

City and County of San Francisco
Request for Qualifications #9422 for
San Francisco International Airport
Communications & Marketing Services



Date issued: February 9, 2015
Pre-Submittal conference: February 23, 2015, 11 a.m.
Submittal due: March 23, 2015, 3 p.m.

Request for Qualifications (RFQ) for Communications & Marketing Services

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Appendices:

- A. Contract Monitoring Division (CMD) Attachment 2: Requirements for Architecture, Engineering and Professional Services Contracts for contacts \$50,000 and over
- B. First Source Hiring Agreement for contacts \$50,000 and over
- C. Standard Forms: Listing and Internet addresses of Forms related to Taxpayer Identification Number and Certification, to Business Tax Declaration, and to Chapters 12B and 12C, and 14B of the S.F. Administrative Code
- D. Agreement for Professional Services (form AIR-500) – separate document

I. Introduction and Schedule

A. General

1. The City and County of San Francisco, acting by and through its Airport Commission (“Commission”), is soliciting Statements of Qualifications (“SOQs”) from qualified firms, teams, joint ventures, joint associations, or LLCs (hereinafter “firm” or “firms”) to provide professional services in the area of Communications and Marketing Services for the San Francisco International Airport (“SFO” or the “Airport”). Firms with relevant experience and qualifications in the subject areas set forth in Section II.A of the RFQ, and meeting the minimum qualifications set forth in Section IV.A for the subject area(s), are encouraged to submit a Statement of Qualifications.
2. Based on experience and qualifications, the Commission seeks to establish a pool of qualified firms for a two-year period to assist Airport staff in the subject areas for Communication and Marketing Services. Statements of Qualifications submitted by firms that meet the minimum qualification requirements set forth in Section IV.A, Evaluation and Selection Criteria, Minimum Qualifications will be considered.
3. The successful firm(s) selected by the Commission and placed in the pool may be requested to provide project support in the subject areas described below in Section II, Scope of Services. Selection by the Commission for placement in the pool does not guarantee a future contract award for professional services, and the Commission retains the right to terminate the pool at any time. The pool may be used by the Commission, at its sole and absolute discretion.
4. A contract awarded from the pool of qualified firms is anticipated to have an original term of up to three (3) years. In addition, the City shall have two (2) options to extend the term for up to a period of two (2) years each, which the City may exercise in its sole, absolute discretion.
5. As used in this RFQ, the term “Contractor” refers to the firm(s) in the pool who are awarded contracts for services under this RFQ.

B. Schedule

The anticipated schedule for selecting a consultant is:

<u>SOQ Phase</u>	<u>Date</u>
RFQ is issued by the City	February 9, 2015
Pre-Submittal conference	February 23, 2015
Deadline for submission of written questions or requests for clarification	March 2, 2015
Statements of Qualifications due	March 23, 2015, 3:00 p.m
Oral interview with firms selected for further consideration (optional as determined by Commission)	_____TBD_____

II. Scope of Services

The Scope of Services is to be used as a general guide and is not intended to be a complete list of all services that may be required or desired. Given the broad range of possible services, the Commission encourages consultant firms to respond for all subject areas for which they meet or exceed minimum qualifications as described in this RFQ. However, each firm should focus its efforts on the subject areas for which it has demonstrated expertise or particular specialty. Submittals for areas where expertise has not been exhibited and cannot be clearly demonstrated per the minimum qualifications and other areas described in this RFQ will be deemed non-responsive for that subject area.

A. Scope of Service Subject Areas

The scope of services for Communications & Marketing Services may include, but is not limited to, the following subject areas. Respondents may submit qualifications for all or any of the subset areas listed below as part of their Statement of Qualifications (SOQ).

1. Marketing Services:

- Assist staff with developing marketing strategy and implementation plans.
- Planning, development and implementation of marketing and advertising campaigns.
- Provide general creative services and content production to support all marketing campaigns, advertising, promotions and communications efforts.
- Provide marketing research.
- Provide brand management support.
- Production and implementation of Airport events, special activities, and promotions.
- Provide videography, photography, and animation services.
- Provide media planning and buying services on traditional, digital, and social channels.

2. Digital Communications Services:

- Assist staff with developing a digital communications strategy and implementation plans.
- Develop, host, maintain, and support Airport websites, apps, and other digital service like: the Digital Asset Library, Flight View, and social media and web benchmark/research tools.
- Assist staff in creating, implementing, and producing social media campaigns, promotions, and mobile, web, and social media services

3. Media Relations & Internal Communications Services:

- Assist staff with developing strategies and implementation plans for public relations and internal communications functions.
- Assist the Airport, in a timely manner, with emergency, crisis, critical, and/or sensitive communications.
- Provide media training to staff as requested.

B. Additional Details

Once the pool is established, the Airport Commission will award contracts to one or more firms in the pool relating to Communications & Marketing services, specific projects, and/or focus areas as the need arises.

III. Submission Requirements

A. Time and Place for Submission of SOQs

Statements of Qualifications must be received by 3:00 p.m., on March 23, 2015. Postmarks will not be considered in judging the timeliness of submissions.

