

## MEMORANDUM

January 5, 2017

**TO:** MEMBERS, PORT COMMISSION  
Hon. Willie Adams, President  
Hon. Kimberly Brandon, Vice President  
Hon. Leslie Katz  
Hon. Eleni Kounalakis  
Hon. Doreen Woo Ho

**FROM:** Elaine Forbes  
Executive Director

**SUBJECT:** Request Approval to Issue a Request for Proposal Soliciting Public Relations, Communications, Media Services and Related Professional Services for the Seawall Resiliency Project

**DIRECTOR'S RECOMMENDATION:** Approve the Attached Resolution

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### EXECUTIVE SUMMARY

Port staff is seeking the Port Commission's authorization to advertise a Request for Proposal ("RFP") for professional services. The objective of the RFP process is to select a consultant team with expertise in a variety of professional disciplines, including public relations, communications, and media services. Port staff seeks these services for the Seawall Resiliency Project which requires highly specialized expertise that does not exist within existing personnel resources.

After the evaluation and scoring of qualified consultants that respond to the RFP, Port staff will recommend awarding one professional services contract to the highest-ranked consultant. The proposed contract will have an initial 4-year term with an option for an additional year at the Port's sole discretion and a not-to-exceed value of \$1,500,000. The City's Contract Monitoring Division ("CMD") has established a 20% Local Business Enterprise ("LBE") subcontracting goal based on the scope of services sought by this proposed RFP.

### STRATEGIC OBJECTIVE

This contract opportunity will support the goals of the Port's Strategic Plan as follows:

**THIS PRINT COVERS CALENDAR ITEM NO. 10C**

Engagement:

By regularly engaging in meaningful public participation and incorporate community feedback into Port initiatives and by keeping the public informed of the financial responsibilities of the Port.

Sustainability:

By enabling Port staff to employ strong environmental stewardship principles and implement best environmental practices in Port operations.

Livability:

By increasing the proportion of funds spent by the Port with LBE and micro-LBEs.

**BACKGROUND**

The Port is the lead City agency for the approximately \$2-5 billion restoration project of the Seawall which is expected to span 10+ years. The Seawall was constructed over 100 years ago and stretches for over three miles from Fisherman's Wharf to Mission Creek along San Francisco's historic waterfront. With a century of erosion and structural deterioration, the Seawall must be upgraded and improved in order to protect critical infrastructure from seismic vulnerabilities and sea level rise, and continue to function today and for generations to come.

The Seawall infrastructure supports the world renowned Embarcadero Promenade which was recently added to the 2016 National Trust for Historic Preservation's Endangered Historic Places list due to the failing structure. Additionally, the Seawall supports a vast network of infrastructure, utilities and assets that various City and County of San Francisco agencies such as the Port of San Francisco, San Francisco Fire Department (SFFD), San Francisco Municipal Transportation Agency (SFMTA), San Francisco Public Utilities Commission (SFPUC), San Francisco Public Works (SFPW), and the Office of Community Investment and Infrastructure (OCII) own. Regional and private entities such as Bay Area Rapid Transit (BART), Golden Gate Ferry, and Pacific Gas and Electricity (PG&E) own and operate critical infrastructure protected by the Seawall. The Seawall also supports infrastructure for San Francisco's small businesses along the waterfront and the historic Ferry Building, which contribute to the overall economic vitality and diversity of the City and generate billions in rent, business income, and wages for the City. Moreover, Seawall supports \$2.1 billion of economic activity annually – employing a diversity of skilled workers.

The Seawall is highly vulnerable to a major seismic event and to sea level rise. There is a 72% chance of a major seismic event taking place in the Bay Area in the next 30 years and sea level could rise up to 66 inches by the year 2100. The Port recently completed a seismic vulnerability study to help evaluate these risks. The results from this study show that a seismic event with ground settling and movement would result in a failed Seawall and wharf structures and could contribute to loss of life and significant economic harm.

The initial phase of a Seawall Resiliency Project will address the immediate seismic vulnerabilities and life-safety issues associated with select and critical sections of the seawall. The seismic vulnerability design will also consider expected sea level rise.

## **PROJECT SCOPE**

The proposed scope of work for consultant assistance during the next four to five years is anticipated for support on the projects described below. Port staff predict a need for the same types of services utilized under past master agreements for public affairs, communications, and media services contracts, including but not limited to working with the Port's Public Relations Manager and Communications Division to develop and execute a proactive comprehensive public relations campaign and strategic marketing program for the Seawall Resiliency Project and events to target City residents, especially those in the Southern Waterfront and underrepresented communities. These services will support the Port in its on-going efforts to effectively engage and maintain communication with its diverse stakeholders.

