



**DEPARTMENT OF HEALTH SERVICES**

**REQUEST FOR SERVICES (RFS)**

**FOR**

**COVID-19 COMMUNICATIONS AND MARKETING  
SERVICES**

**RFS No. PATSMA-DPH-014**

**April 2021**

**Prepared By  
Contracts and Grants Division**

---

**REQUEST FOR SERVICES (RFS)  
FOR COVID-19 COMMUNICATIONS AND MARKETING SERVICES  
TABLE OF CONTENTS**

<u>SECTION</u>	<u>PAGE</u>
1.0 REQUEST FOR SERVICES TIMELINE .....	1
2.0 INTRODUCTION .....	1
3.0 SCOPE OF SERVICES .....	3
4.0 MINIMUM QUALIFICATIONS .....	11
5.0 WORK ORDER TERM .....	12
6.0 SPECIFIC PROVISIONS.....	12
7.0 CONTACT WITH COUNTY PERSONNEL.....	13
8.0 VENDOR’S QUESTIONS.....	13
9.0 SOLICITATION REQUIREMENTS REVIEW .....	13
10.0 SUBMISSION INSTRUCTIONS .....	14
11.0 TRUTH AND ACCURACY OF REPRESENTATIONS.....	14
12.0 VENDOR’S RESPONSE.....	14
13.0 REVIEW AND SELECTION PROCESS.....	21
14.0 APPEAL RIGHTS .....	24
15.0 WORK ORDER AWARD .....	25
16.0 NOTICE TO VENDORS REGARDING THE PUBLIC RECORDS ACT.....	25
17.0 COUNTY RIGHTS AND RESPONSIBILITIES .....	26

**ATTACHMENTS**

ATTACHMENT A: Los Angeles County Threshold Languages

ATTACHMENT B: Transmittal Form to Request a Solicitation Requirements Review

ATTACHMENT C: Budget

ATTACHMENT D: Project References

# REQUEST FOR SERVICES FOR COVID-19 COMMUNICATIONS AND MARKETING SERVICES

## 1.0 REQUEST FOR SERVICES TIMELINE

**County Department:** Department of Public Health (DPH)

**Request for Services (RFS) Number:** PATSMA-DPH-014

**Release Date:** April 19, 2021

**Written Questions Due Date:** April 21, 2021 by 11:00 a.m. PDT

**Solicitation Requirements Review:** April 21, 2021 by 11:00 a.m. PDT

**Response Due Date and Time:** May 5, 2021 by 11:00 a.m. PDT

---

## 2.0 INTRODUCTION

The County of Los Angeles (County) Board of Supervisors and the Department of Public Health (Public Health) have proclaimed a local health emergency to assist with the County's effective response to the public health threat posed by the novel coronavirus. This virus causes the illness COVID-19, which can cause mild illness for some and be more severe for people with underlying conditions or compromised immune systems. The virus can be transmitted easily among people in close contact with each other and while three different COVID-19 vaccines have now been approved for use, limited vaccine supplies mean vaccines are not yet readily available to all residents. This context requires an effective public health response that includes communicating quickly and effectively to a diverse group of partners and the public.

In its COVID-19 response, Public Health must effectively communicate public health orders, guidelines, and services to every County resident, regardless of their socio-economic status, zip code of residence, preferred language, age, gender identity, sexual orientation, or racial or ethnic background. Communications and marketing services are required to develop and implement a comprehensive communications campaign that is informed by research and community input; reflective of cultural, linguistic, and literacy-related preferences; and may involve, where appropriate, existing tactics and tools. This campaign also includes content placement of new and existing COVID-19 related media and public education campaigns for Los Angeles County (LAC) residents and workforce members; creating and producing engaging campaign educational materials; writing website and social media content to support response initiatives; coordinating marketing

partnerships to promote awareness of information regarding COVID-19 and resources developed by Public Health; and providing media support for additional activities as described herein.

DHS and Public Health are seeking to enter into a Work Order(s) with one or more qualified firms (Vendors) who can provide a full range of communications and marketing services for the following categories:

**Category 1 - Strategic Communications:** The Vendor will develop a strategic communications and marketing plan and perform tasks necessary to enhance and directly support the Departments' public relations and other core communications related tools, day-to-day activities, and emerging needs, before, during, and after a media crisis and/or

**Category 2 - Community Awareness and Engagement Campaigns:** The Vendor will deliver a culturally, linguistically, and literacy appropriate community awareness, education, and engagement campaign through a coordinated network of traditional and ethnic media partners, on-the-ground service providers such as Departmental staff, other County entities, contracted community based partners, and other trusted community partners, around health disparities including but not limited to COVID-19.

Vendors interested in this RFS, who do not have an executed Professional and Technical Services Master Agreement (PAT SMA), must also respond to and be awarded a PAT SMA through the Request for Qualifications (RFQ) for a PAT SMA available on the DHS Contracts and Grants Portal at <http://dhs.lacounty.gov/wps/portal/dhs/cg/>. All Vendors must have an executed PAT SMA prior to award of a Work Order.