Statements of Qualifications may be delivered in person and left with or mailed to:

Ms. Christina Ho
5th Floor – SFO Airport Commission Administration Offices
International Terminal
San Francisco International Airport
PO Box 8097
San Francisco, CA 94128

Proposers shall submit five (5) copies of the SOQ and one (1) copy, separately bound, of required CMD Forms in a sealed envelope clearly marked **Statement of Qualifications for Communications and Marketing Services** to the above location. SOQs that are submitted by fax will not be accepted. Late submissions will not be considered, including those submitted late due to mail or delivery service failure.

B. Format

1. Firms shall submit, in total, five (5) copies of the completed SOQ. The Commission will place SOQs in three-ring binders for the review panel. Please use three-hole recycled paper, print double-sided to the maximum extent practical, and bind the SOQs with a binder clip, rubber band, or single staple, or submit it in a three-ring binder. Please do not bind your SOQs with a spiral binding, glued binding, or anything similar. You may use tabs or other separators within the document. For word processing documents, the Commission prefers that text be unjustified (i.e., with a ragged-right margin) and use a serif font (e.g., Times Roman, and not Arial), and that pages have margins of at least 1" on all sides (excluding headers and footers). If your response is lengthy, please include a Table of Contents. When referring to online, digital, or app development work, please provide the full path to your work. For example: website address; formal name of an app and the app store that it is in; link to a social media campaign, etc.
2. The envelope(s) or box in which the SOQs are delivered shall be clearly labeled on the outside with the RFQ # and the firm's name.
3. Pages shall be no larger than letter size (8 ½ by 11 inches) or, if folded to that dimension, twice letter size (11 by 17 inches). Attachment pages shall also be no larger than letter size (8 ½ by 11 inches) or, if folded to that dimension, twice letter size (11 by 17 inches).
4. SOQs shall include your firm name, business address, and the name, title and business address of the responsible individual representing the principals of the firm, team, joint association or joint venture, with his/her telephone, fax number and e-mail address, who may be contacted during the qualification evaluation period and for receiving notices from the City. In the event the SOQs are submitted by teams, joint associations, joint ventures or LLCs, include the names and addresses of the individual firms comprising the team, joint association or joint venture.
5. You must also submit an electronic version of the SOQ on a CD or USB drive.

C. Content of the Statement of Qualifications

Firms interested in responding to this RFQ must submit the following information, in the order specified below:

1. Introduction and Executive Summary (up to 2 pages)

Submit a letter of introduction and executive summary of the SOQ. The letter must be signed by a person authorized by your firm to obligate your firm to perform the commitments contained in the SOQ. Submission of the letter will constitute a representation by your firm that your firm is willing and able to perform the commitments contained in the SOQ.

2. Statement of Minimum Qualifications (up to 2 pages for each subject area)

For each subject area for which you are submitting qualifications, describe how the firm(s) meet(s) the minimum qualifications for the selected subject matter area(s) set forth in Section IV.A of this RFQ.

3. Experience of Firm and Sub-consultants (up to 11 pages)

Provide information on your firm's background and qualifications which addresses the following:

- a. Name, address, and telephone number of the key contact person(s); and
- b. A brief description of your firm and all subcontracting firms in the SOQ, as well as how any joint venture or association would be structured; and
- c. Proposers are encouraged to also list their LBE subconsultants. The LBE certified firms can be found at the CMD website <http://sfgsa.org/index.aspx?page=6132> or by calling the CMD certification office at 415-581-2310.
- d. For each service subject area (set forth in Section II.A of this RFQ) for which the firm is submitting an SOQ, provide a description of each of the projects and/or campaigns demonstrating the Minimum Qualifications (set forth in Section IV.A of this RFQ).

Project descriptions should include:

- the minimum qualification satisfied and the subject matter area or areas for which the description serves as an example of experience,
- a project summary,
- the budget, timeframe and timeline, which firm(s) completed the work, objectives and results, and overall customer satisfaction with the work,
- A description of the firm's overall experience with the Scope of Service Subject Area, including an explanation of how you see the projects or campaigns listed as being relevant to the Airport, and
- Assignment of work within the firm's work team, including a list of firm's staff members who worked on each project and their respective roles.

A single project description may be used as an example of experience for more than one subject area, as appropriate, so long as each subject area is properly identified.

Project descriptions should be limited to two (2) pages for each example project.

4. Project Approach & Recommendations for SFO (up to 4 pages)

Based on the projects presented to meet the Minimum Qualifications, for each Service Subject Area, describe how your firm approached the work from a Communications & Marketing Services perspective. How did you define success? What would you have done differently?

Based on your firm(s)'s past experience and what you know about SFO, what recommendations would your firm make to improve SFO's Communications & Marketing capabilities and why?

5. Situational Response (up to 6 pages)

The following is based on the type of work the Communications & Marketing Services firm(s) will be required to do.

SFO would like to increase our ability to communicate directly with our guests, provide relevant and targeted messaging, track and measure response and impact, improve the guest experience, and increase airport revenues.

Create an outline for a fully integrated Communications & Marketing plan to meet this objective. Please provide enough detail in your outline to demonstrate: a strategy, a description, recommended steps or processes, technologies needed, tools and resources required, a timeline, and an implementation plan including, but not limited to advertising, public awareness and messaging.

