

**REQUEST FOR QUALIFICATIONS**  
**CONSULTING SERVICES FOR**  
**COMMUNICATIONS AND SOCIAL MARKETING**  
**CITY AND COUNTY OF DENVER**  
**OFFICE OF THE MAYOR**  
**GREENPRINT DENVER PROGRAM**

**I. INVITATION TO SUBMIT QUALIFICATIONS.** By issuing this Request for Qualifications (“RFQ”), the City and County of Denver (the “City”) through the Director of the Greenprint Denver Program (the “Director”) in the Office of the Mayor, invites all qualified consultants to submit qualifications for the work described in this document and the attached sample agreement relating to the design, implementation, and evaluation of effective communications and marketing activities intended to advance the goals of the Mayor’s Greenprint Denver initiative through engagement of the community via attitudinal, behavioral, and social norm changes.

**II. INSTRUCTIONS.** A written response must be prepared and submitted in accordance with the requirements and procedures set forth in this RFQ, including all attachments. Full compliance with these requirements and procedures is a condition of responsiveness and any failure to do so will be a sufficient basis for the City to disqualify the consultant. The City shall not be liable for any expenses associated with preparation of any submittal or the City’s consideration of it. The consultant, if selected, shall not include any of these expenses as part of its fee for performing work under the contract awarded.

**A. Distribution of RFQ.** This RFQ will be available for distribution electronically, via download from the website address [www.greenprintdenver.org/RFQ](http://www.greenprintdenver.org/RFQ) or by e-mail request, or as a paper copy available for pick up. Requests for the electronic version of this RFQ should be made to: [John.Hambright@denvergov.org](mailto:John.Hambright@denvergov.org). Alternatively, a paper copy may be obtained during regular business hours by contacting John Hambright at (720) 865-9059 to make arrangements to pick it up at the City & County Building, 1437 Bannock Street, Denver, Colorado.

**B. Addenda.** In response to questions the City receives from potential respondents, or as the City determines is in its best interest, the City may issue addenda to this RFQ. Addenda will be distributed via e-mail to those requesters who have provided a valid e-mail address, as noted in Section A above. Each consultant shall be responsible for providing a legible, valid e-mail address. The City shall not be responsible for e-mail delivery failure for any reason. Addenda will also be posted on the same website address as noted in Section A above. It will be conclusively presumed that each consultant has read and understood the contents of the RFQ, including all attachments, and all addenda.

**C. No discrimination in employment; Executive Order 58.** In connection with the performance of the work, the selected consultant shall not refuse to hire, discharge, promote,

demote, or to discriminate in matters of compensation against any person otherwise qualified, solely because of race, creed, color, religion, gender, sexual orientation, age, national origin or ancestry; and further agrees to insert this provision in all subcontracts under the Agreement. Each consultant must fulfill the requirements of the City Executive Order No. 58, which along with associated forms, is included as **Attachment 1**.

**D. Specific Contractual Requirements.** The terms of the proposed contract are set forth in the Sample Agreement. The City reserves the right to make changes to the proposed contract. Each consultant must include a statement in its submittal indicating the firm's ability to comply with the Sample Agreement. Any concerns and specific requested modifications must be stated in the submittal.

**E. Submittal.** Each consultant must submit one (1) hard-copy original of the printed submittal along with a CD containing the complete proposal (in PDF format) **no later than 3:00 p.m. local time, Monday, April 30, 2007**, to:

City and County of Denver  
Office of the Mayor  
Attn: John Hambright  
1437 Bannock Street, Room 350  
Denver, Colorado 80202

Submittals must be received, date-stamped, and noted with the time received in the Office of the Mayor no later than the date and time stated above. **Late submittals will be rejected.** Submittals must be sealed in an envelope or box and labeled with the proposal name. A three-ring binder may be used, however, plastic sleeves or spiral binders are discouraged. Submittals will not be read in public or available for public inspection until after an award determination has been made.

**F. Format.** Submittals must be organized and formatted as follows:

Organization:

- Section A – Statement of Qualifications
- Section B – Pricing
- Section C – Response to the Sample Contract
- Section D – Forms (e.g., properly executed Proposer Disclosure Form)

Be prepared on 8-1/2" x 11" paper, bound on the long side.

Use ARIAL 10-point font.

