

Request for Proposal

BRANDING, MARKETING AND PUBLIC RELATIONS SERVICES

Denver Urban Renewal Authority

1555 California Street, Suite 200

Denver, Colorado 80202

Issue Date: August 26, 2015

Response Deadline: September 30, 2015

DENVER URBAN RENEWAL AUTHORITY
REQUEST FOR PROPOSAL
BRANDING, MARKETING AND PUBLIC RELATIONS SERVICES

PART I. GENERAL INFORMATION

1.1 BACKGROUND

The Denver Urban Renewal Authority (DURA) is the redevelopment agency responsible for conducting urban renewal activities throughout the City and County of Denver. Under state law, DURA is charged with assisting the city in eliminating and preventing slums and blighted areas. DURA is governed by an 11-member board of commissioners, appointed by the Mayor of Denver and confirmed by the Denver City Council for staggered five-year terms. The board employs an executive director, who currently directs 17 staff members in carrying out various redevelopment projects and housing programs offered by DURA.

Our Vision - For Denver to both be and become is a city that is livable for all its people, now and in the future. A city in which they can learn, move about, work and play in safety, comfort, with pleasure and pride, and in a spirit of openness and opportunity.

Our Mission – DURA is a full-service redevelopment agency engaged in neighborhood and downtown revitalization, economic development, homeownership and housing rehabilitation throughout the City and County of Denver. DURA functions as a catalyst, partner, advisor and/or participant in a variety of efforts to foster sound growth and development.

Our Customers - DURA works with and through city government to carry out its charge, but it also works with the private sector and the community. In order to accomplish its goals, DURA brings together all the players necessary for a particular project, from private developers and financing sources to elected officials, city administrators and community groups, and works to achieve consensus among those players. DURA also works directly with qualifying homeowners to make needed repairs and improvements to their homes.

Our Work - The Colorado Urban Renewal Law was enacted in 1958, and DURA was created by city ordinance that same year. Since its enactment, the law has been modified to add tax increment financing provisions and to make several other procedural changes. DURA plays an essential role in the economic health of Denver through the collaborative approach to sound urban revitalization efforts.

1.2 NATURE OF REQUEST FOR PROPOSALS

The Denver Urban Renewal Authority is soliciting proposals from one or more qualified public relations firms to provide comprehensive and innovative services to position the organization and articulate our message to help build brand awareness and support of our mission.

Today, urban renewal is under increased public scrutiny. Several municipalities either have or will have citizen referred ballot measures requiring the approval of tax increment financing arrangements to be voted on by the general population.

DURA is the State's largest urban renewal authority, both in terms of municipal population as well as scope and scale of urban renewal project activity. The diversity of successful projects, technical expertise and unique characteristics of our financing tools are among DURA's greatest strengths. These strengths however, present an ongoing challenge to our ability to communicate the collective value of DURA to the city and our contributions to the economy, the vibrancy of our neighborhoods, jobs and the lives of Denver citizens. Current positioning of DURA does not fully communicate who we are and what we do, and does not adequately relay the benefits of urban revitalization, or result in meaningful connections with key audiences, or sufficiently differentiate us from the City and County of Denver and other urban renewal authorities. Recent studies show that awareness levels of DURA among various audiences are wide ranging resulting in a mixed reputation varying on the knowledge of the topic. The complicated nature of urban renewal tools and our diverse project portfolio can fuel confusion and inaccurate understandings of DURA's role.

1.3 OBJECTIVES AND SCOPE OF THIS REQUEST FOR PROPOSAL

Our communication objectives include:

1. Build support for DURA and its activities among a variety of constituencies that already know or work with us.
2. Increase awareness of who DURA is and what DURA does among audiences who have little or no knowledge of us
3. Educate the public about how DURA does its work, and the tools it uses.
4. Position DURA as a valued, trusted and respected resource for urban revitalization in Denver.
5. Position DURA as a partner with the City in efforts to revitalize blighted area through appropriate redevelopment and housing rehabilitation.

General Scope of Services

There are two components to this project, Component 1 and Component 2. Each Component is discussed in more detail below. Component 1 involves leading DURA in conducting a brand review and brand platform development process. Component 2 will include brand management and on-going marketing and public relations support.

DURA may select one or more firms to lead DURA on each Component. Proposers may bid on Component 1 or Component 2 or bid on both components. Joint proposals with other firms are permitted.

Component 1. Brand Management – Building on the existing work previously performed for DURA, lead us through a brand review and brand platform development process.