Only list solutions and recommendations that your firm(s) can develop and deliver. Please include a project timeline. State any assumptions in your plan.

Background Information for the Situational Response:

SFO had 47 million guests pass through our gates in 2014.

Airport revenue is generated from four (4) major areas: Aviation, Concessions, Parking & Transportation, and Net Sales & Services. In FY2014 more than \$770 million was generated. (More financial details may be found on <http://www.flysfo.com/about-sfo/the-organization>)

The more revenues generated from non-Airline sources, the lower the fees paid by airlines, making SFO more competitive. In addition to supporting air service development and retention, the Communications & Marketing team is tasked with raising awareness and promoting SFO's concessions, parking, services, and amenities. Past campaigns have included in-terminal, out-of-home, print, online, social media channels, and special events.

Keep in mind the following constraints: there is an extremely small budget for advertising, parking facilities are running at high occupancy levels with no new additional capacity until 2017-2018, and concessions generally do not like to discount their products and services.

6. Assigned Project Staff (up to 6 pages)

- a. Provide a list identifying:
 - i. each key person on the project team,
 - ii. the project manager,
 - iii. the role each will play in the project,
 - iv. each key person's location, workload, availability and accessibility, and

- v. a written assurance that the key individuals listed and identified will be performing the work and will not be substituted with other personnel or reassigned to another project without the City's prior approval.
- b. Please provide a short biography for each key person on the proposed project team, including time with the present firm, time in current position, significant previous work experience, education, key projects and successes, awards and professional certificates.
- c. Please provide a personal statement from each team member describing why they are interested in working with SFO.

7. References (up to 4 pages total)

Provide references for the lead consulting firm, lead project manager, and all sub-consultants, including the name, address, email and telephone number of at least two (2) but no more than four (4) recent clients (preferably other public agencies). For joint venture partners, provide at least two (2) references for each partner.

8. Fee Proposal (up to 1 page)

The City intends to establish a pool of firms to provide the best overall Communications & Marketing services. The City reserves the right to accept other than the lowest priced offer and to reject any SOQs that are not responsive to this request.

For each Scope of Service Subject Area for which the firm is proposing, please provide two (2) lists: 1) the hourly rates for all team members by name and 2) the hourly rates by title including overhead. On both lists, please differentiate by the firm and all the listed sub-consultants.

For each Scope of Service Subject Area, please provide a statement as to how your firm would allocate budgetary resources; including:

- i) the core day-to-day team that will be assigned to the Airport account, their title, hourly rate; and estimated percentage of work to be completed by this individual (percentages must total to 100%); and
- ii) Please describe how your firm will handle overhead associated with contracts.

IV. Evaluation and Selection Criteria

A. Minimum Qualifications

- 1. Proposer(s) must have a permanently staffed office in the San Francisco Bay Area with a local account representative available during standard business hours, Monday-Friday, 9 a.m. – 5 p.m. Pacific Time. Acceptable geographic area includes the City and County of San Francisco, San Mateo County, Santa Clara County, Alameda County, Contra Costa County and Marin County; AND
- 2. Proposer(s) for **Marketing Services** must have:
 - a. at least five (5) years experience since January 2010 developing consumer oriented marketing strategies; including at least three (3) years in the last five (5) years working with a nationally or internationally recognized brand, organization, program or initiative; AND
 - b. at least two (2) marketing campaigns in the last three (3) years that include the development of campaign creative and a media plan utilizing both traditional and online media, AND

- c. at least two (2) projects in the last three (3) years that demonstrate experience in creating and coordinating collaborative partnerships, involving multiple internal and external stakeholders to develop and implement successful marketing campaigns on time and on budget.
3. Proposer(s) for **Digital Communications Services** must have:
 - a. at least two (2) projects in the last three (3) years that demonstrate the expert application and successful launch or re-launch of websites using Drupal 7 (or higher) with responsive design; AND
 - b. developed at least one (1) responsive website in the past two (2) years; AND
 - c. developed at least one (1) mobile app in the past two (2) years for both iOS and Android devices; AND
 - d. lead at least two (2) projects in the last three (3) years that demonstrate the ability to effectively provide web hosting and web based subscription services and technical support; AND
 - e. at least two (2) projects in the last two (2) years that demonstrate expert understanding of the use of social media to attract followers, drive engagement, and win awards.
 4. Proposer(s) for **Media Relations & Internal Communications Services** must have:
 - a. at least two (2) projects in the last three (3) years that demonstrate the ability to effectively support their client in an emergency situation, or other high profile media intensive breaking story; AND
 - b. at least two (2) projects in the last three (3) years that demonstrate the ability to improve internal communications, including the use of digital communications tools.

Any SOQ that does not demonstrate that the proposer meets these minimum requirements by the deadline for submittal of SOQs will be considered non-responsive and will not be eligible for award of the contract.

B. Selection Criteria

The SOQs will be evaluated by a selection committee comprised of parties with expertise in marketing, digital communications, and media relations & internal communications. The City intends to evaluate the SOQs generally in accordance with the criteria itemized below. Up to six (6) of the firms with the highest scoring SOQs may be interviewed by the committee to make the final selection.