### **Upcoming Deliverables**

Staff anticipates utilizing the proposed contract scope to complete the following specific projects related to the Seawall Resiliency Project:

- Developing, maintaining and executing an effective and comprehensive internal and external strategic communications and public engagement plan that supports the Seawall Resiliency Project.
- Providing strategic counsel to the Port to develop key messages, competitive analysis, and a proactive public relations campaign to engage with the general public, especially those in underrepresented communities, Port and City tenants, investors, stakeholders and influencers.
- Provide branding, messaging, advertising design and development services about the Seawall Resiliency Project efforts.
- Designing and developing an informational and interactive mini website for the Seawall Resiliency Project using Drupal theme design, services; Drupal custom development services; and, Drupal custom hosting and support services (for highly customized solutions).
- Producing promotional and educational videos and developing public dissemination plan for videos for the Seawall Resiliency Project.
- Designing and developing info-graphics and GIS-based map graphics to illustrate the location and function of the Seawall, City property and infrastructure that graphically convey complex technical information in simplified concepts oriented to educating the general public about conditions, needs and solutions for the Port of San Francisco waterfront, including the Seawall Resiliency Project.
- Copyediting, review and translation of technical documents and complex stories into visual graphics for print, digital and other media formats.

- Translating materials for the City's recognized and three most common non-English languages (Chinese, Spanish, and Tagalog) and ensuring communication assets are compliant with ADA accessibility standards.

## **Disciplines and Work Tasks**

A more comprehensive list of the various disciplines and work tasks that may be required includes:

### Major Categories of Work

- Strategic Communication and Public Relation Services
- Marketing and Advertisement Services
- Public Outreach and Engagement Services
- Photography, Video and Recording Services
- Graphic Design Services

### Minor Categories of Work

- Public Surveying Services
- Innovative Engagement Services
- Educational Program and Curriculum Development Services
- Translation and Interpretive Services and ADA Accessibility Standard Services
- Specialized and Miscellaneous Communications Services

## **SELECTION PROCESS**

Port staff proposes a RFP to solicit and procure the requested services through a fair and competitive process that CMD will facilitate. Port staff and the Port's CMD representative will convene a selection panel consisting of at least one Port staff member and two non-Port representatives. The selection panel will have expertise in the required fields, knowledge of the project area and objectives, and meet diversity goals that CMD determines. Staff envisions the selection process to include the following steps:

1. Written Proposal Evaluation, Ranking and Short-List  
After Port and CMD staff review proposals for responsiveness, the selection panel will score each written proposal based upon criteria included in the RFP. Expected criteria include an understanding of objectives, experience of the firm and project staff, and management approach. Scores will be tabulated and ranked to determine short-listed firms with the highest scores.
2. Oral Interviews  
Interviews with the short-listed firms will include a firm presentation and responses to a list of standard questions. The selection panel members will individually score each firm and a total score will be tabulated. Final ranking of the short-listed candidates will be based on the cumulative total or written proposal and oral interview score.

### 3. Contract Negotiation and Award

Port staff will seek Port Commission authorization to negotiate and enter into an agreement with the highest-ranking firm based the Port's proposed scope of work and an acceptable budget. The form of the agreement will be included in the RFP. If staff cannot complete successful negotiations with the highest-rank firm, Port staff will reserve the right to negotiate with the next highest-ranked firm in descending order.

## **LOCAL BUSINESS ENTERPRISE**

It is the goal of the Port to maximize participation of LBEs in its contracting opportunities. Potential roles for LBEs in this contract include web design, community relations, public affairs, communications, and public relations.

The City's Administrative Code Chapter 14B, the Local Business Enterprise and Non-Discrimination in Contracting Ordinance, establishes discounts for LBE prime consultants and empowers the CMD to set a project specific goal for LBE subcontractor participation.

For this proposed professional services contract, the ordinance establishes rating discounts for LBE prime consultants and joint ventures as follows:

- Five percent (5%) to a Joint Venture with LBE prime contractor participation that equals or exceeds thirty-five percent (35%) but is under forty percent (40%);
- Seven and one half percent (7.5%) to a Joint Venture with LBE prime contractor participation that equals or exceeds forty percent (40%); and
- Ten percent (10%) to an LBE prime contractor or a Joint Venture among LBE prime contractors.

The discount applies to each stage of the selection process, including the written proposal evaluation and interviews. CMD set the LBE subcontracting participation goal for this proposed contract at 20%. The selected prime contractor will be obligated to subcontract a minimum of 20% of the total contract value to certified LBE firms.