- A. Discovery & Assessment – Help us gather the critical insights, from both internal and external sources, that will inform the current or potentially new brand of DURA. This may include polling and focus groups.
- B. Positioning Process – Use the information from the Discovery & Assessment to craft a brand platform for DURA. Help us articulate DURA’s mission – confirming who and what we are, our unique value proposition and how we carve out a distinctive and differentiated place in our target audience’s mind.
- C. Name Development and Messaging Guidelines –
 - Name Development
Before recommending investment in any brand, we have to determine if our name tells the right story. The Denver Urban Renewal Authority is a mouthful and the shortened version, DURA, may not communicate the role of the organization in today’s environment. If determined appropriate, DURA would be interested in evaluating options to revitalize and re-energize our brand with a new name, logo and tagline.
 - Messaging Guidelines
 - i. Communications– The brand platform should include guidelines and examples on how to talk about DURA and the services we provide,
 - ii. Visual Collateral – Guidelines should include guidance for brochures and thought leadership.
 - iii. Digital – Guidelines should include high level guidance for website, email marketing and social media.
 - iv. Written – Guidelines should include guidance for a PowerPoint template and DURA stationary.

Component 2. Brand Execution and On-going Marketing and Public Relations Services-

- A. Issues Management – The discussion around urban renewal and tax increment financing is widely varied and changing rapidly. The implications of these emerging issues on DURA are a matter of great concern. The selected firm or firms would help DURA detect and respond appropriately to emerging trends or changes in the socio-political environment.
- B. Crisis Communications – The selected firm or firms would assist DURA in communications with the public and other target audiences when an unexpected event occurs that could have a negative impact on DURA’s reputation.
- C. Strategic Communications Planning – The selected firm or firms would be responsible for preparing and assisting in the implementation of a marketing plan and communications strategy for DURA to follow in its marketing and communications efforts.
- D. Media Relations – The selected firm or firms would assist DURA in developing and maximizing relationships with key media and influencers.

- E. Community Engagement – The success of DURA’s communications program is highly dependent on establishing and/or maintaining credibility with members of the community. Developing an implementable strategy for effective community engagement through various forums, including social media, is an important aspect of the engagement.
- F. Writing – DURA will look to the selected firm or firms for various written materials, including, but not limited to, articles for placement in various media outlets, website content and speeches.
- G. Marketing Strategies and Collateral Materials – DURA’s housing programs are a very important component of our revitalization efforts yet the level of participation in the programs is decreasing. The selected firm would provide direction on how to market the programs to our targeted clients including the development of collateral materials.
- H. Annual Report – The selected firm or firms would be responsible for the full development and production of a comprehensive report on DURA’s activities throughout the preceding year.

If selected, DURA and the selected Proposer(s) will prepare a detailed Scope of Services for specific tasks, budgets and timelines to be included in the negotiated contract.

1.4 GENERAL SELECTION CRITERIA

Firms offering proposals must demonstrate considerable expertise and proven success in reputation management of complex organizations, preferably in local government. Firms must be expert in brand management with solid messaging and creative. Firms must demonstrate comprehensive understanding of DURA’s current situation, position and the challenges it faces in today’s socio-political environment. Firms must have an unmistakable track record of applying originality, creativity, and outside-the-box thinking to their marketing strategies.

General criteria upon which proposals will be evaluated include, but are not limited to, the following:

- Expressed understanding of and ability to achieve proposal objectives
- Work plan for achieving proposal objectives
- Qualifications of the firm and its personnel (experience of personnel who are committed to work on the contract will be given greater weight than that of the company)
- Completeness, thoroughness and detail of response (i.e., discussion and coverage of all elements of work listed in the RFP)
- Cost/Value in relation to level of service to be provided

1.5

1.6 SELECTION AND IMPLEMENTATION TIMELINE

Selection Process - The selection process will be overseen by a workgroup comprised of select DURA personnel and board commissioners. This group will evaluate the proposals and make a recommendation to the full board of commissioners who will make the final decision.