1. **Project Approach & Recommendation for SFO** (Maximum 46 points: 23 points for Marketing Services, 17 points for Digital Communication Services, and 6 points for Media Relations & Internal Communications.)
 - a. Based on the projects presented to meet the Minimum Qualifications, for each Service Subject Area, describe how your firm approached the work from a Communications & Marketing Services perspective. How did you define success? What would you have done differently?
 - b. Based on your past experience and what you know about SFO, what recommendations would your firm make to improve SFO's Communications & Marketing capabilities and why?
2. **Response to Situational Response** (Maximum 45 points; 23 points for Marketing Services, 17 points for Digital Communication Services, and 5 points for Media Relations & Internal Communications.)

- a. SFO would like to increase our ability to communicate directly with our guests, provide relevant and targeted messaging, track and measure response and impact, improve the guest experience, and increase airport revenues.

Create an outline for a fully integrated Communications & Marketing plan to meet this objective. Please provide enough detail in your outline to demonstrate: a strategy, a description, recommended steps or processes, technologies needed, tools and resources required, a timeline, and an implementation plan including, but not limited to advertising, public awareness and messaging.

Only list solutions and recommendations that your firm(s) and/or partnership(s) can develop and deliver. Please include a project timeline. State any assumptions in your plan.

3. Assigned Project Staff (Maximum 25 points: 12 points for Marketing Services, 8 points for Digital Communication Services, and 5 points for Media Relations & Internal Communications)

- a. Provide a list identifying:
 - i. each key person on the project team,
 - ii. the project manager,
 - iii. the role each will play in the project,
 - iv. each key person's location, workload, availability and accessibility, and
 - v. written assurance that the key individuals listed and identified will be performing the work and will not be substituted with other personnel or reassigned to another project without the City's prior approval.
- b. Please provide a short biography for each key person on the proposed project team, including time with the present firm, time in their current position, significant previous work experience, education, key projects and successes, awards and professional certificates.
- c. Please provide a personal statement from each team member describing why they are interested in working with SFO.

4. Experience of Firm and Sub-consultants (Maximum 44 points: 22 points for Marketing Services, 17 points for Digital Communication Services, and 5 points for Media Relations & Internal Communications)

- a. A brief description of your firm and all subcontracting firms in the SOQ, as well as how any joint venture or association would be structured; and
- b. For each service subject area (set forth in Section II.A of this RFQ) for which the firm is submitting an SOQ (as set forth in Section III.C.2 of this RFQ), provide a description of each of the projects and or campaigns demonstrating Minimum Qualifications (as set forth in Section IV.A of this RFQ).

Project descriptions should include:

- the minimum qualification satisfied and the subject matter area or areas for which the description serves as an example of experience,
- a project summary,
- the budget, timeframe and timeline, which firm(s) completed the work, objectives and results, and overall customer satisfaction with the work,

- A description of the firm's overall experience with the scope of service subject area, including an explanation of how you see the projects or campaigns listed as being relevant to the Airport, and
- Assignment of work within the firm's work team, including a list of firm's staff members who worked on each project and their respective roles.

5. Fee Proposal

The fee proposal will not be evaluated. Fee proposals may be used to negotiate the scope of work and will be subject to negotiations between the Commission and the successful firm prior to contract award.

6. Oral Interview – Optional (Maximum 40 points)

Oral interviews may or may not be conducted. The Airport Commission has sole and absolute discretion over whether interviews will be conducted, and if conducted, the Commission has the sole and absolute discretion to interview respondents for some but not all subject areas.

Following the evaluation of the written SOQs, if interviews are to be conducted, the firms receiving the highest scores in the subject area(s) will be invited to an oral interview. The interviews, if conducted, will be a standardized format and may include specific questions regarding each individual submission.

The oral interview scores will be added to the written SOQ scores to determine the final ranking.

Oral Interviews Criteria:

Innovation and Creativity – ability to create new, cutting edge marketing programs and communications plans.

Approach to Implementation – demonstrate the key long-range and short-range implementation issues that affect the project. Quality of the insight or conceptualization of the issues relevant to the project.

Communication - quality of the written and graphic communication used to represent the skills of the team. Clarity in the organization and exposition of the document and the presentation.

Breadth - degree to which the technical expertise is complete for the anticipated scope of work. Evidence that the team is structured for a comprehensive approach.

7. Detailed Score Breakdown

	Marketing Services	Digital Communication Services	Media Relations & Internal Communications Services	Total
PROJECT APPROACH	23	17	6	46
SITUATIONAL RESPONSE	23	17	5	45
PROJECT STAFF	12	8	5	25
EXPERIENCE OF FIRM AND SUBCONSULTANTS	22	17	5	44
TOTAL	80	59	21	160
ORAL INTERVIEW (optional)				40
TOTAL + ORAL SCORE				200

V. Pre-Submittal Conference and Pool Certification

A. Pre-Submittal Conference

Proposers are encouraged to attend a pre-submittal conference on **February 23, 2015**, at 11AM to be held at San Francisco International Airport, Bldg. 100, International Terminal, North Shoulder Bldg., 5th Floor, San Francisco, CA 94128. All questions will be addressed at this conference and any available new information will be provided at that time. If you have further questions regarding the RFQ, please contact the individual designated in Section VI.B.