## **BACKGROUND**

### **Category 1 - Strategic Communications**

The Vendor under Category 1 shall work under the direction of the Public Health's Office of Communications and Public Affairs (OCPA) to effectively communicate Public Health's mission ("To advance the conditions that support optimal health and well-being for all Los Angeles residents."), priorities, and successes to the media and other communications stakeholders on a variety of issues and initiatives, thereby enhancing public understanding of the department and strengthening Public Health's reputation as a respected public health leader. Public Health OCPA has the oversight and responsibility of reporting and responding to events that impact County residents and the general public. OCPA's work is accomplished in partnership and collaboration with community organizations, medical and public health professional associations, and government partners. Part of OCPA's responsibilities are to strengthen Public Health's position through high-impact responsive marketing and communications

and implement an effective media strategy rooted in community-based collaborations.

## **Category 2 - Community Awareness and Engagement Campaigns**

The Vendor under Category 2 will work with various departments and function as a Program Manager responsible for convening, coordinating, and expanding the capacity of entities responsible for communicating and engaging countywide audiences particularly communities highly impacted by health outcomes including but not limited to COVID-19. The Vendor shall have the capacity and be responsible for the following goals:

Goal 1: Coordinate messages and activities across multiple communications

Goal 2: Produce and place culturally responsive assets in community preferred channels

Goal 3: Identify and engage trusted community partners and audiences to advise, promote and support public health communication campaigns

### **3.0 SCOPE OF SERVICES**

The Vendor shall have an office in Los Angeles County or surrounding area and provide the following:

#### **3.1 Category 1 - Strategic Communications**

The services for Category 1 involve both development and implementation of an overall strategic communications plan and assistance in planning and messaging issues as they arise on an ongoing basis. The Vendor will be responsible for the development of a targeted marketing strategy, analyzing and determining threats, strategic communication plans, message development and implementation of communication services (via branding, media relations, digital and social media presence, and events and crisis communications) that includes, but are not limited to the following:

3.1.1 Analyzing and evaluating existing and anticipated media and public relations issues facing Public Health and provide a clear statement of Public Health's current strengths, weaknesses and reputation.

3.1.2 Developing a roadmap of actions that will ensure Public Health establishes itself as a respected public health leader among its peers and in the community; and mapping responsibilities of all parties involved; and facilitate actions to achieve these objectives.

3.1.3 Providing data measurements to quantify how the overall strategic communications plan, marketing plan, and associated investment (both in time and money) produce quantifiable results which are to increase awareness, sharing, adherence, and utilization of public

health guidelines and services and recognition of Public Health as a public health leader among its peers and in communities.

- 3.1.4 Providing crisis communications services that shall, include but not be limited to:
  - 3.1.4.1 Completing an assessment of the crisis event and related issues.
  - 3.1.4.2 Providing specific recommendations to ensure a standardized approach to the crisis with clear and consistent messages.
  - 3.1.4.3 Providing assistance and handling of inquiries from reporters.
  - 3.1.4.4 Key messages and triage with legal clearance from County.
  - 3.1.4.5 Advising on prioritizing key audiences for after story communications.
  - 3.1.4.6 Internal and external suggested strategies for reaching those audiences targeted by story.
  - 3.1.4.7 A communications protocol to ensure the right people are available for decision-making and implementation of plans.
- 3.1.5 Examining and developing branding and messaging strategies that ensure that Public Health effectively informs and promotes visibility of community collaboration to achieve shared goals around health and well-being.
- 3.1.6 Developing and implementing a social media program to monitor, track, and report on public comments and perception of Public Health's system wide services and public health messaging.
- 3.1.7 Creating social media messaging, including infographics, video, proactively advancing key messages in multiple languages.
- 3.1.8 Convening multi-lingual ethnic media briefings to ensure Public Health messaging is reaching the County's ethnically and linguistically diverse communities.

- 3.1.9 Conducting outreach and engagement on various platforms, coordinating messaging, and developing, translating, and printing collateral.
- 3.1.10 Disseminating information to the public in various languages and across multiple digital and non-digital platforms and tracking any information received by the public.
- 3.1.11 Drafting and reviewing press releases, newsletters, statements, communications, presentations, talking points, and guidance documents, that will be reviewed and approved by Public Health prior to dissemination to the public.
- 3.1.12 Maintaining regular oral and written communications with Public Health concerning media and public relations issues.
- 3.1.13 Assisting in other media and public relations issues, as requested.
- 3.1.14 Convening and/or participating in meetings with internal and external communications stakeholders.
- 3.1.15 Identifying and conducting training for departmental spokespeople and other key partners.

### **3.2 Category 2 - Community Awareness and Engagement Campaigns**

The Vendor for Category 2 requires a unique combination of skills and services and must demonstrate a record of multi-lingual, multi-cultural competence in public messaging, campaigns and engagement, as well as strong creative, multilingual production and content skills, crisis communications and media relations expertise and exceptional project management and administrative skills. Expertise in tailored communications strategies driving multicultural and multilingual communities to action is key. Provide overall Program Management for the project including but not limited to:

- 3.2.1 Co-creating a clearly delineated reporting structure, measures of successful collaboration, roles, and responsibilities (i.e., communications firm, County departments and its partners), and schedule regular meetings.
- 3.2.2 Developing and updating a media engagement plan to ensure consistency in messaging across the various groups' communications, and to avoid duplication. The plan would include but not be limited to evaluation of channel-specific strategies and placement of content through preferred dissemination channels.

Analysis, evaluation, and presentation of results will be required to inform best practices and next steps. As well as an audit of current content, and requirements for language translations and cultural competencies for internal (County departments) and external (County partners).

