INFORMATIONAL MEMORANDUM

TO:            Agency Commissioners
FROM:          Fred Blackwell, Executive Director
SUBJECT:       Notice of Intent to Issue a Request for Qualifications for Agency-Wide Communications Consulting Services.

The Agency requests a range of services to develop a communications plan. The successful consultant should include a timeline for completing the requested scope of services and provide a final report with recommendations that meet the assessed needs of the Agency and optimize its communication strategy. The selected consultant will be expected to:

- Inventory existing communications tools and strategies and identify gaps.
- Identifying existing communications successes and weaknesses.
- Conduct internal interviews with Agency Commissioners, Agency staff and external interviews with key stakeholders.
- Facilitating employee and management focus groups or interviews.
- Conduct interviews with executive staff. These interviews should result in knowledge of how he or she (the executive staff member) views the purpose of an enhanced communications strategy, and what they feel are the strengths and weaknesses of the existing approach.
- Prepare a final report that includes an analysis of the Agency’s existing communications tools, messages, and collateral materials distributed internally and to the public and concrete recommendations and actions improving the effectiveness of external Agency communications strategies.

Unless the Commission objects, the RFQ will be released on July 7, 2010. Agency staff will update the Commission on the progress of the RFQ as more information is available.

(Originated by Gaynell Armstrong-McCurn, Project Manager Special Projects)

Fred Blackwell
Executive Director

Attachment:
1. Agency-wide Communications Consultant RFQ
Agency-Wide Communications Consultant
Request for Qualifications
San Francisco Redevelopment Agency

Communications Consultant Services Needed to Perform an Assessment of the Agency’s Current Communications Capacity and Performance and to Determine Which Areas the Agency can Strengthen its Communications Performance.

San Francisco Redevelopment Agency
1South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
Contact: Gaynell McCurn (415) 749-2593
Issued: July 7, 2010
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I. SUMMARY

The Redevelopment Agency of the City and County of San Francisco (the “Agency”), is seeking Statements of Qualifications from consultants and consulting firms that have the experience and qualifications to perform an Agency-wide communications assessment of its current communications capacity and performance. This assessment should determine which areas the Agency can strengthen its performance; and create a unique integrated communications plan that would improve intra-agency communication functions and external communications with key stakeholders. The consultant should have the expertise to conduct a comprehensive communications assessment that will provide a clear analysis of the Agency’s strength, weaknesses and public perception in addition to providing a critical path plan to a communication strategy and program. This intra-agency assessment should suggest practical recommendations for improving the value of communications both within the Agency and to key outside audiences; provide approaches that will yield the benefit of comprehensive and unambiguous messaging; and develop a set of recommendations that result in a final strategic plan on how to improve the Agency’s communications so that it is consistent, useful, informative, and attractive. The consultant will engage the Agency’s Commissioners, Executive Staff, Division Head and Project Management staff as well as other key staff and community stakeholders in this effort of continuing to build a culture of open communication, credibility, and collaboration.

The successful consultant shall possess a thorough knowledge of organizations similar to the Agency and be able to demonstrate successful communications assessments conducted to strengthen the efficiency and effectiveness of those organizations.

Agency staff will recommend an applicant for the Agency Executive Director’s consideration of a Personal Services Contract following staff’s evaluation of the Proposals and oral interviews. Staff’s recommendation will be based on the applicant’s demonstrated successful experience on relevant and comparable projects. This opportunity is open to all businesses, both for-profit and non-profit. Applicants are advised that the Agency is committed to vigorous equal opportunity employment.
II. IMPORTANT DATES AND SUBMISSION PROCESS

A. Important Dates

Statements of Qualifications are due by 4:00 p.m., Monday, August 9, 2010.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Time</th>
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<tbody>
<tr>
<td>RFQ available at the Agency</td>
<td>4:00 p.m., Wednesday, July 7, 2010</td>
</tr>
<tr>
<td>Deadline for questions and requests for additional information</td>
<td>Tuesday, July 27, 2010</td>
</tr>
<tr>
<td>Submission deadline for Statements of Qualifications</td>
<td>4:00 p.m., Monday, August 9, 2010</td>
</tr>
</tbody>
</table>
| *Applicant interviews | Week of August 23, 2010
Selected applicants will be notified |

