



Request for Proposals On-Call Data and Communication Services

INTRODUCTION

Through this Request for Proposals (“RFP”), Rhode Island Housing and Mortgage Finance Corporation (“RIHousing”) seeks to create a list of qualified vendors that can be retained on an as needed basis to provide one or more of the below services:

- A. Marketing/ Advertising/Media Buying
- B. Creative Services
- C. Media Relations
- D. Report Writing
- E. Video/Audio Recording and Production
- F. Photography
- G. Website Hosting, Maintenance and Support
- H. Public and Stakeholder Engagement
- I. Focus Groups, Surveys, In-depth Interviews, & Facilitated Meetings
- J. Industry/Market Analyses/Business Planning
- K. Strategic Communications Advice and Counsel

These services are set forth more fully in the Scope of Work Attachments A through K, attached hereto.

Selected vendors will be placed on a Bidder List for a term of three (3) years, with two (2) one-year extensions at the sole option of RIHousing. As the projects have not yet been identified, vendors selected to participate in the Bidder List will enter into an “on-call” style agreement. There is no guarantee of any level spending activity to a vendor or vendors selected for this Bidder List.

Vendors may bid on one, multiple, or all services listed in this RFP.

INSTRUCTIONS

Electronic submissions of the proposal(s) should be submitted to **Mary Kate Harrington, Public Information Manager** at mharrington@rihousing.com. Proposals should be concise and include all attachments and work samples. Note: Please submit only project summaries and/or tear sheets (one-pagers) as samples of your work; do not submit copies of entire reports or projects.

Proposals must be received no later than 5:00 p.m. EST on Wednesday, October 27, 2021. Responses received after this date and time shall not be accepted.



Respondents are advised that all submissions (including those not selected for engagement) may be made available to the public upon request after completion of the process and award of a contract(s).

Respondents can respond to one or multiple Scopes of Work; respondents must clearly identify which services they are proposing to provide and detail their capacity and costs to provide those services. Please indicate by service name and letter for which services your firm is offering proposals.

INTELLECTUAL PROPERTY RIGHTS

To the extent permitted by law, all works created by the successful bidder(s) under this RFP shall be the exclusive property of RI Housing and shall be deemed “work made for hire” under the United States Copyright Act. The successful bidder agrees to execute any documents reasonably required by RI Housing to evidence RI Housing’s exclusive ownership of the work products, and all intellectual property rights therein.

SCOPE OF WORK

Please see the Scopes of Work provided at Attachments A-K.

ITEMS TO BE INCLUDED WITH YOUR PROPOSAL

Please note that failure to provide any information, certification, or document requested in this RFP may cause your submission not to be scored. **A signed copy of the certification letter is required.**

A. General Firm Information

1. Provide a brief description of your firm, including but not limited to the following:
 - a. Name of the principal(s) of the firm.
 - b. Name, telephone number and email address of a representative of the firm authorized to discuss your proposal.
 - c. Address of all offices of the firm.
 - d. Number of employees of the firm.

B. Experience and Resources

1. Describe your firm and its capabilities. In particular, support your capacity to perform the Scopes of Work outlined in Attachments A-K (*as applicable*).

Submission
Check List

2. Indicate which principals and associates from your firm would be involved in providing services to RIHousing. Provide appropriate background information for each such person and identify his or her responsibilities.
3. Submit work samples relevant to each service.
4. Provide references, including a contact name and telephone number for organizations or businesses for whom you have performed similar work.

C. Fee Structure

The cost of services is one of the factors that will be considered in selecting vendors for the Bidder List. While the specific services required will vary by project and will be paid based on a scope of work defined by RIHousing and pricing negotiated between the corporation and the vendor, we are requesting information that will allow RIHousing to evaluate the reasonableness of your fees.

For each service you are submitting for, please use the corresponding sample projects contained in the attachments and provide:

1. A cost proposal for providing the Scope of Work in the corresponding attachment.
2. Provide an itemized breakdown of billing rates and hourly costs, list of key personnel and their hourly rates, reimbursable expenses, etc. for any services that you feel are relevant that may be requested in addition to the services previously described.
3. Please provide any other fee information applicable to the engagement that has not been previously covered that you wish to bring to the attention of RIHousing.