- 3.2.3 Co-creating in-language, culturally responsive content informed by County partners' input, communications research and best practices; developing and beta-testing appropriate content in at minimum, 13 threshold languages; and continuously updating plan with community input and recommendations. Content may include: branded pitches, advertorial artwork and copy, social media content including graphics, motion graphics, video, photography, post production, media relations, and media training.
- 3.2.4 Convening weekly/biweekly coordination meetings to identify complementary efforts and to plan, implement, and evaluate communication and engagement activities. Activities include but not limited to engaging and soliciting input directly from community representatives that are from targeted population; identifying communities that need specific communications/community engagement strategies; and work with County and its partners to determine compensation plan (grants, stipends).
- 3.2.5 Developing and facilitating communication and information sharing among County and its partners for specific communities and their community leaders to inform culturally-specific messages, messengers, and dissemination strategies.
- 3.2.6 Developing PowerPoint presentations and talking points for press events, media interviews, or public facing community meetings with anticipated press attendance.
- 3.2.7 Conducting training and technical assistance to prepare County staff and its partners with the knowledge and skills needed for their current communications/engagement role including but not limited to the following:
  - 3.2.7.1 Capacity-building to increase base-level understanding of equitable communications work (e.g., equity, asset-based, action-oriented, cultural, linguistic, and literacy level appropriateness).
  - 3.2.7.2 Coordinate with County Subject Matter Experts to ensure County staff and its partners have the information and tools needed to perform their

communications/engagement work competently and confidently.

- 3.2.8 Reporting on data analytics for all elements of campaigns to County departments and its partners, funders, elected officials, and the public. Ensure appropriate data collection and analysis is conducted for all aspects of the campaigns (e.g., summary of Key Performance Indicators (KPIs) for paid media, including but not limited to impressions, click rate, click-through rate, cost per click, cost per conversion, daily effective circulation, hashtag metrics, radio frequency, radio reach).
- 3.2.9 Implementing activities that support other County departments responsible for key health-related responses, including but not limited to COVID-19 (e.g., Chief Executive Office (CEO), Board of Supervisors, DHS), as needed.
- 3.2.10 Identifying messaging needs and identifying gaps. The Vendor shall use a process developed by collaborating with County partners to seek consultation and co-develop/co-revise materials. The Vendor shall also conduct formative research to inform the campaign (e.g., online surveys, focus groups, listening sessions), as needed.
- 3.2.11 Developing communications/marketing materials and revising culturally, linguistically, and inclusive content and materials with County partners and impacted residents that will be reviewed and approved by the County before dissemination to the public. The materials shall clarify procedures (e.g., use of plain language, and images) to help County partners tailor communications to local/geographic/audience-specific needs and any existing outreach or testing. Ensure content promotes and protects privacy and confidentiality and is both action-oriented and shareable within spheres of influence. Provide various types of materials during any health outcomes (e.g., COVID-19), which shall include but is not limited to the following types of information:
- General COVID-19 messages (i.e, symptoms, infection prevention and control basics, vaccination).
  - Availability of and linkages to free COVID-19 resources (testing, housing, food, vaccination), regardless of immigration, insurance status or ability to pay.
  - Information hubs related to resources (e.g., hotlines and websites).

- Content that address barriers to COVID-19 prevention practices and resource, such as the public’s lack of understanding of, or comfort with, contact tracing, vaccines and institutional mistrust.

3.2.12 Launching a multilingual campaign in partnership with the County and its partners, media, and philanthropy that aligns messaging with coordinated “on the ground” outreach and engagement. Ensuring appropriate placement of content through County partners and media.

3.2.12.1 Identify and coordinate essential media buys and placements that align with prioritized communities and engagement.

3.2.12.2 Campaign elements may include but are not limited to the following:

- Public transportation benches, billboards, inside Los Angeles transportation stops, local community serving businesses
- Digital YouTube ads, Facebook ads, IG, etc.
- Mailers
- Phone/Text trees / Text banks / Phone banking opportunities

3.2.13 Improving current websites to facilitate better access of translated materials and maintaining pre-existing public facing websites (e.g., [www.covid19.lacounty.gov](http://www.covid19.lacounty.gov)). The Vendor shall establish a central, organized place for partners to access multilingual resources and current and accurate information to be shared and track and report on key analytics.

3.2.14 Developing and implementing a targeted paid and earned media Outreach Plan to educate reporters and editors and encourage coverage that reaches readers and viewers across sectors and communities.

3.2.15 Conducting outreach and education aimed at supporting a geographic or community specific population and carrying out activities that coordinate efforts among County partners, including but not limited to:

- Create or engage an existing team to monitor outreach to the community; seek strategic guidance from County and/or its partners on key deliverables (e.g., scopes or work, communications).
- Identify teams and leaders from among County partners.
- Facilitate collaborating with other local community partners to disseminate messages, information, resources including training curriculum.
- Collaborate with County partners for curriculum content/tool development
- Capture and document practices for further evaluation and use.

