unable to attend or are otherwise unaware of the opportunities for the public information.

The goal of this RFQ is to work with a consultant to improve the Agency's communications functions with key stakeholders, and to determine what, if any, are the barriers preventing the Agency from achieving maximum communications with the various communities of the City and County of San Francisco.

The Agency's primary message, over the years, has been that of a transparent and unifying mission between it and the communities in which it works. The Agency is seeking a consultant with the qualifications, skills and abilities to enhance its current policies, methods and approaches to relating with its diverse public constituency.

V. SCOPE OF SERVICES

The Agency requests a range of services its communications strategy. This communications plan shall include several elements:

- A strategic communications plan that suggests practical recommendations for improving the value of the Agency's communications to its core audiences as mentioned earlier in this Request for Qualifications.
- Recommendations to improve the Agency's external communications so that it is accessible, consistent, useful, and attractive and provides approaches that will yield comprehensive and unambiguous messaging.
- Recommendations to improve the Agency's media outreach strategies.
- Interviews with Agency Commissioners, key Agency staff and key stakeholders. These interviews should result in knowledge of how the interviewees view the Agency and its purpose; what strategy or method of communications would be ideal for the Agency and in the case of stakeholders and their particular community, what they feel are the Agency's communications strengths and weaknesses.
- Specific steps to implement the communications plan produced.
- The communications plan should include a cost estimate for implementation.

VI. SELECTION PROCESS AND CRITERIA

A. Selection Process

- a) Submissions of Statements of Qualifications by applicants wishing to be considered by the Agency to provide these services will be accepted at the Agency's offices until the date and time shown in Section II. A.
- b) Submissions must be complete with an original and seven (7) hard copies to be considered. No submissions received by facsimile or electronic mail will be considered. Agency staff will evaluate all submissions for completeness and minimum qualifications. Applicants may use the Submission Checklist (Attachment #9) as an aid in preparing the Statements of Qualifications. Please note that the Checklist is merely an aid. Each Applicant is solely responsible for ensuring that all information requested in Section VI. Submission Requirements is submitted even if it does not appear on the Checklist.
- c) Agency staff will contact references.
- d) All or some of the applicants who have submitted complete and responsive Statements of Qualifications may be interviewed. Interviews are scheduled to be held on the date(s) shown in Section II. A. ***These dates are subject to change.*** All applicants should advise Agency staff of availability on these days. Interviews will be held at the Agency's offices located at 1 South Van Ness Avenue on the fifth floor.
- e) Further written material regarding qualifications or submittals may be requested prior to or following interviews.
- f) Agency staff will make a recommendation to the Agency Commission based on evaluation of the Statements of Qualifications, interviews, and reference checks. First consideration will be given in awarding contracts in the following order: (1) Project Area Small Business Enterprises ("SBEs"), (2) Local SBEs (outside an Agency Project or Survey Area, but within San Francisco), and (3) all other SBEs (outside of San Francisco). Non-local SBEs would be used to satisfy participation goals only if Project Area SBEs or Local SBEs are not available, qualified, or if their bids or fees are significantly higher than those of non-local SBEs.
- g) The Agency Commission will approve the selection of the successful applicant.

B. Selection Criteria

The Agency will make the selection of the contractor based on the following factors:

- a) The strength of the contractor's qualifications to undertake the subject scope of services; as measured by the number of years of experience providing service that is of a similar or related nature to the subject scope of services, as well as providing evidence of a successful product at fruition;
- b) Overall expertise regarding the specific tasks in the scope of services;
- c) Minimum of five (5) years recent experience in performing comprehensive communications assessments that resulted in a final report or recommendations on a communication strategy including specific tasks identified the scope of services;
- d) Prior experience providing comparable communications assessments services for Public Agencies, or organizations similar to the San Francisco Redevelopment Agency;
- e) Proposed staffing for this project, and their ability to provide the requested services;
- f) Ability to complete the requested service per the schedule of performance included in this RFQ;
- g) Ability to interact courteously and professionally with the public;
- h) Demonstrated ability to work effectively with diverse populations;
- i) Ability to comply with the Agency's policies, including but not limited to nondiscrimination, equal benefits, minimum compensation, healthcare accountability, small business enterprise requirements (if applicable), and insurance;
- j) Ability to work well in high-pressure environments and meet deadlines; and
- k) A working knowledge of the City's legislative process, and other regulatory authorities.

VII. SUBMISSION REQUIREMENTS

A. Submission of Statements of Qualifications

The Statements of Qualifications must contain all of the following information:

- a) A description of qualifications and any areas of specialty and professional capabilities.
- b) A resume that lists and provides detailed descriptions of work performed in the last three years that is of a similar or related nature to the subject scope of services, providing the client name and contact information for each.