D. Affirmative Action Plan and Minority Owned Business/Women Owned Business

1. RIHousing encourages the participation of persons of color, women, persons with disabilities and members of other federally and State-protected classes. Describe your firm's affirmative action program and activities. Include the number and percentage of members of federally and State-protected classes who are either principals or senior managers in your firm, the number and percentage of members of federally and State-protected classes in your firm who will work on RIHousing's engagement and, if applicable, a copy of your Minority- or Women-Owned Business Enterprise state certification.

2. Discuss any topics not covered in this Request for Proposals that you would like to bring to RIHousing's attention.

E. Certifications

All applicants must respond to and provide documentation as outlined in the Submission Certifications document included at the end of this RFP.

EVALUATION AND SELECTION

A selection committee consisting of RIHousing employees (the “Committee”) will review all proposals and make a determination based on the following factors:

- Professional capacity ability to undertake the Scope of Work
 - Company history, profile
 - Services provided, track record of success
 - Experience with similar organizations and RIHousing business lines
- Company Resources, Expertise, and Experience
 - Previous experience and success in projects of similar scope, nature, and timelines
 - Quality of work samples and creative concepts developed and implemented
 - Foreign language capabilities of the firm (for Public and Stakeholder Engagement services only)
- Proposed Workplan and Budget
 - Proposal innovation, understanding of objectives, key requirements
 - Quality, capability, and capacity of proposed team
 - Response to RIHousing’s requirements regarding intellectual property rights
- Company Remuneration
 - Fees, fee structure, and value for service
- Other pertinent information submitted.

RIHousing may invite one or more finalists to make presentations.

In its sole discretion, RIHousing may negotiate with one or more firms who have submitted qualifications to submit more detailed proposals on specific projects as they arise.

By this Request for Proposals, RIHousing has not committed itself to undertake the work set forth. RIHousing reserves the right to reject any and all proposals, to rebid the original or amended scope of services and to enter into negotiations with one or more respondents. RIHousing reserves the right to make those decisions after receipt of responses. RIHousing’s decision on these matters is final.

For additional information contact:

Mary Kate Harrington

mharrington@rihousing.com



SCOPE OF WORK

Attachment A

SERVICES

Marketing/Advertising/Media Buying

RIHousing has several distinct lines of business including Loan Origination, Loan Servicing, Multifamily Development, Rental Assistance, Asset Management, and more. RIHousing believes it will have need to market and advertise various programs and services in support of business goals.

Typical examples of Marketing and Advertising services include:

- Execution of creative marketing/advertising campaigns, including the promotion of programs through:
 - Websites and social media platforms
 - Traditional marketing platforms (i.e. TV, radio, trade publications, traditional media, direct marketing, etc.)
 - Other emerging and commonly deployed media
- Develop a three-year promotional and marketing strategy, particularly in support of our Homeownership program;
- Provide guidance and expertise to staff on creating and maintaining brand standards;
- Assure that marketing/advertising promotes equal opportunity, fairness and fair housing goals by reaching the many diverse populations within our state including those that may be hard to reach but could most benefit from our programs;
- Share and/or conduct market research and expertise to ensure effective outreach to target audiences.

Selected vendors will be expected to:

- Develop and propose a system of measurable results and outcomes:
 - Provide regular reports to determine if efforts are achieving agency goals
 - Monitor and provide analytic data to ensure the effectiveness of advertising and media expenditures
 - Recommend advertising channels across print, digital, social, broadcast and radio, based on research and agency goals:
 - Negotiate fees with selected publications and media outlets;
 - Place ads with media outlets as needed
- Respondents should have working knowledge, or experience with the following traditional and non-traditional media platforms: television, radio, outdoor advertising, Google AdWords, Pandora radio, print publications, YouTube video advertising, and social media advertising.

Provide project approach and average project cost examples for:

- Spring homebuying ad campaign – including discovery, interviews, copy writing, and design; assuming media buys/placement costs and photography are extra.



SCOPE OF WORK

Attachment B

SERVICES

Creative Services

RIHousing has several distinct lines of business including Loan Origination, Loan Servicing, Multifamily Development, Rental Assistance, Asset Management, and more. RIHousing believes it will have need for creative design services to support advertising and public information objectives.