B. Consultant Pool Selection

Following the completion of the evaluation process, the Airport staff may submit to the Commission for approval the selection of up to five (5) firms for the consultant pool list. Placement of a firm in the pool list does not guarantee that the firm will be awarded a future contract for professional services. The pool of selected firms will remain eligible for consideration and contract negotiation for a two (2) year period.

It is the Commission's intent to create a pre-qualified pool from which the Commission will at its sole discretion, depending on the individual project and service needed, select the Contractor(s) using either of the following methods: 1) issue an informal request for letter of proposals or request for quote(s) to the pre-qualified consultant pool and select the Contractor(s) based on the assessment of the proposals or quote(s) submitted by the pool, or 2) select and negotiate a contract with a pre-qualified firm based on the Commission's sole determination that the firm is the most qualified to provide the as-needed service, without necessity of requesting proposals or quote(s) from the pre-qualified pool.

The selection of any pre-qualified firms for contract negotiation shall not imply acceptance by the Commission of all terms of the response, which may be subject to further negotiation and approvals before the Commission may be legally bound thereby.

If a satisfactory contract cannot be negotiated in a reasonable time with any pre-qualified firms, then the Commission, in its sole discretion, may terminate negotiations and begin contract negotiations with any remaining pre-qualified firms.

The Commission, in its sole discretion, has the right to approve or disapprove any staff person assigned to a firm's projects before and throughout the contract term. The Commission reserves the right at any time to approve, disapprove, or modify proposed project plans, timelines, and deliverables.

VI. Terms and Conditions for Receipt of Statements of Qualifications

A. Errors and Omissions in RFQ

Proposers are responsible for reviewing all portions of this RFQ. Proposers are to promptly notify the Department, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFQ. Any such notification should be directed to the Department promptly after discovery, but in no event later than five working days prior to the date for receipt of SOQs. Modifications and clarifications will be made by addenda as provided below.

B. Inquiries Regarding RFQ

Inquiries regarding the RFQ and all oral notifications of an intent to request written modification or clarification of the RFQ, must be directed by email to: Christina.Ho@flysfo.com, Subject: Communications & Marketing RFQ #9422, no later than 3 PM Pacific Time on March 2, 2015.

C. Objections to RFQ Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFQ, the proposer must, not more than ten calendar days after the RFQ is issued, provide written notice to the Department setting forth with specificity the grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

D. Change Notices

The City may modify the RFQ, prior to the SOQ due date, by issuing Change Notices, which will be posted on the City's website. The proposer shall be responsible for ensuring that its SOQ reflects any and all Change Notices issued by the City prior to the SOQ due date regardless of when the SOQ is submitted. Therefore, the City recommends that the proposer consult the website frequently, including shortly before the SOQ due date, to determine if the proposer has downloaded all Change Notices.

E. Term of Statement of Qualifications

Submission of a SOQ signifies that the proposed services and prices are valid for 120 calendar days from the SOQ due date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

F. Revision of Submitted SOQ

A proposer may revise a SOQ on the proposer's own initiative at any time before the deadline for submission of SOQs. The proposer must submit the revised SOQ in the same manner as the original. A revised SOQ must be received on or before the SOQ due date.

In no case will a statement of intent to submit a revised SOQ, or commencement of a revision process, extend the SOQ due date for any proposer.

At any time during the SOQ evaluation process, the Department may require a proposer to provide oral or written clarification of its SOQ. The Department reserves the right to make an award without further clarifications of SOQs received.

G. Errors and Omissions in SOQ

Failure by the Department to object to an error, omission, or deviation in the SOQ will in no way modify the RFQ or excuse the vendor from full compliance with the specifications of the RFQ or any contract awarded pursuant to the RFQ.

H. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFQ. Submissions of the RFQ will become the property of the City and may be used by the City in any way deemed appropriate.

I. Proposer's Obligations under the Campaign Reform Ordinance

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- the officer's re-election campaign
- a candidate for that officer's office
- a committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is awarded or not awarded to the contractor. Examples of initial contacts include:

(1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Qualification, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

- **Criminal.** Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to \$5,000 and a jail term of not more than six months, or both.
- **Civil.** Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to \$5,000.
- **Administrative.** Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to \$5,000 for each violation.

For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

J. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), contractors' bids, responses to RFQs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

K. Public Access to Meetings and Records

If a proposer is a non-profit entity that receives a cumulative total per year of at least \$250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L. The proposer must include in its SOQ (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to proposer's meetings and records, and (2) a summary of all complaints concerning the proposer's compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the proposer shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in proposer's Chapter 12L submissions shall be grounds for rejection of the SOQ and/or termination of any subsequent Agreement reached on the basis of the SOQ.