Section and Implementation Timeline -

RFP Issued	August 26, 2015
Deadline for questions, clarifications	September 4, 2015
Proposals must be submitted by	September 30, 2015
Oral Interviews	Week of October 12, 2015
Final Selection & Begin Contract Development	Week of October 19, 2015
Contract Approval by Board of Commissioners	November 19, 2015
Contract Begins	November 19, 2015

1.7 ADMINISTRATION OF THIS RFP

- A. METHOD OF PROCUREMENT – All services solicited under this RFP shall be procured under the competitive negotiation method.
- B. ELIGIBLE PROPOSERS/CONTRACTOR COMPETENCY – Proposers must have the necessary technical competence, skills in management and administration, and professional judgment within their organization to accomplish the activities and services covered by this solicitation. Proposer selected will be required to assume full responsibility for all activities and services included in the contract. **Joint proposals with other firms are encouraged to ensure the ability of the proposing team to provide all services outlined in the Scope above.** No assignment of contract or interest, in any part, to any third party shall be allowed.
- C. CONTRACT PERIOD OF PERFORMANCE – DURA expects to enter into a contract with the selected provider for a period of performance beginning on or about November 19, 2015 and ending on December 31, 2016. DURA may, at its own discretion, extend this Agreement for two (2) subsequent one-year periods.
- D. PAYMENT PROVISIONS – The provider selected will be paid within thirty (30) days of the receipt of a detailed and properly completed request for payment/invoice, which details the specific work performed and associated costs. Invoices are to be submitted once a month in accordance with instructions provided by DURA.

- E. TECHNICAL ASSISTANCE – All requests for clarification or for additional information must be submitted in writing via email no later than 3:00 p.m. on September 4, 2015. Inquiries regarding the RFP should be directed to the contact below. For clarity, question received regarding this RFP, along with answers, will be shared with all responding parties.
- F. RESPONSE DEADLINE – The response deadline is **no later than** 4:00 p.m. on September 30, 2015. Proposals, whether mailed or personally delivered, must be officially received at 1555 California St., Suite 200, Denver, CO 80202 by this deadline with ten hard copies of the RFP response and a flash drive with the RFP response in Microsoft Word or PDF format. Fax or electronic [email] copies of proposals will not be accepted. **Late proposals will be disqualified regardless of circumstances.** Additions or deletions must be submitted and included in the proposal on or before the deadline. A withdrawal of a proposal is allowable only in person by an authorized representative providing proper identification. Under no circumstances shall DURA staff or board members deliver a proposal to the required location for a proposing entity.
- G. SUBMISSION OF PROPOSALS – All proposals shall be submitted to:

Denver Urban Renewal Authority
Attn: Robbin Eldredge, Administrative Services Director
1555 California Street, Suite 200
Denver, CO 80202

(303) 534-3872
reldredge@renewdenver.org

1.8 GOVERNING PROVISIONS AND LIMITATIONS – Violation of any of the following provisions may cause a proposal to be rejected.

- A. The purpose of the RFP is to ensure maximum, open, free competition in the solicitation of and procurement of services. This RFP is not to be construed as a purchase agreement or contract or as a commitment of any kind; nor does it obligate DURA to award any contract or to pay for costs incurred prior to the execution of a formal contract unless DURA specifically authorizes such costs in writing.
- B. DURA values diversity and encourages responses from qualified SBE, MBE and WBE firms. It is the policy of DURA to encourage and support equal opportunity in the purchase of goods and services. DURA shall comply with all Equal Opportunity requirements in the procurement of all goods and services.
- C. DURA reserves the right to accept or reject any or all proposals received, or to cancel or reissue this RFP in part or its entirety.
- D. DURA reserves the right to award a contract for any services or groups of services solicited via the RFP in any quantity DURA determines is in its best interest. It further

reserves the right to make no award as a result of this solicitation for any services or group of services if in DURA's best interest.

- E. DURA reserves the right to correct any error(s) and/or make any changes to this solicitation as deemed necessary. DURA will provide notifications of such changes to all proposers recorded in the DURA office record (Distribution Log & Receipts Record) as having received or requested an RFP.
- F. DURA reserves the right to negotiate the final terms of any contract awarded as a result of this solicitation with the proposer selected and any such terms negotiated as a result of this RFP may be renegotiated and/or amended to successfully meet the needs of DURA.
- G. DURA reserves the right to contact any individual or entity listed in the proposal that may have knowledge of the proposer's experience, performance and qualifications.
- H. Proposers shall not offer or provide any gratuities, favors or anything of monetary value to any officer, member, employee or agent of DURA for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder. In addition, no employee, commissioner, officer, or agency of DURA shall participate in the selection, award or administration of contract supported by DURA funds if a conflict of interest, real or apparent, would be involved.
- I. Proposers shall not engage in any activity that is intended to restrict or eliminate competition. Violation of this provision may cause a proposal to be rejected. This does not preclude joint ventures.
- J. The contents of a successful proposal may become a contractual obligation if selected for award. Failure of the proposer to accept this obligation may result in cancellation of the award. **No plea of error or mistake shall be available to successful proposer as a basis for release of proposed services at stated price/cost.**
- K. DURA reserves the right to request clarification or, explanation for, or verify any aspect of a response to this RFP, and to require the submission of any price, technical, or other revision to the RFP that results from negotiations conducted.
- L. DURA reserves the right to award to other than the lowest cost proposer.
- M. DURA reserves the right to award without discussion.
- N. DURA reserves the right to reject any proposal that fails to conform to the requirements of this RFP.
- O. DURA reserves the right to extend, shorten, increase or decrease any contract awarded as a result of this RFP.