Include a table of contents.

Include tabbed sections.

The submittal must not exceed 30 pages. The page limit excludes covers, cover letter, resumes, disclosure of legal and administrative proceedings, tabs, and City-required forms. A limited number of 11" x 17" fold-out sheets may be included.

Not contain any unnecessarily elaborate art work, expensive paper, or bindings.

Use of 30% or greater post-consumer recycled content paper as well as double-sided printing is encouraged.

**G. Cover Letter and Statement of Interest.** Each consultant shall prepare a cover letter, not exceeding two pages, summarizing the key points of its qualifications.. It should include the full name of the firm or joint venture members and all proposed subcontractors. If the proposer comprises more than one firm, the legal relationship between those firms must be described. The cover letter must also include a statement: (1) committing to the use of the key personnel identified in the submittals to perform work under the contract awarded in response to this RFQ, and (2) agreeing to the terms in the paragraph below titled “Disclosure of Contents of Proposals.” The cover letter must be signed by a person who is authorized to sign an agreement with the City. This person shall be the same person identified in the Proposal Acknowledgement Letter as the authorized representative.

**H. Statement of Qualifications.** In addition to information required to be submitted as indicated elsewhere in this RFQ, submittals must include the following information:

1. Key Personnel. For the project manager and/or senior/lead personnel who will be responsible for the contract administration and implementation, please submit resumes describing their qualifications and experience, position(s) held, education, and length of employment with the consultant or subcontractor. On a separate page, please list the names and titles of the key personnel.

2. Summary of Demonstrated Experience.

List the firm’s projects and experience during the last three years that are similar to the work described in the Scope of Work below or that the consultant believes would be relevant in evaluating its capabilities to perform the work, including:

**a.** Contracts involving similar work performed by the firm and a list of personnel who worked under these contracts and who will be performing the work covered by this RFQ.

**b.** Contract amount and SOW description for least costly and most costly projects the firm’s personnel completed in the past year, showing details as to what those projects included.

3. References. Include three appropriate references. These references should be able to substantiate your firm’s ability to perform the work required.

**I. Questions To Proposers.** Your proposal must specifically address each of the questions that are listed below. The quality and detail of your responses will figure significantly in the overall evaluation of your proposal. Proposers are encouraged to give examples and provide additional information to support your response on each point. Respond to all questions in the order given and list the item number and restate the question prior to giving your answer

## QUESTIONS

1. Describe a specific public action or public involvement campaign(s) that you or your firm has had direct responsibility or involvement with. Please discuss the issue, the opportunities, and the challenges addressed. What specific behavior change(s) was/were requested? What measurable success(es) did the campaign achieve and what would you have done differently if you were to conduct the campaign again?
2. How would you establish demographics in Denver and determine existing cultural norms?
3. How would you propose that a community-based social marketing program be rolled out? Please describe your/your firm's strategic planning experience.
4. Discuss ways to differentiate and tailor the approach of an outreach program to different interest groups (e.g., youth, community/neighborhood groups, businesses).
5. What are some possible themes for an outreach program of this type?
6. Please discuss your/your firm's training experience and provide details on previous training programs that you have initiated.
7. Please describe past experience with the development of messages, presentations, news releases, and other forms of communication work products.

**J. Pricing.** A cost schedule of all hourly rates for each job classification and job title must be submitted. These rates will be fixed for the duration of the contract. Materials or services not listed but that may be required or are expected to be used by the consultant in performing the tasks related to the Agreement should be listed with the submittals. Job titles and classifications must be explained in terms of degree of responsibility, minimum qualifications, and expected scope of duties for the purpose of defining proposed schedule of hourly rates. Prices for expendables must be expressed as cost plus percentage mark-up. Overhead costs, including, without limitation, faxing, cellular phone air time, and computer processing time, must be borne exclusively by the consultant as a cost of doing business.

**K. Verification of Information.** The City will rely on the accuracy and completeness of all information provided in making its selection. As such, persons or firms submitting qualifications are urged to carefully review all information provided to ensure the clarity, accuracy, and completeness of such information. As the City deems necessary and appropriate, the City reserves the right to make any inquiries or other follow up required to verify the information provided.