L. Reservations of Rights by the City

The issuance of this RFQ does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

- Waive or correct any defect or informality in any response, SOQ, or SOQ procedure;

- Reject any or all SOQs;
- Reissue a Request for Qualifications;
- Prior to submission deadline for SOQs, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFQ, or the requirements for contents or format of the SOQs;
- Procure any materials, equipment or services specified in this RFQ by any other means; or
- Determine that no project will be pursued.

M. No Waiver

No waiver by the City of any provision of this RFQ shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFQ.

N. Local Business Enterprise Goals and Outreach

The requirements of the Local Business Enterprise and Non-Discrimination in Contracting Ordinance set forth in Chapter 14B of the San Francisco Administrative Code as it now exists or as it may be amended in the future (collectively the “LBE Ordinance”) shall apply to this RFQ.

Proposers are advised that effective July 1, 2013, all prime contractors and subcontractors will be required to upload invoices and enter subcontractor payment information into the City's secure web-based system called the Local Business Enterprise Utilization Tracking system (LBEUTS). This requirement is in addition to any other requirements for requesting payment from the City. The information previously submitted through CMD Forms 7 and 9 will now be entered into the LBEUTS for each invoice or progress payment. Prior to the Notice to Proceed, the prime contractor will be required to enter subcontractor information into LBEUTS. The prime contractor will then be required to enter information before and after each progress payment or invoice. After payment, subcontractors will be required to confirm receipt of payment through LBEUTS. The Contract Monitoring Division (CMD) will use this information to monitor compliance with the 14B LBE Ordinance.

It is strongly encouraged that each contractor receive training in LBEUTS prior to the Notice to Proceed. For more information about LBEUTS and upcoming training sessions, please go to <http://www.sfgasa.org/LBEUTS>.

1. LBE Subconsultant Participation Goals

There are three LBE subconsulting goals for this project that will apply to each of the three scopes of work. The LBE goals for each category are as follows: Marketing services (15%); Digital communications services (5%); and Media relations & internal communications services (10%).

The LBE subcontracting goal can only be met with CMD certified Small or Micro-LBEs. Pursuant to Sec. 14B.9 of the Administrative Code, proposers are hereby advised that the subconsulting goal will be based on data indicating availability of Minority Business Enterprises (“MBE”), Woman Business Enterprises (“WBE”) and Other Business Enterprises (“OBE”) to perform subconsulting work on the awarded contract(s). Proposers are further advised that they may not discriminate in the selection of

subconsultants on the basis of race, gender, or other basis prohibited by law, and that they shall undertake all required good faith outreach steps in such a manner as to ensure that neither MBEs nor OBEs are unfairly or arbitrarily excluded from the required outreach.

Each firm responding to this solicitation shall demonstrate in its response that it has used good-faith outreach to select LBE subcontractors as set forth in S.F. Administrative Code 14B.8 and 14B.9, and shall identify the particular LBE subcontractors solicited and selected to be used in performing the contract. For each LBE identified as a subcontractor, the response must specify the value of the participation as a percentage of the total value of the goods and/or services to be procured, the type of work to be performed, and such information as may reasonably be required to determine the responsiveness of the SOQ. LBEs identified as subcontractors must be certified with the San Francisco CMD at the time the SOQ is submitted, and must be contacted by the proposer (prime contractor) prior to listing them as subcontractors in the SOQ. Any SOQ that does not meet the requirements of this paragraph will be non-responsive.

In addition to demonstrating that it will achieve the level of subconsulting participation required by the contract, a proposer shall also undertake and document in its submittal the good faith efforts required by Chapter 14B.8 (D)&(E) and CMD Attachment 2, Requirements for Architecture, Engineering and Professional Services Contracts. However, pursuant to 14B.8 (B), if a proposer submits a SOQ demonstrating LBE participation that exceeds by 35% of the established LBE subcontracting participation goal for the project, the proposer will not be required to conduct good faith efforts or to file evidence of good faith efforts as required in Sections 14B.8 (D) & (E). A certified Small and/or Micro LBE prime proposer may count its participation towards meeting the good faith outreach exception set forth in 14B.8(B).

SOQs which fail to comply with the material requirements of S.F. Administrative Code 14B.8 and 14B.9, CMD Attachment 2 and this RFQ will be deemed non-responsive and will be rejected. During the term of the contract, any failure to comply with the level of LBE subcontractor participation specified in the contract shall be deemed a material breach of contract. Subconsulting goals can only be met with CMD-certified LBEs located in San Francisco.

2. Certified LBE Bid Discount /Rating Bonus
 - a) Micro LBE and Small LBE Rating Bonus

The City strongly encourages SOQs from qualified, certified Micro and Small LBEs. Pursuant to Chapter 14B, a rating bonus will be in effect for the award of this project for any proposers who are certified by CMD as a Micro or Small LBE, or joint ventures where the joint venture partners are in the same discipline and have the specific levels of participation as identified below. For joints ventures, the certified Micro and /or Small LBE must be an active partner in the joint venture and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the SOQ, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the joint venture. The portion of the certified Micro and/or Small LBE joint venture's work shall be set forth in detail separately from the work to be performed by the non-LBE joint venture partner. The certified Micro and/or Small LBE joint venture's portion of the contract must be assigned a commercially useful function. Certification applications may be obtained by calling CMD at (415) 581-2310.