*These dates are subject to change

B. Pre-Submission Meeting

Intentionally Omitted

C. Questions and Requests for Additional Information

All questions and requests for additional information regarding this RFQ must be received in writing by the Agency, by hand, overnight delivery, mail, fax, or e-mail on or before the date and time as shown in Section II. A. All addendums, responses and additional information will be distributed to all registered RFQ holders. The Agency reserves the sole right to determine the timing and content of the response, if any, to all questions and requests for additional information. Questions and information requests should be submitted to:

Gaynell Armstrong-McCurn
San Francisco Redevelopment Agency
1 South Van Ness Avenue, Fifth Floor
San Francisco, CA 94103
Telephone: 415-749-2593
Fax: 415-749-2585
E-Mail: Gaynell.Armstrong-McCurn@sfgov.org
D. **Registration**

Although it is not necessary to register to receive a copy of the RFQ or to submit a **Statements of Qualifications**, it is strongly recommended as it will permit the Agency to mail addenda information and respond to inquiries. Only registered **RFQ holders** will receive responses to all written questions, addendums and any additional information distributed prior to the **Statements of Qualifications** submission date.

E. **Submission Time, Place, Date, Contact**

Submission of one **original and seven (7)** of the statements of qualifications must be received by the Agency receptionist no later than:

**Monday, August 9, 2010 at 4:00 p.m.**

to
San Francisco Redevelopment Agency
Attn: **Gaynell Armstrong-McCurn**
1 South Van Ness Avenue, Fifth Floor
San Francisco, California  94103
Phone: 415-749-2593
Fax: 415-749-2585

III. **BACKGROUND**

The San Francisco Redevelopment Agency is governed by Seven Commissioners appointed by the Mayor and approved by the Board of Supervisors. The Commission makes all policy determinations for the implementation of the Agency's programs. The Executive Director is charged with implementing all activities authorized in redevelopment plans and for other special projects in accordance with policies defined by the Commission. The Commission also serves as the official advisory body for the disbursement of San Francisco’s affordable housing funds.

The Agency’s activities generally function in either “project” or “survey” areas (although SFRA can, and has undertaken projects such as the development of affordable housing throughout the City). A project area is a designated redevelopment area. A survey area is an area under study to determine the feasibility of a redevelopment project designation. Project areas include: (1) Yerba Buena Center, (2) Hunters Point Shipyard, (3) Rincon Point/South Beach, (4) Bayview Hunters Point Area B, (5) Bayview Industrial Triangle, (6) South of Market, (7) Mission Bay North & South, (8) Transbay, and (9) Visitacion Valley. Survey areas include: (1) Mid-Market, and (2) India Basin Shoreline. In each of these areas, the Agency works with various Community Based Organizations both for profit and non-profit (“CBO”), Citizens Advisory Committees (“CAC”), or Project Area Committees (“PAC”).
The Agency’s work to improve the environment of the City and create better urban living conditions in various communities throughout the City is one of the most relevant activities undertaken by staff, and therefore wishes to improve the channels of communications. The Agency desires to determining the most effective way to ensure Agency staff have the information needed to perform their jobs more effectively and efficiently, but also to discover additional ways of reaching not only those community members who attend the various Agency, City and Community meetings, but those who are unable to attend or are otherwise unaware of the opportunities for the public information.

The goal of this RFQ is to work with a consultant to improve the Agency’s communications functions both internally with staff, and externally with key stakeholders, and to determine what, if any, are they barriers preventing the Agency from achieving maximum communications with staff and the various communities of the City and County of San Francisco.

The Agency’s primary message, over the years, has been that of a transparent and unifying mission between it and the communities in which it works. The Agency is seeking a consultant with the qualifications, skills and abilities to enhance is current policies, methods and approaches to relating with its diverse staff and public constituency. The Agency desires to improve staff relations within and across divisions, between management and staff, and to garner the trust of those we work with in the various communities.