**L. Disclosure of Contents of Proposals.** All submittals provided to the City in relation to this RFQ become a matter of public record, and, with the exception of those specific elements in each submittal that the consultant designates as Business or Trade Secrets, shall be regarded as Public Records under the Colorado Open Records Act **C.R.S. §24-72-201, et seq.** (the "Act"). The consultant is responsible for designating the specific elements it believes to be Business or

Trade Secrets by plainly marking them as “Trade Secrets,” “Confidential,” “Proprietary,” or “Trade Secret,” as appropriate. Items so marked will not be disclosed unless disclosure is otherwise required under the Act. If these items are requested under the Act, the City will use reasonable efforts to notify the consultant. By responding to this RFQ, the consultant agrees that it will be responsible for seeking a court order protecting the records, and that it will defend, indemnify, and hold harmless the City from any claim or action related to the City’s non-disclosure of such information.

**M. Disclosure of Principals.** Pursuant to D.R.M.C. §20-69, all regularly executed contracts for professional or personal services that will exceed twenty-five thousand dollars (\$25,000.00); all proposals for use of real property of or by the City, the duration of which is one year or longer and will exceed twenty-five thousand dollars (\$25,000.00) in revenue or cost; all proposals for concession agreements for the use of City facilities or property; or contracts requiring payment by the City of over one hundred thousand dollars (\$100,000) must be accompanied by a separate detachable page setting forth the information set forth below (use of the Bidder/Contractor/Proposer Disclosure form following this subsection is requested):

1. The name of any officer, director, owner, or principal of the business entity, including identity of any shareholder who owns or controls 5% or more of the business entity, and either 1) the names of his or her spouse, and children under eighteen years of age; or 2) a statement that he or she or his or her spouse, or children, if any, under the age of eighteen have or have not made a contribution, as defined in D.R.M.C. §15-32, or contribution in kind, as defined in D.R.M.C. §15-32, to any candidate, as defined in D.R.M.C. §15-32, during the last five years and identifying by name himself or herself or any spouse or child under the age of eighteen who has made such a contribution or contribution in-kind to a candidate.
2. The names of any subcontractors or suppliers whose share of the project work is estimated to exceed \$100,000.00.
3. The names of any unions with which the consultant has a collective bargaining agreement.

**The information required in paragraph 1 must be provided at the same time the qualifications are submitted,** and the information required in paragraphs 2 and 3 must be submitted in a timely fashion before award of an Agreement. See **Attachment 2** for a copy of the Disclosure Form.

While a proposer or supplier who has already disclosed such information need not provide such information with a second or subsequent proposal unless such information has changed, it shall be the responsibility of each such proposer to verify that such information is still current as of the date of such subsequent proposal and is in fact on file with the City Clerk. Failure to provide or update the required information in a timely fashion shall render any proposal to which D.R.M.C. §20-69 applies non-responsive.

**N. Signing of Proposal.** An authorized representative of the proposer shall execute **Attachment 3**, Part 1 of its Proposal Forms – the Proposal Acknowledgment Letter. If the

proposer is a corporation, it shall include with its proposal a certificate from the Secretary of State showing that it is qualified to do business in the State of Colorado. Please call the Secretary of State for Colorado at (303) 894-2200 for information on obtaining such certification. If the proposer is a partnership, the proposer must include with its proposal evidence satisfactory to the City that the partner signing the proposal has the authority to do so. If the proposer is a joint venture, the proposer shall submit with its proposal a notarized copy of the joint venture agreement. That agreement must describe the scope and amount of work each participant will perform and contain a provision that each participant will be jointly and severally liable to the City for completing all of the work and to third parties for all duties, obligations, and liabilities which arise out of the joint venture's performance of the work.

**O. Instructions for ins-cert.com.** Agent/Broker/Insurer: The City no longer accepts paper certificates of insurance and requires entities or persons awarded a contract to submit insurance information electronically. If awarded an agreement, have your agent or broker or insurer enter policy data into [www.Ins-Cert.com](http://www.Ins-Cert.com) link your insured to "City and County of Denver" as Certificate Holder, and when finished call Sally Alexander of the City's Risk Management Division at (720) 913-3332 or email [sally.alexander@ci.denver.co.us](mailto:sally.alexander@ci.denver.co.us). If your insured's data is in the system, please link it or give the contact their Access Code & Key to us. Please have the person entering the data follow these instructions carefully:

1. Agency Registration. On the home page, click "Register" and enter the information about (1) Agency, (2) Agency Principal or Manager, (3) Producers (if you want producers' names/signatures on certificates). Print and sign Agency Service Agreement and Signature Page, and mail them to the address shown. This data may be entered immediately.
2. Gather Data. The insurance requirements are set forth in the Sample Agreement. It may be used as a worksheet to confirm coverages and limits from your file, making actual data entry easier.
3. Log-on as the person whose name and signature should appear on the certificate.
4. Control Page is where you add insureds and enter policy data. Press "Add New Insured" and enter part of the name to see if they are in the system. If so, select the Insured. (Do not add a duplicate. If two agents insure the same client, neither will see data entered by the other, but the City will see it all.) If not, press "Add New Insured" and enter them.
5. Enter data by pressing "Add" under the appropriate coverage column header. After saving data, the policy expiration date will appear instead of "Add." Try to do all data entry in one day, to avoid a second data entry fee, and consider entering last year's data, too. The data entry fee is \$3 per insured per day, not per coverage, per policy or per year. Please enter the insured's e-mail, if one exists, and the insured will receive a notice that the data was entered.
6. Select Insurer before adding coverage data. (If you don't find it, e-mail it to [wrh@Ins-Cert.com](mailto:wrh@Ins-Cert.com)). Enter all policy data, save it, select another coverage and

repeat. NOTE: To see data for a different policy period, change the Display Date on the Control Page. Each time data is added or changed, the “Effective Date” (upper left) must be entered.

7. Memos. At the Control Page, press your Insured’s “Key” to view & print a 2-page memo to give the insured. The first page informs the insured that its data has been entered, and the second is a memo for the insured to fax to customers, inviting them to use Ins-Cert.com. Give these to your insured.
8. Link. Main Menu, press “Link to Cert-Holders,” select the Insured and look up that, by entering “City” & press “FIND.” Check the box beside City and County of Denver and press “SAVE.”
9. Renewals only take seconds: just press the “Renew” button, change the policy number, (if it hasn’t really changed, add a suffix, like ‘-1’), and press “SAVE.” Cert-Holders are already linked, so it is unnecessary to do it again.
10. Additional Insureds – if you certify ‘Blanket Additional Insureds,’ the City may enter the City as an Additional Insureds, and it will appear on the certificate after the statement: “The following are named as Additional Insureds, and/or have Waiver of Subrogation, if required by written contract before a loss:” and you will receive an e-mail confirming this, so you have a record of all Additional Insureds. If you do not certify ‘Blanket Additional Insureds,’ the City may e-mail a request through the system, giving you the names of those who are required by contract to be named as Additional Insureds. When you get approval, log-on, select “Review Additional Insured Requests” from the Main Menu, and approve the request. This will allow us to view a certificate with the approved names.

### **III. SERVICES TO BE PERFORMED & SAMPLE AGREEMENT**

**A. Project Background.** Greenprint Denver, the City’s sustainable development initiative, was introduced by Mayor Hickenlooper during his 2006 State of the City address. The goal is to create a legacy of economic opportunity and environmental health for Denver’s future citizens. The first year’s efforts have been focused mainly on the City’s internal operations and activities. Moving forward, Greenprint Denver plans to extend its mission into the community. Greenprint Denver will support and further integrate sustainable practices into the City’s programs and policies, convene stakeholder groups, catalyze innovation, and communicate the value of sustainable development as a core value to the citizens of Denver. The Mayor’s Greenprint Denver Council, a leadership group comprised of City Department heads and diverse civic and business leaders from throughout the region, is in the process of developing a report to the Mayor that recommends actions that should be taken by the residents and businesses of the City to reduce greenhouse gas emissions by 10% per capita below 1990 levels by the year 2011.

Information on Greenprint Denver’s initiatives and activities can be accessed at [www.greenprintdenver.org](http://www.greenprintdenver.org).