1.9 CONTRACTOR SELECTION PROCESS

A. EVALUATION/SELECTION PROCESS – The proposal evaluation and selection process will include: 1) Determination of responsiveness to the technical specifications of the RFP; 2) review and evaluation of proposals by evaluation committee; 3) committee recommendation to the board of commissioners for selection and award of contract.

B. EVALUATION CRITERIA

Criteria

1. Qualifications and Experience of Agency and Staff
2. Demonstrated Experience and Performance
3. Method of Service
4. Reasonableness of Cost
5. SBE Status

PART 2.0 INSTRUCTIONS FOR SUBMITTING A PROPOSAL

2.1 GENERAL INSTRUCTIONS

- A. NUMBER OF COPIES – **Ten hard copies and one flash drive with the response** must be submitted by the deadline. All documents submitted must be legible, complete and fully assembled. DURA is not responsible for copying incomplete proposals, or completing the copying where less than the required number are submitted.
- B. PROPOSAL LABELING AND SUBMISSION- Proposals must be in a sealed envelope or package and externally labeled as follows:

Denver Urban Renewal Authority
Attn: Robbin Eldredge, Administrative Services Director
1555 California Street, Suite 200
Denver, CO 80202

TIME SENSITIVE MATERIAL: PUBLIC RELATIONS RFP

PROPOSAL DUE DATE: SEPTMEBER 30, 2015 no later than 4:00 p.m.

All materials submitted in response to this RFP become the property of DURA and will not be returned. Selection or rejection of a proposal does not affect this right. DURA is not liable for any costs incurred by Proposers prior to issuance of, or entering into, a contract. Costs associated with developing the proposal are entirely the responsibility of the Proposer, and shall not be reimbursed in any manner by DURA.

2.2 AUTHORIZED SIGNATURE – An individual authorized to bind the proposer or proposing entity shall sign all proposal documents.

2.3 PROPOSAL TITLE PAGE – A fully completed Proposal Cover Sheet must be submitted. The proposal cover sheet shall provide the name, title, address and telephone number of the individual(s) with authority to negotiate and execute the contract. See Attachment A.

2.4 PROPOSAL RESPONSE/NARRATIVE

A. PRE-REQUISITE QUALIFICATIONS

Firms submitting a Proposal in response to this RFP must, at a minimum, meet the following Pre-Requisite qualifications. All requested documentation and/or information must be provided in the Proposal to confirm the agency has satisfied all the Pre-Requisite qualifications. Agencies that do not meet the following qualifications shall be deemed non-responsive.

1. The proposers and its principals shall have a proven record of successful experience in public relations and experience, preferably in working with non-profit or governmental organizations.
2. The proposed lead account executive or supervisor shall have a minimum of three years of public relations and communications experience.

B. QUALIFICATIONS & EXPERIENCE OF FIRM/STAFF – Provide the following information:

1. Number of years your firm has been in business.
2. Total number of individuals employed by your firm.
3. Brief summary of the nature of the work/services your firm provides, including any specialty areas.
4. Summarize your firm's experience and expertise in providing the same or similar services to those solicited in this RFP.
5. Describe the in-house services available through your firm. For any services that your firm does not have available in house (e.g. graphic design, layout, artwork, media buying, etc.), provide detailed information on what firms you would use to provide these services.
6. Identify all staff that would be assigned to the DURA account, including the identification of the lead account executive or supervisor. Briefly describe the role/contribution of each person. Provide resumes for all assigned professional staff.
7. Describe the days/hours of availability of assigned staff.
8. Provide any additional information that you feel would further explain/support your firm's qualifications.