3.2.16 Conducting extensive outreach to non-English and ethnic media and hyperlocal media outlets to educate reporters and editors and encourage coverage that reaches readers and viewers in highly impacted communities, including but not limited to:

- Develop and implement an outreach plan for ethnic media outlets.
- Plan and implement media briefings.
- Develop and implement a targeted paid media outreach plans with strategic media buys for the LAC region.
- Disseminate messaging through some or all of the following channels:
  - a) Print
  - b) Social Media
  - c) Television
  - d) Narrative Videos (multiple languages)
  - e) Radio
  - f) Internet
  - g) Transit Mode/Shelter Advertising (especially along bus/train routes in and around highly impacted communities)
  - h) Text Message and email Engagement

3.2.17 Designing and developing a comprehensive shareable toolkit using County determined areas of focus, including but not limited to

COVID-19 and other health disparities. The toolkit should include the following elements with a focus on easy downloads and shareability for County and stakeholder websites and social media:

- Short intro video and tip sheet summarizing how to use the Toolkit.
- Updated data and statistics graphics.
- Video files that users can download and share.
- Narrative videos and testimonial/success stories.
- List of relevant hashtags to include in social media posts.
- Photos for distribution with the campaign's logo/branding incorporated in a small logo or watermark.
- Information on how to get wrap-around services through navigation networks such as 211 (<https://www.211la.org/>) and One Degree (<https://www.1degree.org>).
- High resolution logos.
- Website/Newsletter/Blog post ideas and templates
- Graphics to use on social media (profile images, cover photos).
- Sample outreach email templates.
- Branded FAQs about LAC, Health Disparities, COVID- 19, or other diseases.
- Sample pre-written tweets, Facebook posts, LinkedIn posts, etc.

3.2.18 Ensuring availability of infrastructure that facilitates access and coordinated dissemination of culturally responsive assets that includes but is not limited to the following:

3.2.18.1 Develop website/portal for public consumption, with materials and assets to download and use (e.g., <https://thesocialpresskit.com/>).

- 3.2.18.2 Share standard information at designated sites and points of service (e.g., testing sites, vaccinations, access to healthcare, access to supportive resources regardless of immigration status).
- 3.2.18.3 Develop a process for securing in-language assistance, including translation of materials, and the provision of professionally trained interpreters for meetings, appointments, and videos.
- 3.2.18.4 Ensure virtual presentations/town halls and other community events are available in multiple languages and physical abilities.

#### 4.0 MINIMUM REQUIREMENTS

Interested Vendors that can demonstrate their ability to provide the services in RFS, Section 3.0 - Scope of Services, are encouraged to respond to this solicitation, provided they meet the following minimum qualifications:

- 4.1 A) Vendor must have a current status as a PATSMA contractor.

**OR**

- B) Vendors that do not have current status as a PATSMA contractor may respond to this RFS if they submit a Response to DHS' RFQ for PATSMA and are issued a PATSMA. Vendors must respond to BOTH the RFQ and this RFS by May 5, 2021. The RFQ can be found at: <http://dhs.lacounty.gov/wps/portal/dhs/cg/>.
- 4.2 The Vendor or the Vendor's principal (i.e. President, Vice President, Chief Executive Officer CEO, or Director) must have seven (7) years of experience in the last seven (7) years providing communications and marketing services.
- 4.3 **(This requirement only applies to Vendors that have had a County contract reviewed by the County's Department of the Auditor-Controller within the last 10 years).** Vendor does not have unresolved questioned costs identified by the Department of the Auditor-Controller, in an amount over \$100,000, that are confirmed to be disallowed costs by the contracting County department, and remain unpaid for six months or more from the date of disallowance, unless such disallowed costs are the subject of current good faith negotiations to resolve the disallowed costs, in the opinion of the County.
- 4.4 **Category Specific Requirements:** The Vendor must meet both requirements below if they are submitting a response for Categories 1 and

2. If you are only applying for one of the two Categories your agency only needs to meet the requirement in which they are submitting a response.

A) **For Category 1 - Strategic Communications:** The Vendor or the Vendor’s principal (i.e. President, Vice President, Chief Executive Officer CEO, or Director) must have completed at least two (2) crisis communications and marketing services in a health education or population health related environment (e.g., health foundations, health advocacy organizations, health professional associations) within the last five (5) years.

**AND/OR**

B) **For Category 2 - Community Awareness and Engagement Campaigns:** The Vendor or the Vendor’s principal (i.e. President, Vice President, Chief Executive Officer CEO, or Director) must have completed at least two (2) culturally, linguistically, and literacy appropriate community awareness and engagement campaigns for a network of coordinated community-based organizations in the LAC region within the last five (5) years.

**5.0 WORK ORDER TERM**

The Work Order Term for Category 1 is anticipated to be one (1) year, with an option to extend for up to two (2) one (1) year periods at the County’s sole discretion.

The Work Order Term for Category 2 is anticipated to be one (1) year, with an option to extend for up to two (2) one (1) year periods at the County’s sole discretion.

The County reserves the right to extend the term of the resultant Work Order(s), at its sole discretion, to allow the selected Vendor additional time to complete and provide all deliverables, at no additional cost to the County.

**6.0 SPECIFIC PROVISIONS**

The table below indicates whether additional provisions and/or Exhibits will be required.

Yes	No	Specific Provisions/Exhibits
	X	Business Associate Agreement
	X	Information Security Requirements
	X	Additional Insurance Requirements

## **7.0 CONTACT WITH COUNTY PERSONNEL**

All communication regarding this solicitation or any matter relating thereto must be in writing and e-mailed to the following:

PATSMA Administrator  
E-mail address: [PATSMA@dhs.lacounty.gov](mailto:PATSMA@dhs.lacounty.gov)

If it is discovered that a Vendor contacted and received information from any County personnel, other than the contact specified above, regarding this solicitation, County, in its sole determination, may disqualify their response from further consideration.