The rating bonus applies at each phase of the selection process. The application of the rating bonus is as follows:

- i) 10% to a certified Micro or Small LBE; or a joint venture between or among certified Micro or Small LBEs;
- ii) 5% to a joint venture with certified Micro and/or Small LBE participation, whose participation is equal to or exceeds 35%, but is under 40% or
- iii) 7.5% to a joint venture with certified Micro and/or Small LBE participation, whose participation equals or exceeds 40%; or
- iv) 10% to a certified non-profit entity.

The rating bonus will be applied by adding 5%, 7.5%, or 10% (as applicable) to the score of each firm eligible for a bonus for the purposes of determining the highest ranked firm.

b) Small Business Administration (SBA) LBE Rating Bonus

Pursuant to Chapter 14B.7(E), a 2% rating bonus will be in effect for proposers who are certified by CMD as a SBA LBE; however, the 2% rating bonus shall not be applied at any stage if it would adversely affect a Micro or Small LBE proposer or a J/V with LBE participation.

3. CMD Forms to be Submitted with SOQ

a) All SOQs submitted must include the following CMD Forms contained in the CMD Attachment 2: i) Form 2A, CMD Contract Participation Form, ii) Form 2B - CMD "Good Faith Outreach" Requirements Form, iii) Form 3, CMD Non-Discrimination Affidavit, iv) Form 4, CMD Joint Venture Form (if applicable), and v) Form 5, CMD Employment Form. If these forms are not returned with the SOQ, the SOQ may be determined to be non-responsive and may be rejected.

b) Please submit only one (1) copy of the above forms with your SOQ. The forms should be placed in a separate, sealed envelope labeled CMD Forms. Airport Commission staff will deliver them to the attention of the San Francisco CMD.

If you have any questions concerning the CMD Forms, you may call Kelly Dwyer, CMD Contract Compliance Officer for the Airport Commission at (650) 821-7723 or via email at Kelly.Dwyer@flysf.com.

VII. City and Airport Contract Requirements

A. Standard Contract Provisions

The successful proposer will be required to enter into a contract substantially in the form of the Agreement for Professional Services, attached hereto as Appendix D. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another firm and may proceed against the original selectee for damages.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits, (§34 in the Agreement); the Minimum Compensation Ordinance (§43 in the Agreement); the Health Care Accountability Ordinance (§44 in the Agreement); the First Source Hiring Program (§45 in the Agreement); and applicable conflict of interest laws (§23 in the Agreement), as set forth in paragraphs B, C, D, E and F below.

B. Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the CMD's website at: <http://sfgsa.org/index.aspx?page=6125>.

C. Minimum Compensation Ordinance (MCO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements. For the contractual requirements of the MCO, see §43 "Requiring Minimum Compensation for Covered Employee" in Agreement for Professional Services (form AIR-55, Appendix C).

For the amount of hourly gross compensation currently required under the MCO or additional information, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract.

D. Health Care Accountability Ordinance (HCAO)

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

E. First Source Hiring Program (FSHP)

If the contract is for more than \$50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractor will complete, sign and submit a *First Source Hiring Agreement* with the Contractor's SOQ. Failure to submit a completed and signed *First Source Hiring Agreement* with the Contractor's SOQ will result in a rejected bid or SOQ. The link to the *First Source Hiring Agreement* can found in Appendix B.

F. Conflicts of Interest

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City's Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know

of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.

G. Airport Intellectual Property

Pursuant to Resolution No. 01-0118, adopted by the Airport Commission on April 18, 2001, the Airport Commission affirmed that it will not tolerate the unauthorized use of its intellectual property, including the SFO logo, CADD designs, and copyrighted publications. All proposers, bidders, contractors, tenants, permittees, and others doing business with or at the Airport (including subcontractors and subtenants) may not use the Airport intellectual property, or any intellectual property confusingly similar to the Airport intellectual property, without the Airport Director's prior consent.

H. Labor Peace / Card Check Rule

Without limiting the generality of other provisions herein requiring Contractor to comply with all Airport Rules, Contractor shall comply with the Airport's Labor Peace/Card Check Rule, adopted on February 1, 2000, pursuant to Airport Commission Resolution No.00-0049 (the "Labor Peace/Card Check Rule"). Capitalized terms not defined in this provision are defined in the Labor Peace/Card Check Rule. To comply with the Labor Peace Card Check Rule, Contractor shall, among other actions: (a) Enter into a Labor Peace/Card Check Agreement with any Labor Organization which requests such an agreement and which has registered with the Airport Director or his/her designee, within thirty (30) days after the Labor Peace/Card Check Agreement has been requested; (b) Not less than thirty (30) days prior to the modification of this Agreement, Contractor shall provide notice by mail to any Labor Organization or federation of labor organizations which have registered with the Director or his/her designee ("registered labor organization"), that Contractor is seeking to modify or extend this Agreement; (c) Upon issuing any request for SOQs, invitations to bid, or similar notice, or in any event not less than thirty (30) days prior to entering into any Subcontract, Contractor shall provide notice to all registered Labor Organizations that Contractor is seeking to enter into such Subcontract; and (d) Contractor shall include in any subcontract with a Subcontractor performing services pursuant to any covered Contract, a provision requiring the Subcontractor to comply with the requirements of the Labor/Peace/Card Check Rule. If Airport Director determines that Contractor shall have violated the Labor/Peace/Card Check Rule, Airport Director shall have the option to terminate this Agreement, in addition exercising all other remedies available to him / her.