IV. SCOPE OF SERVICES

The Agency requests a range of services to develop a communications plan. The successful consultant should include a timeline for completing the requested scope of services and provide a final report with recommendations that meet the assessed needs of the Agency and optimize its communication strategy. The selected consultant will be expected to:

- Inventory existing communications tools and strategies and identify gaps.
- Identify existing communications successes and weaknesses.
- Review and analyze existing communications tools, messages, and collateral materials distributed to the public.
- Conduct internal interviews with Agency Commissioners, Agency staff and external interviews with key stakeholders.
- Facilitate employee and management focus groups or interviews.
- Conduct interviews with executive staff. These interviews should result in knowledge of how he or she (the executive staff member) views the purpose of an
enhanced communications strategy, and what they feel are the strengths and weaknesses of the existing approach.

- Prepare a final plan that includes an analysis of the Agency’s existing communications tools, messages, and collateral materials distributed internally and to the public and concrete recommendations and actions improving the effectiveness of external Agency communications strategies.

V. SELECTION PROCESS AND CRITERIA

A. Selection Process

a) Submissions of Statements of Qualifications by applicants wishing to be considered by the Agency to provide these services will be accepted at the Agency’s offices until the date and time shown in Section II. A.

b) Submissions must be complete with an original and seven (7) hard copies to be considered. No submissions received by facsimile or electronic mail will be considered. Agency staff will evaluate all submissions for completeness and minimum qualifications. Applicants may use the Submission Checklist (Attachment #9) as an aid in preparing the Statements of Qualifications. Please note that the Checklist is merely an aid. Each Applicant is solely responsible for ensuring that all information requested in Section VI. Submission Requirements is submitted even if it does not appear on the Checklist.

c) Agency staff will contact references.

d) All or some of the applicants who have submitted complete and responsive Statements of Qualifications may be interviewed. Interviews are scheduled to be held on the date(s) shown in Section II. A. These dates are subject to change. All applicants should advise Agency staff of availability on these days. Interviews will be held at the Agency’s offices located at 1 South Van Ness Avenue on the fifth floor.

e) Further written material regarding qualifications or submittals may be requested prior to or following interviews.

f) Agency staff will make a recommendation to the Agency Commission based on evaluation of the Statements of Qualifications, interviews (if held), and reference checks. First consideration will be given in awarding contracts in the following order: (1) Project Area Small Business Enterprises (“SBEs”), (2) Local SBEs (outside an Agency Project or Survey Area, but within San Francisco), and (3) all other SBEs (outside of San Francisco). Non-local SBEs would be used to satisfy participation goals only if Project Area SBEs or Local SBEs are not available, qualified, or if their bids or fees are significantly higher than those of non-local SBEs.
g) The Agency Commission will approve the selection of the successful applicant.

B. Selection Criteria

The Agency will make the selection of the contractor based on the following factors:

a) The strength of the contractor’s qualifications to undertake the subject scope of services; as measured by the number of years of experience providing service that is of a similar or related nature to the subject scope of services, as well as providing evidence of a successful product at fruition;

b) Overall expertise regarding the specific tasks in the scope of services;

c) Minimum of five (5) years recent experience in performing comprehensive communications assessments that resulted in a final report or recommendations on a communication strategy including specific tasks identified the scope of services;

d) Prior experience providing comparable communications assessments services for Public Agencies, or organizations similar to the San Francisco Redevelopment Agency;

e) Proposed staffing for this project, and their ability to provide the requested services;

f) Ability to complete the requested service per the schedule of performance included in this RFQ;

g) Ability to interact courteously and professionally with the public;

h) Demonstrated ability to work effectively with diverse populations;

i) Ability to comply with the Agency’s policies, including but not limited to nondiscrimination, equal benefits, minimum compensation, healthcare accountability, small business enterprise requirements (if applicable), and insurance;

j) Ability to work well in high-pressure environments and meet deadlines;

k) A working knowledge of the City’s legislative process, and other regulatory authorities.