C. DEMONSTRATED EXPERIENCE AND PERFORMANCE

1. Describe your experience with non-profit and governmental agencies and your familiarity with DURA, the City and County of Denver and the local socio-political environment.
2. Detail your prior expertise and identify client experience where you have successfully addressed brand management, strategic communications planning and effective marketing.
3. Identify at least three clients that you are currently providing the same or similar services to and include:
 - a) Name of organization, address, phone, fax and contact name and email address.
 - b) A brief summary of the services you are providing that client and how long you have been providing those services.
 - c.) Provide sample copies of public relations materials developed by your firm for the customer.
4. Provide a minimum of three (3) letters of recommendation from your private and/or public client roster on official letterhead, with at least one letter from a non-profit or governmental entity.
5. Provide examples of deliverables that you have developed and/or executed for other clients that demonstrate your qualifications i.e., branding execution, marketing & public relations campaigns, collateral material development. The list of potential deliverables is not meant to be exclusive and proposals containing alternative and innovative approaches that you have employed in other engagements are encouraged.

Note: Confidentiality – It is understood that proposals may contain confidential information relating to previous clients. Information will be kept confidential in accordance with DURA’s normal practices applicable to its own information and will only be disclosed to the review team and board members on a need-to-know basis. Applicants are encouraged to obtain written permission from previous clients before including any confidential or sensitive information relating to those clients.

6. Provide any additional information that you feel would be demonstrative of your firm’s ability to provide requested services to DURA.

D. PROJECT APPROACH

1. Describe your firm’s approach and any special ideas, techniques or suggestions you believe will make for a successful partnership, including an understanding of the consultant’s role, in delivering each of the services described in Section 1.3 of the RFP.

2. Describe your firm's planned approach for measuring the results of the engagement. What criteria (quantitative and/or qualitative) would you use to evaluate success?
3. Outline your anticipated schedule for the engagement, ideally broken down by each major step of the process. Suggestions for how to keep the engagement on track and be most efficient are welcomed.
3. Provide any additional information that you feel would further explain your agency's approach to working with and providing services to DURA.

D. COMPENSATION

Proposer shall indicate clearly the proposed cost to DURA for implementing the proposed RFP scope of services. Please indicate which, if any, of the tasks would be billed as a separate project and which would be included in a monthly retainer.

1. As all fees and billing methods must be disclosed prior to contract award, please specify any and all types of billing methods/fee(s) or other types of charges to be incurred.
2. If billing for personnel time is by hourly rate, specify by title/position the hourly rate of the staff assigned to perform the various services and functions.
3. If you will be using a third-party to provide services not available in-house (e.g. printing, graphic design, layout, artwork, media buying, etc.) specify who will be providing those services, their hourly rates, fees or other charges and if there is any mark-up to those costs by your firm (specify the amount/percentage of any such mark-up).
4. Identify all other non-personnel costs, such as travel, per diem, long distance telephone, copying, fax, courier service, etc. that you may bill for under a contract with DURA.

Each month, selected Proposer(s) shall furnish to DURA a statement of work performed for compensation for each task, as described in the Scope of Services or as otherwise agreed to, completed during the preceding month. The monthly statement shall specify each task, the services performed in association with the task, the number of hours expended for completing all services, the hourly rate for each service, the variation between this rate and the monthly retainer (as applicable), and the total amount due for the month. Such statement shall also include a detailed record of the month's actual reimbursable expenditures associated with the task.

- E. SMALL BUSINESS ENTERPRISES – Additional consideration will be made of responsive proposals certified through; (i) the City of Denver Mayor's Office of Workforce Development, (ii) State of Colorado or Federal government, (iii) another

public entity approved by DURA, or (iv) firms or entities determined by DURA to be qualified as an Small Business Enterprise (SBE).

2.5 PROPOSAL ORDER OF SUBMISSION

1. Proposal Title Page
2. Pre-requisite Qualification and Qualifications & Experience of Firm & Staff
3. Demonstrated Experience and Performance
4. Project Approach
5. Cost Information
6. SBE Certification (if applicable)

Odwyerpr.com

Attachment A:

PROPOSAL TITLE PAGE

Branding, Marketing and Public Relations Services

Legal Name of Proposing Entity	
Owner/Director of Entity	
Title	
Mailing Address	
Physical Address (if different than mailing)	
Telephone Number	
Fax Number	
E-mail Address	
Website URL	
Contract Signatory Authority & Title	
Federal Tax ID Number	
Small Business Enterprise? If "yes", attach copy of current certification	
Legal/Tax Status of Organization	

Authorized Signature

Date