



7800 Golden Valley Road  
Golden Valley, MN 55427

# **Request for Proposals**

*for*

## Golden Valley Public Safety Strategic Communications Plan

Proposals Due: March 31, 4:30 pm CST  
Contact Name: Cheryl Weiler  
Contact Title: Communications Director  
Contact Email: [cweiler@goldenvalleymn.gov](mailto:cweiler@goldenvalleymn.gov)



## Table of Contents

I.	Background and Purpose .....	3
A.	About Golden Valley, MN .....	3
B.	Project Background.....	3
II.	Scope of Work.....	4
A.	Project Goals.....	4
B.	Required Elements and Deliverables.....	5
C.	Proposed Schedule .....	6
III.	Proposal Submission Process .....	6
A.	Due Date .....	6
B.	Submission Requirements .....	6
C.	Format.....	7
IV.	Proposal Evaluation and Selection.....	7
A.	Initial Proposals.....	7
B.	Additional Questions and Oral Interviews.....	7
C.	Final Evaluation.....	8
D.	Contract Award.....	8
E.	Appeals Process .....	8
V.	Additional Information.....	8
A.	Rights of Review.....	8
B.	Confidential Material.....	8
C.	Response Ownership .....	8
VI.	Contract.....	8
A.	Contract Ethics .....	9
B.	Reporting, Insurance, and Financial Liability Limitations .....	9
VII.	Equal Opportunity.....	9
VIII.	Appendix 1. Project Team.....	10
IX.	Appendix 2. Company Background and Qualification.....	12
X.	Appendix 3. Proposed Fee Statement.....	13
XI.	Appendix 4. References.....	14



## **I. Background and Purpose**

### **A. About Golden Valley, MN**

Golden Valley, population 22,715, is a fully-developed first-ring suburb located five miles west of downtown Minneapolis. With its desirable location, ample parks and nature areas, a variety of housing styles, flourishing business, and award-winning schools, Golden Valley is one of the best places to live in the Twin Cities metropolitan area.

Golden Valley's proximity to downtown Minneapolis and its access to an interstate and four state highways make it a prime commercial and industrial location. Corporations such as Allianz Insurance, Honeywell, Resideo, and General Mills account for a large percentage of Golden Valley's job base. In fact, there are about 30,000 full-time jobs within the city—more per capita than any other city in the metropolitan area.

The City of Golden Valley is a Plan B statutory City with a City Council/City Manager form of government. The City Council consists of a Mayor and four Council Members elected at-large. All policy and legislative decisions are the responsibility of the Council. The Council delegates the administrative duties to the City Manager who is responsible for hiring and managing City staff and carrying out the policies of the Council. Golden Valley is committed to delivering high-quality, responsive services to ensure the community remains vibrant and welcoming for all.

### **B. Project Background**

Like many police departments across the county, over the past two years, the Golden Valley Police Department (GVPD) has experienced staff departures and challenges in hiring.

Nationwide this turnover has many dimensions. Officers are retiring and leaving the profession, fewer people want to become police officers, and there is growing awareness about racial disparities in enforcement, demands for reform, and building police departments where the officers look like the communities they serve.

The GVPD has experienced a high turnover rate. The GVPD has retained only 26 percent of the new officers hired since 2018. Between January 2018 and January 2023, 54 individuals have left employment with the GVPD. Forty-one of those departures came over the past two years.

While police officer staffing levels remain lower than the budget allows (12 of 31 budgeted), the GVPD is taking many steps to retain current staff and recruit new staff, including hiring



incentives and professional development opportunities. The City is also contracting with the Hennepin County Sheriff's Office to help cover shifts.

Prompted by an employee complaint, in 2022 the City hired an independent law firm to investigate allegations of employee misconduct and a suspected data breach in the GVPD. Eight officers were subject to the investigation, and between March and November 2022, 12 officers left employment with the City.

The [investigation report](#) revealed significant data breaches and described racist and offensive comments and behaviors by an officer whose employment was subsequently terminated. Since then, officers have continued to leave employment with the GVPD.

The City is fully committed to multi-faceted diversity, equity, and inclusion (DEI) work with staff and community members. As part of this work, the City created the [Police Employment, Accountability, & Community Engagement \(PEACE\) Commission](#), whose mission is to help the GVPD innovate and transform its provision of public safety services based on community input and needs to assure the department provides inclusive, community-centered service. One focus is the [Reimagining Public Safety Programs: Reducing Harm Through Collaborative Solutions](#) grant to transform the police department.

There are multiple opinions throughout the community, including current and former staff, about why GVPD is experiencing turnover and why the City is pursuing strategies to transform its provision of public safety services. The City and the GVPD need to establish trust and the willingness to get those causes out in the open so they can be addressed in a constructive manner.