VI. SUBMISSION REQUIREMENTS

A. Submission of Statements of Qualifications

The Agency desires succinct submittals addressing the specific information requested in this RFQ. In order to ensure that each submittal is reviewed and evaluated properly, it is important that each submittal follow the format below. Submittals shall address all the requirements in the RFQ and be organized in the
ordered presented below, have tabs keyed to the requirements outlined in this Section, and include a table of contents.

a) **Transmittal Letter**

Please submit a transmittal letter, which includes the following information:

• Name of Lead person and services offered;

• Name of other individuals included on the project and services offered;

• Name, title, address, telephone number, fax number, and email address of the person authorized to negotiate on behalf of and the Consultant or Consulting group.

• A description of qualifications and any areas of specialty and professional capabilities.

• A resume that lists and provides detailed descriptions of work performed in comparable Agencies or organizations in the last five (5) years that is of a similar or related nature to the subject scope of services, providing the client name and contact information for each.

• A signed Small Business Enterprise Agreement **Attachment #1**.

• A signed Declaration of Nondiscrimination in Contracts and Benefits (Attachment #2).

• A signed Minimum Compensation Policy Declaration **Attachment #3**.

• A signed Health Care Accountability Declaration **Attachment #4**.

• Complete responses to all Disclosure Questions in **Attachment #5**.

• A signed Statement of Compliance with Agency Policies & Certification of Applicant (Attachment #6).

• A proposed staffing breakdown and budget.

B. **Submission Process**

a) **Registration**

Although it is not necessary to register to receive a copy of the RFQ or to make a submittal, it is strongly recommended that all respondents complete and submit the RFQ Registration Form (Attachment D) to the Agency. Only
registered RFQ holders will receive responses to all written questions, addendums and any additional information distributed prior to the submission deadline.

b) **Pre-Submission Meeting**

A pre-submission meeting will not be held.

c) **Questions and Request for Additional Information**

All questions and requests for additional information regarding this RFQ must be received in writing by the Agency to the attention of:

Gaynell Armstrong-McCurn  
San Francisco Redevelopment Agency  
1 South Van Ness Avenue, Fifth Floor, San Francisco, CA 94103  
By fax to (415) 749-2585 or e-mail to Gaynell.Armstrong-McCurn@sfgov.org  
on or before 4:00 p.m. Tuesday, July 27, 2010

All addendums, responses and additional information will be distributed to registered RFQ-holders. The Agency reserves the sole right to determine the timing and content of the response, if any, to all questions and requests for additional information.

d) **Submission Deadline**

An original and seven copies of the submittal must be received by 4:00 p.m. on Monday, August 9, 2010. Deliver all Statements of Qualifications marked:

AGENCY-WIDE COMMUNICATIONS CONSULTANT  
Attention: Gaynell Armstrong-McCurn  
San Francisco Redevelopment Agency  
1 South Van Ness Avenue, Fifth Floor, San Francisco, CA 94103  
Hand delivery is advised. Late, emailed, or faxed submittals will not be considered.
An original and seven (7) copies of the Statements of Qualifications and all required submission elements must be received at the Agency’s office no later than 4:00 p.m. Monday, August 9, 2010. Deliver Statements of Qualifications marked Agency-wide Communications Consultant to the attention of:

Gaynell Armstrong-McCurn  
Project Manager Special Projects  
San Francisco Redevelopment Agency  
1 South Van Ness Avenue, Fifth Floor  
San Francisco, CA 94103  
Telephone: 415-749-2593  
Fax: 415-749-2585  
E-mail: Gaynell.Armstrong-McCurn@sfgov.org

A submission checklist is provided as Attachment #9 to ensure that the applicant’s submittal is complete. Please use this sheet when completing your submittal.

The Agency will disqualify from consideration any Statements of Qualifications received with insufficient copies or lacking all or part of any required submission element.

Hand delivery is advised. Submissions delivered by facsimile or electronic mail will not be considered. Applicants may submit a Statements of Qualifications at any time prior to the submission deadline.

VII. AGREEMENT TO COMPLY WITH AGENCY POLICIES

Each applicant shall acknowledge receipt and understanding of the following Agency’s contracting requirements and policies and state its ability and willingness to comply with each of them:

A. Small Business Enterprise Program

The Agency has adopted a Small Business Enterprise (“SBE”) Program, which provides first consideration in awarding contracts in the following order: (1) Project Area SBEs, (2) Local SBEs (outside an Agency project or survey area, but within San Francisco), and (3) all other SBEs (outside of San Francisco). Non-local SBEs should be used to satisfy participation goals only if Project Area SBEs or Local SBEs are not available, qualified, or if their bids or fees are significantly higher than those of non-local SBEs. (See SBE Agreement, Attachment #1.).