**B. Project Description and Scope.** The selected consultant will develop and provide community engagement and public acceptance strategies to support the City's efforts. The range of support contemplated under this RFQ to be provided by the consultant may be in any of the following areas:

**1) Communications**

- a) Articulate the results of complex work products, processes, strategic and policy-oriented statements to a variety of internal and external audiences with varying backgrounds and levels of existing knowledge.
- b) Advise on matters of public involvement and information, media, community forums, customer communications, public outreach and opinion gathering.
- c) Develop targeted messages, presentations, newsletters, news releases, memoranda and any other specific communication work products.
- d) Provide expertise on general organizational, strategic, communication, public and intergovernmental issues as they arise. Assist in troubleshooting as unexpected issues or problems arise.
- e) Conduct an external and internal communications audit and provide recommendations for improvements.
- f) Support development of an internal communications plan that coordinates with communications systems already in place.
- g) Provide implementation assistance with execution of communications plans.

**2) Community Relations**

- a) Perform strategic planning for community engagement, mobilization and relations, including facilitating strategic planning session(s), developing implementation plans, providing counsel, developing messages, presentations and materials and any other specific work products.
- b) Lead or support community meetings and other public forums and events.

**3) Community-based Social Marketing**

- a) Provide research through surveys, focus groups, or other mechanisms.
- b) Provide strategic counsel and develop tactics regarding community-based social marketing and advertising efforts.
- c) Design Greenprint Denver program's pilot marketing projects, serving as strategic counselors on Community-Based Social Marketing.

d) Provide strategic counsel and recommendations for community-wide and employee engagement in Greenprint Denver programs.

e) Develop implementation strategies, negotiation strategies, processes, and intergovernmental strategies involving outside entities.

#### **4) Training**

Provide training session(s) to key stakeholders about programmatic and community-based social marketing strategies, focusing on “getting the message out,” to generate widespread public understanding and acceptance.

**Note:** Actual services requested by the City of the consultant may or may not specifically fall under the above-outlined list.

### **III. EVALUATION AND SELECTION**

**A. Selection Process.** A competitive selection process will be used to award a contract to a consultant. The process will focus on the submitting firm’s overall qualifications, experience, key personnel, and history of similar work. A selection committee will recommend to the Director the firm or firms it considers to be the best qualified for the contract. The criteria for each phase are set forth below.

**B. Selection Committee.** The selection committee, which will be chaired by a City Greenprint Denver Program representative, will consist of representatives of Greenprint Denver, other City Agencies, and members of the Mayor’s Greenprint Advisory Council, and will review the submittals.

**C. Designated Contact.** John Hambright of the Greenprint Denver Program, Office of the Mayor, is designated as the contact person for this RFQ. All inquiries and questions regarding this RFQ must be submitted in writing and directed to the designated contact at Office of the Mayor, 1437 Bannock Street, Room 350, Denver, Colorado 80202, fax number 720-865-9040, or sent via e-mail to: John.Hambright@denvergov.org. Any proposer who contacts any member of the selection committee other than the designated contact from the date of issuance of this RFQ and before the selection process is completed may be disqualified from further participation in the consultant selection process.

**D. City’s Reservation of Rights.** The City reserves the rights to terminate, suspend, or modify the selection process; reject any or all submittals; modify the terms and conditions of this selection process; and waive any formalities, irregularities, or omissions in submittals. As the Director determines to be in the City’s interest, the City may exercise any of these rights at any time.

**E. Applicable Laws.** This selection process shall be subject to, governed by, and construed in accordance with the laws of the State of Colorado and the Charter, Revised Municipal Code, Rules, Regulations, written policies and Executive Orders of the City and County of Denver, including any amendments thereto.

**F. Evaluation Criteria.** The consultants will be evaluated based on their demonstrated experience and ability to furnish quality services in the field of community-based social marketing and communications, as described above, as well as their answers to the specific questions posed in Section II., Subsection I above. Each proposer must have all of the staff necessary to undertake and perform work under an Agreement. As explained above, the firm's exact expertise must be stated in Section A of its submittal (see paragraph II. H "Statement of Qualifications.") The City may, at its sole option, further evaluate a short-listed selection of firms through additional oral interviews and presentations, should it deem it necessary to do so.

**G. Schedule.** The tentative schedule for the key steps in the selection process are:

Advertisement of the RFQ	18-20 April 2007
Distribution of the RFQ	through 25 April 2007
Submittals Due	<b>3 P.M. 30 April 2007</b>
Interviews and Presentations (optional)	7-8 May 2007
Committee Recommendations	9 May 2007
Contract Awarded	28 May 2007