## **8.0 VENDOR'S QUESTIONS**

- 8.1 Vendors may submit written questions regarding this solicitation to the e-mail address identified in Section 7.0 - Contact with County Personnel. All questions submitted will be compiled, without identifying the submitting Vendor and, along with the appropriate answers, will be issued as an addendum to the RFS and made available on the DHS Contracts and Grants Portal at: <http://dhs.lacounty.gov/wps/portal/dhs/cg/> and Public Health Contracts and Grants Portal at: [LA County Public Health - Contracts and Grants](#).
- 8.2 When submitting questions, identify the Solicitation title and number in the subject line. The body of the e-mail should indicate the Solicitation section number and page number and quote the language that prompted the question. The County reserves the right to group similar questions when providing answers. Any questions regarding the Solicitation process after the initial due date and time may be submitted to the contact listed in Section 7.0 Contact with County Personnel.

## **9.0 SOLICITATION REQUIREMENTS REVIEW**

Any person or entity may seek a Solicitation Requirements Review by submitting Attachment B - Transmittal Form to Request a Solicitation Requirements Review to the Department conducting the solicitation as described in this Section. A request for a Solicitation Requirements Review may be denied, in the Department's sole discretion, if the request does not satisfy all of the following criteria:

1. The request is made within the time frame identified in the solicitation document;
2. The request includes documentation (e.g., letterhead, business card, etc.), which identifies the underlying authority of the person or entity to submit a Response;

3. The request itemizes in appropriate detail, each matter contested and factual reasons for the requested review; and
4. The request asserts that either:
  - a. application of the minimum qualifications, review criteria and/or business requirements unfairly disadvantages the person or entity; or
  - b. due to unclear instructions, the process may result in the County not receiving the best possible responses from prospective Vendors.

Requests for a Solicitation Requirements Review not satisfying all of these criteria may, in the Department's sole discretion, be denied. The Solicitation Requirements Review shall be completed, and the Department's determination shall be provided to the requesting person or entity, in writing, within a reasonable time prior to the Response due date.

## **10.0 SUBMISSION INSTRUCTIONS**

The Vendor shall email Response to the e-mail address listed in Section 7.0 - Contact with County Personnel, by the Response Due Date indicated on page 1 of this solicitation. It is the sole responsibility of the submitting Vendor to ensure that its solicitation Response is received before the submission deadline.

## **11.0 TRUTH AND ACCURACY OF REPRESENTATIONS**

False, misleading, incomplete, or deceptively unresponsive statements in connection with any Response shall be sufficient cause for rejection of the Response. The review and determination in this area shall be at the sole judgment of the Director of Health Services or Public Health and his/her judgment shall be final. A Vendor who is disqualified pursuant to this Section 11.0 may be debarred from working with the County.

## **12.0 VENDOR'S RESPONSE**

The Response to this RFS shall include one or both categories and shall contain the following content for the applicable category and prepared in the following sequence:

### **12.1 Category 1 – Strategic Communications**

#### **12.1.1 Cover Letter**

Cover Letter on Vendor's letterhead. The letter shall be a maximum of **one page** in length and must include:

- RFS title and number, indicated in Section 1.0 - RFS Timeline.

- Category 1 – Strategic Communications
- Vendor’s legal name and address.
- Name, address, telephone number, and e-mail address of the person authorized to make representations for the Vendor.

### **12.1.2 Table of Contents**

The Table of Contents must be a comprehensive listing of materials included in the RFS. This section must include a clear definition of the material identified by sequential page numbers and by section reference numbers.

### **12.1.3 Vendor’s Minimum Requirements and Experience**

12.1.3.1 Provide a narrative that demonstrates how your firm or organization meets the minimum requirements in RFS, Section 4.0 - Minimum Requirements, including a description of all relevant project(s) and background information, with project(s) start and end dates (month and year) and locations.

12.1.3.2 Provide an overview of your firm’s background, experience and other qualifications to provide communications and marketing services in a health education or population health related environment. Ensure your response includes a description of the projects and any experience working with County departments, non-profit organizations, or other public sector organizations.

### **12.1.4 Vendor’s Staffing Plan**

Provide an organizational chart/list, description, and resumes of key personnel that will be responsible for the delivery of services and their roles. Include relevant personnel experience, professional certifications/licenses, education, training, special skills and other abilities to successfully perform the required services, as described in RFS, Section 3.1 Category 1 – Strategic Communications.

### **12.1.5 Vendor’s Approach and Methodology**

Provide a detailed description of your approach and methodology to provide the communication for DPH as described in Section 3.1 Category 1 – Strategic Communications. Ensure your response includes a plan with timelines, a detailed explanation for accomplishing the specific work and deliverables. The response shall include information that will provide Public Health with a clear

understanding that your agency has the ability to meet or exceed the services requested in this RFS, at a minimum, describe how your agency will provide the following:

- 12.1.5.1 Analyze and evaluate existing and anticipated media and public relations issues facing Public Health and provide a clear statement of Public Health's current strengths, weaknesses and reputation.
- 12.1.5.2 Develop a roadmap of actions that will ensure Public Health establishes itself as a respected public health leader among its peers and in the community; and map responsibilities of all parties involved and facilitate actions to achieve these objectives.
- 12.1.5.3 Provide data measurements to quantify how the marketing plan and associated investment (both in time and money) produce real business results which include, but may not be limited to: increases vaccine uptake in hardest hit communities; increases in social media indicators (e.g., impressions, growth rate, etc.), and; increases in partner engagement.
- 12.1.5.4 Examine and enhance Public Health branding to inform and promote visibility and positive profile for the community.
- 12.1.5.5 Develop and implement a social media program to monitor, track, and report on public comments and perception of the Public Health's system wide services and public health messaging.
- 12.1.5.6 Create social media messaging, including infographics, video, proactively advancing key messages.
- 12.1.5.7 Convene multi-lingual media briefings to ensure Public Health messaging is reaching the County's ethnically and linguistically diverse communities.
- 12.1.5.8 Conduct outreach and engagement on various platforms, coordinating messaging, and developing and printing of collateral.
- 12.1.5.9 Disseminate information to the public and tracking any information received by the public.

12.1.5.10 Draft and review press releases, newsletters, statements, communications, presentation, talking points, and guidance documents, as directed by Public Health.

12.1.5.11 Implement strategies that support the County in developing and maintaining a consistent level of public communication with the goal of maintaining trust, public awareness and understanding of these deliverables.

Reference to or repetition of the requirements from this RFS does not constitute a “good understanding.” Complete, yet concise, supplementary strategies, procedures, methods, explanations, and descriptions are also required to make possible the County’s review as to the Vendor’s understanding.

### **12.1.6 Vendor’s Budget**

12.6.1 Complete Attachment C – Budget, to support your funding as described in RFS, Section 3.1 Category 1 – Strategic Communications. The County reserves the right to negotiate on pricing.

12.6.2 Provide a one-year budget narrative detailing expenses to support your response to Attachment C – Budget.

### **12.1.7 Vendor’s References**

Provide two (2) references for projects that were provided in RFS, Section 12.1.3.1 - Vendor’s Minimum Qualifications, by completing Attachment D – Project References.

It is the Vendors’ sole responsibility to ensure that the reference contact name, phone number, and e-mail address are accurate and that all fields identified on Attachment D - Project References are completed.

County may disqualify a Vendor if:

- Reference fails to substantiate that the Vendor, as an entity, provided the services; or
- Reference fails to substantiate the Vendor’s description of the services provided; or
- Reference fails to support that the Vendor has a continuing pattern of providing capable, productive and skilled personnel; or

- County is unable to reach the point of contact with reasonable effort. It is the Vendor's responsibility to inform the references' point of contact of County's normal working hours - Monday through Friday, 8 a.m. – 5 p.m. local time.

## **12.2 Category 2 – Community Awareness and Engagement Campaigns**

### **12.2.1 Cover Letter**

Cover Letter on Vendor's letterhead. The letter shall be a maximum of **one page** in length and must include:

- RFS title and number, indicated in Section 1.0 - RFS Timeline.
- Category 2 - Community Awareness and Engagement Campaigns
- Vendor's legal name and address.
- Name, address, telephone number, and e-mail address of the person authorized to make representations for the Vendor.

### **12.2.2 Table of Contents**

The Table of Contents must be a comprehensive listing of materials included in the RFS. This section must include a clear definition of the material identified by sequential page numbers and by section reference numbers.

### **12.2.3 Vendor's Minimum Requirements and Experience**

12.2.3.1 Provide a narrative that demonstrates how your firm or organization meets the minimum requirements in RFS, Section 4.0 - Minimum Requirements, including a description of all relevant project(s) and background information, with project(s) start and end dates (month and year) and locations.

12.2.3.2 Provide an overview of your firm's background, experience and other qualifications to provide culturally, linguistically and literacy appropriate community awareness and engagement campaign. Ensure your response includes a description of the projects and any experience working with County departments, non-profit organizations, or other public sector organizations. Include all the languages that your firm can develop campaigns in.

12.2.3.2.1 Describe your experience conducting training and technical assistance to prepare individuals with knowledge and skills needed for their

current communications/engagement role and future employment. Include organization name(s), dates of services, and types of training in your response.

- 12.2.3.2.2 Provide a sample of a culturally, linguistically, and literacy appropriate community awareness and engagement campaign that your firm has completed in Spanish **and** an Asian language.

#### **12.2.4 Vendor's Staffing Plan**

Provide an organizational chart/list, description, and resumes of key personnel that will be responsible for the delivery of services and their roles. Include relevant personnel experience, professional certifications/licenses, education, training, special skills and other abilities to successfully perform the required services, as described in RFS, Section 3.1 Category 2 – Community Awareness and Engagement Campaigns.

#### **12.2.5 Vendor's Approach and Methodology**

Provide a detailed description of your approach and methodology to provide the communication and marking services for Public Health as described in RFS, Section 3.2 Category 2 –Community Awareness and Engagement Campaigns. Ensure your response includes a plan with timelines, a detailed explanation for accomplishing the specific work and deliverables. The response shall include information that will provide Public Health with a clear understanding that your agency has the ability to meet or exceed the services requested in this RFS, at a minimum, describe how your agency will provide the following:

- 12.2.5.1 Coordinate messages and activities across multiple communications.
- 12.2.5.2 Product and place culturally responsive assets in community preferred channels.
- 12.2.5.3 Identify and engage trusted partners and audience.
- 12.2.5.4 Co-create a reporting structure and comprehensive strategic communications plan.
- 12.2.5.5 Coordinate development, processes and training of County departments and its partners on shared

messaging strategies and distribution of tools to standardize practice.