The Contractor must make good faith efforts to achieve the goals of the SBE Program, which are 50% SBE participation for professional, personal services, and construction contracts. This goal also applies to the Agency when it is contracting directly for goods and services. SBEs must be certified with the Agency. Further information on the criteria for determining eligibility is located in Attachment #1.

For any questions, please contact Roel Villacarlos, of the Agency’s Contract Compliance Department, at (415) 749-2400.
B. **Applicant’s Duty of Loyalty**

Applicant for itself and its subcontractors, if any, agrees to abide by the Agency’s duty of loyalty, which appears at Section IX.H. (Prohibited Activities of Present and Former Employees, Commissioners and Consultants) of the Agency’s Personnel Policy and which states in part the following: “Unless approved in advance in writing by the Agency, no present or former employee, Commissioner or consultant of the Agency shall knowingly act for anyone other than the Agency in connection with any particular matter in which the Agency is a party, or has a direct and substantial interest, and in which he or she participated personally and substantially as an Agency employee, Commissioner or consultant whether through decisions, recommendations, advice, investigation or otherwise. Violation of this section by a present employee, consultant or Commissioner may, in the case of an employee or consultant, be grounds for discharge or termination of the consultant contract, and in the case of a Commissioner, be considered misconduct in office pursuant of California Health and Safety Code Section 33115.”

C. **Limitations on Contributions**

Through execution of this Agreement, Applicant acknowledges that it is familiar with section 1.126 of the San Francisco Campaign and Governmental Conduct Code, which prohibits any person who contracts with the Agency for the rendition of personal services, for the furnishing of any material, supplies or equipment, for the sale or lease of any land or building, or for a grant, loan or loan guarantee, from making any campaign contribution to (1) the Mayor or members of the Board of Supervisors, (2) a candidate for Mayor or Board of Supervisors, or (3) a committee controlled by such office holder or candidate, at any time from the commencement of negotiations for the contract until the later of either the termination of negotiations for such contract or six months after the date the contract is approved. Applicant acknowledges that the foregoing restriction applies only if the contract or a combination or series of contracts approved by the same individual or board in a fiscal year have a total anticipated or actual value of $50,000 or more. Applicant further acknowledges that the prohibition on contributions applies to each prospective party to the contract; each member of Applicant’s board of directors; Applicant's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Applicant; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Applicant. Additionally, Applicant acknowledges that Applicant must inform each of the persons described in the preceding sentence of the prohibitions contained in section 1.126.

Finally, Applicant agrees to provide to the Agency the names of each member of Applicant's board of directors; Applicant's chairperson, chief executive officer, chief financial officer and chief operating officer; any person with an ownership interest of more than 20 percent in Applicant; any subcontractor listed in the bid or contract; and any committee that is sponsored or controlled by Applicant.
D. **Nondiscrimination in Contracts and Benefits**

The Agency has established a policy prohibiting discrimination in contracting, which includes a prohibition on discrimination in providing benefits between employees with spouses and employees with domestic partners.

The applicant shall complete **Attachment #2**. Entities that have received certification from the San Francisco Human Rights Commission regarding their compliance with the Equal Benefits Ordinance of the City and County of San Francisco will be deemed in compliance with the Agency’s policy. For further information, see instructions contained in **Attachment #2** or contact the Agency’s Contract Compliance Department at 415-749-2400.

E. **Minimum Compensation Policy and Health Care Accountability Policy**

The Agency has adopted a Minimum Compensation Policy (“MCP”) for all contractors under personal services contracts that require the payment of a minimum level of compensation to employees (**Attachment #3**). In addition, the Health Care Accountability Policy (“HCAP”) requires that contractors offer certain health plan benefits to their employees or participate in a health benefits program developed by the City’s Department of Public Health, or make a payment in lieu of such benefits to the City’s Department of Public Health (**Attachment #4**).

The applicant shall either submit a completed MCP Declaration Form and HCAP Declaration Form or state its intent to comply with these Agency policies.