## II. Scope of Work

The City of Golden Valley is initiating a Request for Proposal (RFP) process to identify a vendor qualified to develop a strategic communications plan to support the City's goals and initiatives regarding delivery of public safety services.

The City requires a vendor with demonstrated experience in managing/implementing strategic communications plans and expertise in best practices for successful research, design, development, and deployment of said plans. Vendors with previous experience developing successful strategic communications plans for public safety should detail that experience in their responsive materials.

### A. Project Goals

Project goals center on four focus areas:

- public safety recruitment and retention
- community awareness/opinion regarding delivery of public safety services
- employee (past, current, and potential) awareness/opinion regarding delivery of public safety services
- City's work to innovate and transform additional approaches to delivering public safety services (Reimagining Public Safety initiative)

**Goal:** Increase police staffing levels by 10 sworn officers by end of 2023.



**Goal:** Establish Golden Valley as place to work for those interested in reimagining public safety, opportunities to make a difference in their community, and advancing their careers.

**Goal:** Discover stakeholders' current understanding of what community safety and well-being means and the GVPD's role in supporting that.

**Goal:** Get all stakeholders to understand what the City is working toward with changes in the delivery of public safety services, including:

- the updated vision and mission of the organization
- redefining the concept of public safety as guardians and stewards of community wellness
- updates on initiatives
- the purpose and work of the PEACE Commission

**Goal:** Reinforce the need for a broader definition and understanding of community safety and well-being to include indicators beyond arrests, like:

- housing conditions
- public health
- economic mobility opportunities
- racial equity outcomes
- belonging

**Goal:** Get input from stakeholders regarding the range of potential solutions to achieve safety and well-being for all.

## **B. Required Elements and Deliverables**

The Vendor will work with the project team to develop a strategic communications plan around public safety services to meet the stated project goals. Required elements include the following:

### **1. Community Engagement**

Conduct a robust community engagement process, including internal and external groups, to evaluate stakeholder opinions about public safety (see project goals in Section II, Part A). Provide results to the Project Team (see Appendix 1) for review, then incorporate recommended communications strategies into communications plan.

### **2. Communications Audit and Recommendations**

**a.** Analyze current public safety communications tools/strategies and recommend changes and/or additional strategies, including for:

- recruitment
- internal communications
- external communications/updates
- media relations
- earned and paid media
- social media



- b. Review Reimagining Public Safety goals and PEACE Commission commitments and recommend tools/strategies to educate/engage community and employees.

**3. Ongoing Support**

Upon deployment of the strategic communications plan, the City will be responsible for managing implementation, with help from the Vendor as requested and as budget allows based on the fee schedule outlined in Appendix 3.

**4. Integration of Brand Standards and Style**

The Vendor will incorporate the City’s brand standards and style requirements into all aspects of the plan.

**C. Proposed Schedule**

The following schedule is subject to change at any time.

Date	Activity
March 17, 2023	RFP issued
March 31, 2023	RFP deadline
April 5, 2023	Selection of finalists
April 7 & 10, 2023	Vendor Interviews
April 11, 2023	Selection of Vendor
April-May 2023	Vendor development
May-June 2023	Implementation

**D. Budget**

The City’s expected budget for this project is between \$10,000 and \$15,000. Vendors must provide a budget itemized by major deliverable areas. Proposed budgets are not the sole criteria for selecting a vendor.

**III. Proposal Submission Process**

**A. Due Date**

Proposals received after 4:30 pm CST on March 31, 2023 will not be considered.

**B. Submission Requirements**

1. Proposals must be typewritten.
2. Do not include any promotional material.
3. Submit proposal via email or mail to:  
 Cheryl Weiler, Communications Director  
 cweiler@goldenvalleymn.gov  
 City of Golden Valley  
 7800 Golden Valley Road  
 Golden Valley, MN 55427



### C. Format

For equitable comparison and evaluation, proposals must be in the following format:

#### 1. Cover Page

Title

Company: Name and Address

Contact Person: Name, Title, Phone Number, and Email Address

Date of Proposal

#### 2. Company Background and Qualifications (see Appendix 2)

#### 3. Statement of Proposed Work

- a. **Methodology:** An overview of the approach to providing the deliverables detailed above.
- b. **Timeline:** Propose a concrete, reasonable timeline for the completion of each component in the process, including important meetings and contacts with the City's key project personnel and other employees.
- c. **Budget and Deliverables:** Provide a detailed budget (see Appendix 3), including description of cost for each deliverable listed, identification of payment milestones, and clear identification of optional services and reimbursable costs not included in basic fees (including hourly rates).