- 12.2.5.6 Develop and facilitate communication and information sharing among County and its partners for specific communities and their community leaders to inform culturally-specific messages, messengers, and dissemination strategies.
- 12.2.5.7 Report on data analytics for all elements of the campaigns to the County departments and its partners, funders, elected officials, and the public ensuring appropriate data collection and analysis is conducted.
- 12.2.5.8 Identify messaging needs and identify gaps.
- 12.2.5.9 Develop communications/marketing materials that are culturally, linguistically, and inclusive content.
- 12.2.5.10 Launch a multilingual campaign in partnership with the County and its partners, media, and philanthropy that aligns messaging with coordinate “on the ground” outreach and engagement.
- 12.2.5.11 Develop and implement a targeted Earned Media Outreach Plan to educate reporters and editors and encourage coverage that reaches readers and viewers across.
- 12.2.5.12 Conduct outreach and education aimed at supporting a geographic or community specific population and carry out activities that coordinate efforts amount County partners.
- 12.2.5.13 Conduct extensive ethic media outreach to non-English media and hyperlocal media outlets to educate reporters and editors and encourage coverage that reaches readers and viewers in highly impacted communities.
- 12.2.5.14 Design and develop a comprehensive shareable toolkit using County determined areas of focus, including but not limited to COVID-19 and other health disparities.
- 12.2.5.15 Ensure availability of infrastructure that facilities access and coordinated dissemination of culturally responsive assets.

Reference to or repetition of the requirements from this RFS does not constitute a “good understanding.” Complete, yet concise, supplementary strategies, procedures, methods, explanations, and descriptions are also required to make possible the County’s review as to the Vendor’s understanding.

### **12.2.6 Vendor’s Budget**

12.2.6.1 Complete Attachment C – Budget, to support your funding as described in RFS, Section 3.2 Category 2 – Community Awareness and Engagement Campaigns. The County reserves the right to negotiate on pricing.

12.2.6.2 Provide a one-year budget narrative detailing expenses to support your response to Attachment C – Budget.

### **12.2.7 Vendor’s References**

Provide two (2) references for projects that were provided in RFS, Section 12.2.3.1 - Vendor’s Minimum Qualifications, by completing Attachment D – Project References.

It is the Vendors’ sole responsibility to ensure that the reference contact name, phone number, and e-mail address are accurate and that all fields identified on Attachment D - Project References are completed.

County may disqualify a Vendor if:

- Reference fails to substantiate that the Vendor, as an entity, provided the services; or
- Reference fails to substantiate the Vendor’s description of the services provided; or
- Reference fails to support that the Vendor has a continuing pattern of providing capable, productive and skilled personnel; or
- County is unable to reach the point of contact with reasonable effort. It is the Vendor’s responsibility to inform the references’ point of contact of County’s normal working hours- Monday through Friday, 8 a.m. – 5 p.m. local time.

## **13.0 REVIEW AND SELECTION PROCESS**

The County reserves the sole right to exercise its discretionary judgment concerning the selection and review of the contents of the Responses submitted

pursuant to this RFS and to determine which Respondent best serves the interests of the County.

As a result of this RFS, the County may:

- 1) Request further information, documents, presentations, and/or conference call or in-person interviews substantiating Vendors' qualifications, experience, and readiness to provide the services described in the RFS;
- 2) Enter into contract negotiations based on Vendor's submission; and/or
- 3) Take no further action at this time on this matter.

### **13.1 Response Selection Process**

The selection process will begin with receipt of the Response. Review of the Responses will be conducted in two phases. Phase One will be conducted by the Public Health Contracts and Grants, and Phase Two will be conducted by a Review Committee selected by the County. The Review Committee will conduct a comparative review of all Responses based on the criteria listed below and select the top-ranked Vendor for each Category.

#### **13.1.1 Phase One - (Pass/Fail)**

##### **A. Adherence to the Minimum Qualifications**

During Phase One, a pass/fail review will be made of the Responses to determine compliance with the Vendor's Minimum Requirements as indicated in Section 12.1.3 or Section 12.2.3 of this RFS. Failure of the Vendor to comply and demonstrate that it meets the Minimum Qualifications may result in its Response being disqualified without further review and consideration in the County's sole discretion. The pass/fail criteria are:

- Response was received by the Response Due Date and Time.
- Vendor meets the Minimum Qualifications as set forth in RFS, Section 4.0, in accordance to the Category in which they are submitting a response.

##### **B. Verification Process**

A review will be conducted of the Vendor's business status by checking with all applicable databases and the

reference submitted in Attachment D – Project Reference. The review may include, but not be limited to, databases available with the California Secretary of State – Business Programs; California State’s Suspended and Ineligible Provider List for Medi-Cal, Federal Debarment List, Federal System for Award Management, and if applicable, a review of the Auditor Controller’s Intranet website and Contractor Alert Reporting Database reflecting past performance history on County contracts.

### **13.2.1 Phase Two – Review of Written Material (100%)**

- The Vendor will be reviewed on the appropriateness and suitability of its response to Section 12.1.4 or Section 12.2.4 – Vendor’s Staffing Plan, to determine if the Vendor has staff with the appropriate credentials and experience.
- The Vendor will be reviewed on the appropriateness and suitability of its response to Section 12.1.5 or 12.2.5 – Vendor’s Approach and Methodology, to ensure the Vendor has a good understanding of the project scope and deliverables, and the appropriateness of the proposed strategies, procedures and techniques to be used.
- A review will be conducted on the appropriateness of the Vendor’s response to Section 12.1.6 or 12.2.6 – Vendor’s Budget.