- c) Three samples of relevant work products.
- d) Identification of the key employee(s) and corresponding individual resume(s) that will carry out the work. (Applicants must notify the Agency in writing within ten days of any change in the employment status of key employees identified in this submittal).
- e) A proposed staffing breakdown and budget.
- f) A signed Small Business Enterprise Agreement (Attachment #1).
- g) A signed Declaration of Nondiscrimination in Contracts and Benefits (Attachment #2).
- h) A signed Minimum Compensation Policy Declaration (Attachment #3).
- i) A signed Health Care Accountability Declaration (Attachment #4).
- j) Complete responses to all Disclosure Questions in Attachment #5.
- k) A signed Statement of Compliance with Agency Policies & Certification of Applicant (Attachment #6).

An original and seven (7) copies of the Statements of Qualifications and all required submission elements must be received at the Agency's office no later than 4:00 p.m. Monday, November 1, 2010. Deliver Statements of Qualifications marked Public Relations Consultant to the attention of:

Gaynell Armstrong-McCurn
Project Manager Special Projects
San Francisco Redevelopment Agency
1 South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
Telephone: 415-749-2593
Fax: 415-749-2585
E-mail: Gaynell.Armstrong-McCurn@sfgov.org

A submission checklist is provided as Attachment #9 to ensure that the applicant's submittal is complete. Please use this sheet when completing your submittal.

The Agency will disqualify from consideration any Statements of Qualifications received with insufficient copies or lacking all or part of any required submission element. Hand delivery is advised. Submissions delivered by facsimile or electronic mail will not be considered. Applicants may submit a Statements of Qualifications at any time prior to the submission deadline.

VIII. AGREEMENT TO COMPLY WITH AGENCY POLICIES

Each applicant shall acknowledge receipt and understanding of the following Agency's contracting requirements and policies and state its ability and willingness to comply with each of them:

A. Small Business Enterprise Program

The Agency has adopted a Small Business Enterprise ("SBE") Program, which provides first consideration in awarding contracts in the following order: (1) Project Area SBEs, (2) Local SBEs (outside an Agency project or survey area, but within San Francisco), and (3) all other SBEs (outside of San Francisco). Non-local SBEs should be used to satisfy participation goals only if Project Area SBEs or Local SBEs are not available, qualified, or if their bids or fees are significantly higher than those of non-local SBEs. (See SBE Agreement, Attachment #1.). The Contractor must make good faith efforts to achieve the goals of the SBE Program, which are 50% SBE participation for professional, personal services, and construction contracts. This goal also applies to the Agency when it is contracting directly for goods and services. SBEs must be certified with the Agency. Further information on the criteria for determining eligibility is located in Attachment #1. **For any questions, please contact George Bridges, of the Agency's Contract Compliance Department, at (415) 749-2400.**

B. Applicant's Duty of Loyalty

Applicant for itself and its subcontractors, if any, agrees to abide by the Agency's duty of loyalty, which appears at Section IX.H. (Prohibited Activities of Present and Former Employees, Commissioners and Consultants) of the Agency's Personnel Policy and which states in part the following: "Unless approved in advance in writing by the Agency, no present or former employee, Commissioner or consultant of the Agency shall knowingly act for anyone other than the Agency in connection with any particular matter in which the Agency is a party, or has a direct and substantial interest, and in which he or she participated personally and substantially as an Agency employee, Commissioner or consultant whether through decisions, recommendations, advice, investigation or otherwise. Violation of this section by a present employee, consultant or Commissioner may, in the case of an employee or consultant, be grounds for discharge or termination of the consultant contract, and in the case of a Commissioner, be considered misconduct in office pursuant of California Health and Safety Code Section 33115."

C. Limitations on Contributions

Through execution of this Agreement, Applicant acknowledges that it is familiar with section 1.126 of the San Francisco Campaign and Governmental Conduct

Code, which prohibits any person who contracts with the Agency for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, or for a grant, loan or loan guarantee, from making any campaign contribution to (1) the Mayor or members of the Board of Supervisors, (2) a candidate for Mayor or Board of Supervisors, or (3) a committee controlled by such office holder or candidate, at any time from the commencement of negotiations for the contract until the later of either the termination of negotiations for such contract or six months after the date the contract is approved. Applicant acknowledges that the foregoing restriction applies only if the contract or a combination or series of contracts approved by the same individual or board in a fiscal year have a total anticipated or actual value of \$50,000 or more. Applicant further acknowledges that the prohibition on contributions applies to each prospective party to the contract; each member of Applicant's board of directors; Applicant's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Applicant; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Applicant. Additionally, Applicant acknowledges that Applicant must inform each of the persons described in the preceding sentence of the prohibitions contained in section 1.126.

Finally, Applicant agrees to provide to the Agency the names of each member of Applicant's board of directors; Applicant's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Applicant; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Applicant.

D. Nondiscrimination in Contracts and Benefits

The Agency has established a policy prohibiting discrimination in contracting, which includes a prohibition on discrimination in providing benefits between employees with spouses and employees with domestic partners.