F. **Insurance**

The selected applicant must procure and maintain insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work under the Agency contract by the contractor, its agents, representatives, employees or subcontractors.

Unless otherwise approved by the Agency, the selected applicant must maintain insurance with an insurance company that has an A.M. Best rating of A: VII with the following coverages and limits:

- General Liability: $1,000,000 per occurrence;
- Automobile Liability: $1,000,000 per accident for bodily injury and property damage;
- Workers' Compensation and Employers Liability: Workers' Compensation limits as required by the State of California and Employer's Liability limits of $1,000,000 for bodily injury by accident and $1,000,000 per person and in the annual aggregate for bodily injury by disease. (Required only if Contractor has employees); and
- Professional Liability: $1,000,000 per occurrence.
The insurance requirements may be modified by the Agency’s Risk Manager in his/her sole discretion.

G. **Indemnity**

The selected applicant shall defend, hold harmless and indemnify the Agency, the City and County of San Francisco and their respective commissioners, members, officers, agents and employees of and from all claims, loss, damage, injury, actions, causes of action and liability of every kind, nature and description directly or indirectly arising out of or connected with the performance of the Agency contract and any of the contractor's operations or activities related thereto, excluding the willful misconduct or the gross negligence of the person or entity seeking to be defended, indemnified or held harmless.

H. **Disclosure Questions**

Each consultant shall Complete Attachment #5, Disclosure Questions, and submit the completed form as part of its Statement of Qualifications.

I. **Certification of Applicant**

The selected applicant shall certify under penalty of perjury under the laws of the State of California that all the information provided in the Statements of Qualifications is true and correct (Attachment #6).

VIII. **ADDITIONAL TERMS AND CONDITIONS**

A. **Personal Services Contract**

The selected applicant will be required to enter into a Personal Services Contract with the Agency (Attachment #7). The contractor will be required to comply with all of the provisions of the personal services contract, including, but not limited to, the Agency’s policies and provisions regarding indemnification, insurance, small business enterprise requirements, and non-discrimination in employee benefits and hiring.

B. **Contractor Expenses**

Applicants responding to this RFQ do so at their own expense. The Agency will not consider any contractor costs related to this RFQ or to negotiating a Personal Services Contract as reimbursable or as eligible costs under the contract.

C. **Agency Right to Modify or Suspend RFQ**

The Agency, through its Executive Director, reserves the right at any time and from time to time, and for its own convenience, in its sole and absolute discretion, to modify or suspend any and all aspects of the selection process, including, but not
limited to this RFQ and all or any portion of the contractor selection process in or subsequent to the RFQ; to obtain further information from any contractor, to waive any defects as to form or content of the RFQ or any other step in the selection process; to reject any and all responses submitted; to reissue the RFQ; procure the desired services by any other means or not proceed in procuring the services; to negotiate with any, all, or none of the respondents to this RFQ as to fees, scope of services, or any other aspect of the RFQ or services; to negotiate and modify any and all terms of an agreement; and to accept or reject any applicant for entry into a Personal Services Contract.

D. **Claims Against the Agency**

Each applicant by responding to this RFQ, waives any claim, liability or expense whatsoever against the Agency and its respective officers, commissioners, employees and agents by reason of any or all of the following: any aspect of this RFQ, the selection process or any part thereof, any informalities or defects in the selection process, the failure to enter into any agreement, any statements, representations, acts or omissions of the Agency, the exercise of any discretion set forth or concerning any of the foregoing, and any other matters arising out of all or any of the foregoing.

IX. **ATTACHMENTS**

Attachment #1: Small Business Enterprise Agreement
Attachment #2: Declaration of Nondiscrimination in Contracts and Benefits and Instructions
Attachment #3: Minimum Compensation Policy Declaration
Attachment #4: Health Care Accountability Policy Declaration
Attachment #5: Disclosure Questions
Attachment #6: Statement of Compliance with Agency Policies & Certification of Applicant
Attachment #7: Form of Personal Services Contract
Attachment #8: RFQ Registration Form
Attachment #9: Submission Checklist Sheet
Attachment #10: Agency Organizational Chart