### **13.2.2 Disqualification Review**

A Response may be disqualified from consideration because the Department determined, in its discretion, that it was non-responsive at any time during the review process. If the Department determines that a Response is disqualified due to non-responsiveness, the Department shall notify the Vendor in writing.

Upon receipt of the written determination of non-responsiveness, the Vendor may submit a written request for a Disqualification Review within the timeframe specified in the written determination.

A request for a Disqualification Review may, in the Department's sole discretion, be denied if the request does not satisfy all of the following criteria:

1. The request for a Disqualification Review is submitted within the timeframe specified in the disqualification documents; and

2. The request for a Disqualification Review asserts that the Department's disqualification of the Response was erroneous (e.g. factual errors, etc.) and provides factual support on each ground asserted as well as copies of all documents and other material that support the assertions.

Requests for Disqualification Review not satisfying all these criteria may, in the Department's sole discretion, be denied. The Disqualification Review shall be completed, and the determination shall be provided to the requesting Vendor, in writing, prior to the conclusion of the selection process.

## **14.0 APPEAL RIGHTS**

### **14.1 Debriefing Process**

14.1.1 Upon completion of the review, the Department shall notify the remaining Vendors in writing that the Department is entering negotiations with another Vendor. Upon receipt of the letter, any non-selected Vendor may submit a written request for a Debriefing within the timeframe specified in the letter. A request for a Debriefing may, in the Department's sole discretion, be denied if the request is not received within the specified timeframe.

14.1.2 The purpose of the Debriefing is to compare the requesting Vendor's Response to the RFS with the review document. The requesting Vendor shall be debriefed only on its Response. Because Work Order negotiations will not yet have been completed, Responses from other Vendors shall not be discussed, although the Department may inform the requesting Vendor of its relative ranking.

14.1.3 Vendor may submit an appeal two (2) days after the Debriefing if the requesting Vendor is not satisfied with the results of the Debriefing.

### **14.2 Appeal Process**

The County will consider any appeal regarding Vendors not recommended for award of a Work Order under this RFS, if such appeal would change the outcome of the Work Order award selection and is received in writing by the Public Health Contracts and Grants Division by the deadline indicated in RFS - Section 14.1.3. An appeal may, in Public Health's sole discretion be denied if the request does not satisfy all of the following criteria.

14.2.1 The request for an appeal is submitted timely;

14.2.2 The person or entity appealing asserts, in appropriate detail with factual reasons, one or more of the following grounds for review:

- A. Public Health materially failed to follow procedures specified in its RFS. This includes:
  - 1. Failure to correctly apply the standards for reviewing the Response format requirements.
  - 2. Failure to correctly apply the standards and/or follow the prescribed methods, for reviewing the Responses as specified in the RFS.
  - 3. Use of review and selection criteria that was different from the criteria disclosed in the RFS.
- B. A member of the Review Committee demonstrated bias in the conduct of the review.
- C. Another basis for review as provided by State or Federal law.

Vendors will be notified by the Public Health Director of the decision on any appeal which is received by Public Health in a timely manner. Such notification will explain the basis for the decision. Public Health Contracts and Grants decision on any appeal will be final.

## **15.0 WORK ORDER AWARD**

A Work Order will be executed with the selected Vendor(s) as authorized under delegated authority by the County's Board of Supervisors. The Statement of Work to the Work Order shall be agreed upon by the selected Vendor(s) and the County, based on the Vendor's response.

## **16.0 NOTICE TO VENDORS REGARDING THE PUBLIC RECORDS ACT**

- 16.1 Responses to this solicitation shall become the exclusive property of the County.
- 16.2 Exceptions to disclosure are those parts or portions of all Vendors that are justifiably defined as business or trade secrets, and plainly marked by the Vendor as "Trade Secret", "Confidential," or "Proprietary."
- 16.3 The County shall not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. **A blanket statement of confidentiality or the marking of each page of the**

**Response as confidential shall not be deemed sufficient notice of exception. The Vendors must specifically label only those provisions of their respective Response which are "Trade Secrets," "Confidential," or "Proprietary" in nature.**

- 16.4 In the event the County is required to defend an action on a Public Records Act request for any of the aforementioned documents, information, books, records, and/or contents of a Response marked "confidential," "trade secrets," or "proprietary," Vendor agrees to defend and indemnify County from all costs and expenses, including reasonable attorneys' fees, incurred in connection with any action, proceedings, or liability arising in connection with the Public Records Act request.

## **17.0 COUNTY RIGHTS AND RESPONSIBILITIES**

The County has the right to amend, re-issue, or cancel this RFS by written addendum. The County is responsible only for that which is expressly stated in this solicitation document and any authorized written addenda thereto. Such addendum shall be made available in the DHS Contracts and Grants Portal at: <http://dhs.lacounty.gov/wps/portal/dhs/cg/> and Public Health Contracts and Grants Portal at: [LA County Public Health - Contracts and Grants](#).

Should such addendum require additional information not previously requested, failure to address the requirements of such addendum may result in the Response not being considered, as determined in the sole discretion of the County. The County is not responsible for and shall not be bound by any representations otherwise made by any individual acting or purporting to act on its behalf.