The applicant shall complete Attachment #2. Entities that have received certification from the San Francisco Human Rights Commission regarding their compliance with the Equal Benefits Ordinance of the City and County of San Francisco will be deemed in compliance with the Agency's policy. For further information, see instructions contained in Attachment #2 or contact the Agency's Contract Compliance Department at 415-749-2400.

E. Minimum Compensation Policy and Health Care Accountability Policy

The Agency has adopted a Minimum Compensation Policy ("MCP") for all contractors under personal services contracts that require the payment of a minimum level of compensation to employees (Attachment #3). In addition, the

Health Care Accountability Policy (“HCAP”) requires that contractors offer certain health plan benefits to their employees or participate in a health benefits program developed by the City’s Department of Public Health, or make a payment in lieu of such benefits to the City’s Department of Public Health (Attachment #4).

The applicant shall either submit a completed MCP Declaration Form and HCAP Declaration Form or state its intent to comply with these Agency policies.

F. Insurance

The selected applicant must procure and maintain insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work under the Agency contract by the contractor, its agents, representatives, employees or subcontractors.

Unless otherwise approved by the Agency, the selected applicant must maintain insurance with an insurance company that has an A.M. Best rating of A: VII with the following coverages and limits:

- General Liability: \$1,000,000 per occurrence;
- Automobile Liability: \$1,000,000 per accident for bodily injury and property damage;
- Workers' Compensation and Employers Liability: Workers' Compensation limits as required by the State of California and Employer's Liability limits of \$1,000,000 for bodily injury by accident and \$1,000,000 per person and in the annual aggregate for bodily injury by disease. (Required only if Contractor has employees); and
- Professional Liability: \$1,000,000 per occurrence.

The insurance requirements may be modified by the Agency’s Risk Manager in his/her sole discretion.

G. Indemnity

The selected applicant shall defend, hold harmless and indemnify the Agency, the City and County of San Francisco and their respective commissioners, members, officers, agents and employees of and from all claims, loss, damage, injury, actions, causes of action and liability of every kind, nature and description directly or indirectly arising out of or connected with the performance of the Agency contract and any of the contractor's operations or activities related thereto, excluding the willful misconduct or the gross negligence of the person or entity seeking to be defended, indemnified or held harmless.

H. Disclosure Questions

Each consultant shall Complete Attachment #5, Disclosure Questions, and submit the completed form as part of its Statement of Qualifications.

I. Certification of Applicant

The selected applicant shall certify under penalty of perjury under the laws of the State of California that all the information provided in the Statements of Qualifications is true and correct (Attachment #6).

IX. ADDITIONAL TERMS AND CONDITIONS

A. Personal Services Contract

The selected applicant will be required to enter into a Personal Services Contract with the Agency (Attachment #7). The contractor will be required to comply with all of the provisions of the personal services contract, including, but not limited to, the Agency's policies and provisions regarding indemnification, insurance, small business enterprise requirements, and non-discrimination in employee benefits and hiring.

B. Contractor Expenses

Applicants responding to this RFQ do so at their own expense. The Agency will not consider any contractor costs related to this RFQ] or to negotiating a Personal Services Contract as reimbursable or as eligible costs under the contract.

C. Agency Right to Modify or Suspend RFQ

The Agency, through its Executive Director, reserves the right at any time and from time to time, and for its own convenience, in its sole and absolute discretion, to modify or suspend any and all aspects of the selection process, including, but not limited to this RFQ and all or any portion of the contractor selection process in or subsequent to the RFQ; to obtain further information from any contractor, to waive any defects as to form or content of the RFQ or any other step in the selection process; to reject any and all responses submitted; to reissue the RFQ; procure the desired services by any other means or not proceed in procuring the services; to negotiate with any, all, or none of the respondents to this RFQ as to fees, scope of services, or any other aspect of the RFQ or services; to negotiate and modify any and all terms of an agreement; and to accept or reject any applicant for entry into a Personal Services Contract.

D. Claims Against the Agency

Each applicant by responding to this RFQ, waives any claim, liability or expense whatsoever against the Agency and its respective officers, commissioners, employees and agents by reason of any or all of the following: any aspect of this RFQ, the selection process or any part thereof, any informalities or defects in the selection process, the failure to enter into any agreement, any statements, representations, acts or omissions of the Agency, the exercise of any discretion set forth or concerning any of the foregoing, and any other matters arising out of all or any of the foregoing.

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X. ATTACHMENTS

- Attachment #1: Small Business Enterprise Agreement
- Attachment #2: Declaration of Nondiscrimination in Contracts and Benefits
- Attachment #2a: Declaration of Nondiscrimination in Contracts and Benefits and Instructions
- Attachment #3: Minimum Compensation Policy Declaration
- Attachment #4: Health Care Accountability Policy Declaration
- Attachment #5: Disclosure Questions
- Attachment #6: RFQ Statement of Compliance with Agency Policies & Certification of Applicant
- Attachment #7: Form of Personal Services Contract
- Attachment #8: RFQ Registration Form
- Attachment #9: Submission Checklist Sheet
- Attachment #10: Agency Organizational Chart