## **OUTREACH EFFORTS**

Subject to Port Commission authorization, Port staff will advertise the RFP opportunity on the Port and Office of Contract Administration websites. Port staff will send copies of the RFP to interested parties compiled through industry market research. The Port will host a pre-submittal conference to review the RFP, answer respondent questions, and provide a networking opportunity for potential bidders. Port staff will also advertise the RFP using the following resources:

- Contract Monitoring Division Directory of Certified LBEs
- San Francisco African American Chamber of Commerce
- Hispanic Chamber of Commerce of San Francisco
- Chinese Chamber of Commerce, San Francisco

- LGBTQ Chamber of Commerce, San Francisco (Golden Gate Business Association)
- Local Business Enterprise Advisory Committee, San Francisco
- Board of Supervisors Neighborhood Outreach Advertising Newspapers
- San Francisco Chamber of Commerce
- San Francisco Business Times
- SPUR
- #@SFPORT
- Port of San Francisco Website
- San Francisco Port Linked In

**TENTATIVE SCHEDULE**

<u>Activity</u>	<u>Target Date</u>
Port Commission Authorization to Advertise	January 10, 2017
Civil Service Commission Authorization	February 6, 2017
Commence RFP Advertisement	January 17, 2017
Pre-submittal Conference	January 24, 2017
Submission Due Date	February 22, 2017
Port Commission Authorization to Award Contracts	March 28, 2017
New Contract Commences	April 15, 2017

**FUNDING**

The proposed contract will have an initial 4-year term with an option for an additional year at the Port’s sole discretion and a not-to-exceed value of \$1,500,000. These services will be funded by the CPO-756 Seawall and Marginal Wharf Repair Project. To date, the project has received \$9.6 million in funding through a combination of Port Capital, the General Fund, and contributions from the Municipal Transportation Agency and the Planning Department.

**SUMMARY**

Port staff is ready to seek competitive proposals for public relations, communications, media services, and related professional services for communications for the Seawall Resiliency Project as described in this report. The proposed contract will have an initial 4-year term with an option for an additional year at the Port’s sole discretion and a not-to-exceed value of \$1,500,000. Therefore, staff requests that the Port Commission approve the attached resolution authorizing the advertisement of a Request for Proposals, soliciting professional communications consulting services for the Seawall Resiliency Project.

Prepared by: Boris Delepine, Contracts Coordinator  
 Finance & Administration Division and  
 Kirsten Southey, Communications Division

For: John Woo, Acting Deputy Director  
 Finance & Administration Division and  
 Renée Dunn Martin, Manager, Communications Division

**PORT COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO  
RESOLUTION NO. 17-03**

WHEREAS, the San Francisco Seawall is the foundation of over 3 miles of San Francisco waterfront stretching from Fisherman’s Wharf to Mission Creek; and

WHEREAS, the Seawall was built over 100 years ago and requires significant improvements in order to withstand the a major earthquake and increasing flood risk from sea level rise and climate change; and

WHEREAS, the Port of San Francisco is undertaking the Seawall Resiliency Project to strengthen the ground below the seawall, improve the ground landside of the seawall, construct a new seawall, and strengthen or replace bulkhead walls and wharves, and relocate or replace critical utilities; and

WHEREAS, to complete the Seawall Resiliency Project, Port staff requires specialized public relations, communications, media services, and related professional services to develop an effective public relations and communication campaign for the Seawall Resiliency Project and, accordingly, staff desires to issue a Request For Proposals (“RFP”) to procure a consultant to provide such professional services; and

WHEREAS, Port staff is currently seeking approval from the Civil Service Commission to contract with a private consulting firm for public relations, communications, media services, and related professional services for the Seawall Resiliency Program; and

WHEREAS, the City’s Contract Monitoring Division staff reviewed the scope of work for the proposed RFP and, based on the availability of LBE firms set a 20% LBE subcontracting goal for contract services provided under the RFP; and

WHEREAS, Port staff will work with the firm selected for the contract award, to exceed the 20% LBE subcontracting goal to the greatest extent possible; now; therefore be it

RESOLVED, that subject to authorization from the Civil Service Commission, the San Francisco Port Commission hereby authorizes Port staff to advertise a Request for Proposals to solicit professional public relations and communications consulting services for the Seawall Resiliency Project, for a not-to-exceed value of \$1,500,000 with an initial 4-year term with an option for an additional year at the Port’s sole discretion.

***I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of January 10, 2017.***

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Secretary