## IV. Proposal Evaluation and Selection

The City's project team will evaluate all proposals and select the proposal or proposals that best demonstrate the ability to reliably perform the work with integrity. Companies may partner to submit proposals; however, one company must be identified as the primary contact on the proposal. The City reserves the right to reject some or all of the proposals and to award by individual line item, by group of line items, or as a total, whichever is deemed most advantageous to the City. The City reserves the right to request additional information or clarifications, to allow corrections of errors or omissions, or to modify the proposal schedule.

### A. Initial Proposals

Each proposal will be examined initially to ensure it follows the proposal format and instructions in this RFP. Proposals that do not follow the specific format will not be considered. Late proposals will not be considered.

Proposals will be evaluated on the following criteria:

- experience of company and key personnel related to scope of services outlined in this RFP
- qualifications of key personnel
- methodology used
- responses to questions in Appendix 2
- timeline
- proposed fee statement

### B. Additional Questions and Oral Interviews

After the initial review, the project team will narrow the number of companies and proposals for further consideration. The project team may contact successful vendors with additional questions or to schedule an oral interview. Vendors shall provide responses to any additional questions within three business days following receipt of the inquiry. The project team will conduct oral interviews virtually.

**C. Final Evaluation**

The final evaluation of proposals will be based on the following criteria:

- initial proposal
- oral Interview and additional questions
- references
- final proposed fee statement

**D. Contract Award**

The project team will make a recommendation to the City Council for awarding the contract. Final approval of the contract rests with the City Council.

**E. Appeals Process**

Protests of the award must be made in writing and must specifically state your grievance. All protests must be filed with City Clerk, Theresa Schyma, within 10 calendar days after issuance of notice to award.

**V. Additional Information**

**A. Rights of Review**

The City reserves the right to reject any or all proposals or to request additional information. This RFP shall not commit the City to engage any company for the services described in this RFP.

**B. Confidential Material**

All materials submitted in response to this RFP will become public record, unless categorized as private, confidential, non-public, or protected non-public under the Minnesota Government Data Practices Act ("Protected Materials"). Unrestricted disclosure of proprietary information places it in the public domain. If you believe any of your materials are Protected Materials, you must submit those materials in a separate envelope marked "Confidential Disclosure," along with a cover letter explaining why you believe the materials are Protected Materials. The City will review the materials and approve or deny your request for confidentiality. If the City denies your request for confidentiality, the review team will notify you and you may withdraw the entire proposal, remove the materials, or include the materials in the non-confidential portion of your submission. Cost, pricing information, and the total proposal amount are public data under the MGDPA. Any costs to preserve Protected Materials shall be your responsibility.

**C. Response Ownership**

All proposals become the property of the City upon receipt. Selection, rejection, or disqualification of a proposal shall not affect this right.

**VI. Contract**

The City reserves the right to negotiate the final terms and conditions of the contract, including award amount. If the City and a company are unable to agree upon the entire contract, the City may





discontinue negotiations, select another company, or reject all of the proposals. The successful company shall execute a contract with the City within 10 days after receipt.

**A. Contract Ethics**

No elected official or employee of the City who exercises any responsibilities in the review, approval, or implementation of the proposal shall participate in any decision which affects his or her direct or indirect financial interests. It is a breach of ethics for any person to offer, give, or agree to give any City employee or Council Member or for any City employee or Council Member to solicit, demand, accept, or agree to accept from another person or firm, a gratuity or an offer of employment. The company shall not assign any interest in this contract and shall not transfer any interest in the same without the prior written consent of the City. The company shall not accept any private client or project which, by nature, places it in ethical conflict during its representation of the City.

**B. Reporting, Insurance, and Financial Liability Limitations**

The successful company will report to the City Manager or their designee. The Communications Director will work with the Finance Director to audit billings, approve payments, establish the schedule and oversee the execution of the contract.

The City shall not be liable for any expenses incurred by the company, including but not limited to, expenses associated with the preparation of the proposal, attendance at the interview, preparation of a compensation schedule, or final contract negotiations.

Prior to any work being performed, the successful company shall provide a statement certifying that they have conducted the required background checks, as well as a certificate of insurance, including all coverage required in the contract.

**VII. Equal Opportunity**

The City requires equal opportunity; therefore, the company selected shall not discriminate under the contract against any person in accordance with federal, state, and local regulations and with City policy.

The City of Golden Valley does not discriminate on the basis of race, color, creed, national origin, sex, religion, age, sexual orientation, gender, marital status, status with regard to public assistance, membership on a local human rights commission, disability, or any other basis protected by law in the admission or access to or treatment of employment, program, activities or services.