VIII. Protest Procedures

A. Protest of Non-Responsiveness Determination

Within five working days of the City's issuance of a notice of non-responsiveness, any firm that has submitted a SOQ and believes that the City has incorrectly determined that its SOQ is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and

must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Establishment of Pool of Pre-Qualified Consultants

Within five working days of the City's issuance of a notice of intent to establish a pool of pre-qualified consultants, any firm that has submitted a responsive SOQ and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFQ provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

Ms. Cynthia Avakian
Administration – Contracts
San Francisco International Airport
PO Box 8097
San Francisco, CA 94128
650/821-2011 (fax)

Appendix A
Contract Monitoring Division Forms

- Attachment 2. Requirements for Architecture, Engineering, & Professional Services Contracts:
<http://sfgsa.org/modules/showdocument.aspx?documentid=9812>

Odwyerpr.com

Appendix B
First Source Hiring Agreement

The *First Source Hiring Agreement* can be downloaded online at
(http://www.workforcedevelopmentsf.org/businessservices/images/stories/BusinessServices/CityBuild_Employer_Services/Forms/city%20wide%20professional%20services%20fsha.pdf)

Odwyerpr.com

Appendix C Standard Forms

The requirements described in this Appendix are separate from those described in Appendices A and B.

Before the City can award any contract to a contractor, that contractor must file four standard City forms (items 1-3 on the chart). Because many contractors have already completed these forms, and because some informational forms are rarely revised, the City has not included them in the RFQ package. Instead, this Appendix describes the forms, where to find them on the Internet (see bottom of page 2), and where to file them. If a contractor cannot get the documents off the Internet, the contractor should call (415) 554-6248 or e-mail Purchasing (purchasing@sfgov.org) and Purchasing will fax, mail or e-mail them to the contractor.

If a contractor has already filled out items 1-3 on the chart, **the contractor should not do so again unless the contractor's answers have changed.** To find out whether these forms have been submitted, the contractor should call Vendor File Support in the Controller's Office at (415) 554-6702.

If a contractor would like to apply to be certified as a local business enterprise, it must submit item 4. To find out about item 4 and certification, the contractor should call CMD at (415) 581-2310.

Item	Form Name and Internet Location	Form Number	Description	For more information
1a.	Request for Taxpayer Identification Number and Certification www.irs.gov/pub/irs-pdf/fw9.pdf (Form W-9) www.irs.gov/pub/irs-pdf/iw9.pdf (instructions for W-9)	W-9	The City needs the contractor's taxpayer ID number on this form. If a contractor has already done business with the City, this form is not necessary because the City already has the number.	http://sfgsa.org/index.aspx?page=4762 (415) 554-6702
1b.	Vendor Profile Application http://www.sfgsa.org/Modules/ShowDocument.aspx?documentID=11130 (VenAdd-2010-09 Form and instructions)	VenAdd-2010-09	This City requires this form from new contractors to request addition to the City's Vendor File as part of the City's Accounting and Purchasing System. If a contractor has already done business with the City, this form is not necessary	
2.	Business Tax Declaration http://sfgsa.org/index.aspx?page=4762	P-25	All contractors must sign this form to determine if they must register with the Tax Collector, even if not located in San Francisco. All businesses that qualify as "conducting business in San Francisco" must register with the Tax Collector.	THIS PROCESS HAS CHANGED. http://sftreasurer.org/business-registration (415) 701-2311

Item	Form Name and Internet Location	Form Number	Description	For more information
3.	S.F. Administrative Code Chapters 12B & 12C Declaration: Nondiscrimination in Contracts and Benefits http://sfgsa.org/modules/showdocument.aspx?documentid=10257	CMD-12B-101	Contractors tell the City if their personnel policies meet the City's requirements for nondiscrimination against protected classes of people, and in the provision of benefits between employees with spouses and employees with domestic partners. Form submission is not complete if it does not include the additional documentation asked for on the form. Other forms may be required, depending on the contractor's answers on this form. (Note: Contract-by-Contract Compliance status vendors must fill out an additional form for each contract.)	http://sfgsa.org/index.aspx?page=6058 (415) 581-2310
4.	LBE Certification Application http://sfgsa.org/index.aspx?page=6129		Local businesses complete this form to be certified by CMD as LBEs. Certified LBEs receive a bid bonus pursuant to Chapter 14B when bidding on City contracts. To receive the bid bonus, you must be certified by CMD by the SOQ due date.	http://sfgsa.org/index.aspx?page=6129 (415) 581-2310

Where the forms are on the Internet**Office of Contract Administration**OCA Homepage: <http://www.sfgov.org/oca/>**Contract Monitoring Division**CMD Homepage: <http://sfgsa.org/index.aspx?page=6058>