The City is responsible for the information collection and will retain the authority to restrict access to all or parts of the data. The Vendor does not have any ownership over data at any time. Privacy policies set by the City, state, or federal law will be enforced.

The Contractor will help the City understand how processes and services can be improved and streamlined by locating and re-structuring duplicate or redundant information and services that are overlapping or repetitive.



## VIII. Appendix 1. Project Team

Golden Valley Project Team				
Name	Title	Email	Phone	Project Role
Cheryl Weiler	Communications Director	<a href="mailto:cweiler@goldenvalleymn.gov">cweiler@goldenvalleymn.gov</a>	763-593-8004	Project Manager
Rob Kueny	Communications Specialist	<a href="mailto:rkueny@goldenvalleymn.gov">rkueny@goldenvalleymn.gov</a>	763-593-3995	Content Deployment/ Social Media Lead
Danii Gates	Graphic/Web Designer	<a href="mailto:dgates@goldenvalleymn.gov">dgates@goldenvalleymn.gov</a>	763-593-8069	Graphic Design Lead
Virgil Green	Police Chief	<a href="mailto:vgreen@goldenvalleymn.gov">vgreen@goldenvalleymn.gov</a>	763-593-8059	Content Lead/Review
Alice White	Assistant Police Chief	<a href="mailto:awhite@goldenvalleymn.gov">awhite@goldenvalleymn.gov</a>	763-512-2503	Content Lead/Review
Airriion Williams	Community Connection and Outreach Specialist	<a href="mailto:awilliams@goldenvalleymn.gov">awilliams@goldenvalleymn.gov</a>	612-512-3688	Content Lead/Review
Tim Cruikshank	City Manager	<a href="mailto:tcruikshank@goldenvalleymn.gov">tcruikshank@goldenvalleymn.gov</a>	763-593-8003	Content Review
Kirsten Santelices	Deputy City Manager/HR Director	<a href="mailto:ksantelices@goldenvalleymn.gov">ksantelices@goldenvalleymn.gov</a>	763-593-8989	Content Review
Maria Cisneros	City Attorney	<a href="mailto:mcisneros@goldenvalleymn.gov">mcisneros@goldenvalleymn.gov</a>	763-593-8096	Content/Legal Review





## **IX. Appendix 2. Company Background and Qualification**

1. Describe your company's mission, vision, and values and how they align with the [mission, vision, and values of the City of Golden Valley](#).
2. Describe your company's experience developing strategic communications plans for government entities or public agencies. Please include examples.
3. Describe how you would balance the required functionality of a strategic communications plan with the addition of including a marketing focus for employee recruitment.
4. How would your plan meet the demands of a service-based government operation? Please explain new and innovative approaches you would suggest for organizing current and future content.
5. Please describe your company's process for conducting community engagement as described in Section II, Part B and how you would use the information.
6. Please list your project team and include their experience, education, certifications, diversity of work, or other relevant information.



**X. Appendix 3. Proposed Fee Statement**

**Base Fee**

Base Fee includes all items listed in Section II (“Scope of Work”), with the exception of Section II, Part B (“Ongoing Support”). Please include break out costs for each deliverable.

Vendor Name	
Total Base Fee	
Community Engagement	
Communications Audit and Recommendations	
Other	

**Ongoing Support (Add-Ons)**

Provide the cost for items identified in Section II, Part B (“Ongoing Support”). The individual pricing will help the City determine whether to add on to the scope of the project now or pursue some of the services at a later date, depending on budget. If Vendor has a general fee schedule for other products or services, please attach it to the RFP. If any items are already included in Vendor’s base fee, please indicate.

Service	Hourly Rate/ Amount
Draft external communications, including but not limited to news stories, press releases, social media posts, graphics, and videos regarding: <ul style="list-style-type: none"> <li>• the mission and work of the Golden Valley Police and Fire Departments</li> <li>• the City’s Reimagining Public Safety initiatives</li> <li>• the PEACE Commission’s initiatives</li> <li>• updates to the public about Police Department events</li> <li>• updates to the public about Fire Department events and initiatives</li> </ul>	
Assist in developing responses to media inquiries and public record requests for information about public safety in the City (including standard response templates, FAQs, etc)	
Draft internal communications to Public Safety employees at the direction of the Police and Fire Chiefs and Assistant Chiefs	



**XI. Appendix 4. References**

<b>1) Reference Company</b>	
Address	
City, State, Zip	
Contact Name	
Title	
Phone	
Service(s) Purchased	

<b>2) Reference Company</b>	
Address	
City, State, Zip	
Contact Name	
Title	
Phone	
Service(s) Purchased	

<b>3) Reference Company</b>	
Address	
City, State, Zip	
Contact Name	
Title	
Phone	
Service(s) Purchased	