Typical examples of Creative Services include:

- Develop visual themes and branding that can be applied to a wide variety of media;
- Work with agency staff and other contractors to collaboratively develop creative approaches to publications and other outreach efforts;
- Develop graphic elements that support a cohesive visual theme for the agency and that can be integrated into the website, social media and other non-print uses;
- Design and layout various print publications, including the agency's Annual Report and other reports, publications, and printed materials identified by RIHousing;
- Promotional and marketing materials for RIHousing in general and for specific divisions and programs within the agency;
- Coordinate printing by setting specifications, soliciting bids from print firms, and when appropriate, act as the point of contact with print vendors;
- Develop timelines for preparation and production of the above pieces;
- Update the agency's graphic and brand standards;
- Design and execute assigned graphic production processes on time, and at or below budget;
- Submit original files of all graphic design elements to RIHousing upon completion.

Firms should demonstrate experience in the following areas:

- **Graphic Design/Layout:** experience managing and coordinating graphic design projects from concept through completion; working closely with clients to create vision, conceive designs, and consistently meet deadlines and requirements; coordinate freelance designers, consultants and vendors to meet all project requirements; extensive experience in multimedia, marketing and print design.
- **Production:** managing all operational, strategic, financial, quote/bid, staffing, and administrative functions relating to design services; coordination with vendors, printers and others.

Provide project approach and average project cost examples for:

- One, four-panel, four-color brochure – exclusive of printing and photography;
- Annual report comparable to recent RIHousing annual reports (<https://www.rihousing.com/research-reporting/>) – exclusive of printing and photography.



SCOPE OF WORK

Attachment C

SERVICES

Media Relations

In order to effectively advance our mission as the state's principal housing agency, we require a communications firm(s) to assist us in strategically positioning ourselves to continue our leadership role in affordable housing efforts throughout Rhode Island. Moving forward we need to maintain RIHousing's proactive media strategies to increase public awareness of agency programs as well as recognition and support of affordable housing efforts and those of our partners.

Typical examples of Media Relations services include:

- Craft effective press releases, messaging documents, talking points, FAQs, media Q&As and media pitches for local, statewide, and when appropriate, national media outlets
- Develop and execute an annual media relations plan that includes a schedule of recommended editorial and promotional activities within each target market
- Media planning, media relations development and response, press conference and event management, crisis management
- Develop and maintain a targeted media list
- Cultivate and maintain relationships with reporters, editors, and bookers at key media publications, outlets, programs, etc. and identify opportunities for in-person meetings with media, executive speaking opportunities and thought-leadership positioning.
- Proactively pursue positive stories and respond to inquiries - targeting all forms of media: broadcast, digital, podcasts, print, etc. as appropriate for each opportunity.
- Develop an accurate and reliable system of measurement.
- Provide media training for executives and senior staff, as needed.
- Assure that our media relations efforts promote equal opportunity, fairness and fair housing goals by reaching the many diverse populations within our state, including those that may be hard to reach but could most benefit from our programs
- In coordination with internal staff, help set priorities and refine media relations strategies for the agency

Provide project approach and average project cost examples for:

- Crafting, distribution and follow up for press releases
- Media/Press event: crafting and distribution of press releases, event planning and coordination, follow-up with media outlets



SCOPE OF WORK

Attachment D

SERVICES

Report Writing

RIHousing creates and partners with a variety of organizations on the development and creation of a range of reports. The agency believes it will have a need for report writing services to communicate with a wide variety of audiences, including elected officials, housing partners and aligned industries, and the general public.

The vendor(s) must have the necessary expertise to provide the following services:

- Prepare a variety of reports, including technical reports, position papers and other writing and report efforts as needed, including: feature story writing and submission; agency newsletters, periodic reports, issue briefs/papers, e-newsletters and publications.
- Communicate the impact of our work and work of our partners to key audiences.
- Position RIHousing as a thought-leader; share data and research in a thoughtful and compelling way for a variety of channels, including but not limited to print, digital, mixed-media
- Translate complicated concepts, data and research into compelling and thought-provoking reports
- Work alongside agency staff and consultants, including graphic designers, to draft and finalize reports, including reports on state housing goals and strategies, technical reports on housing data, position papers, agency annual report and other writing and report efforts as needed.

Firms should demonstrate experience in the following areas:

- Technical, policy and “popular” reports (ie. Annual report) writing
- Excellent report writing skills; adherence to AP style, strong Microsoft Office applications skills, proof-reading skills
- Crisp, clear writing style; communications-centered report writing and data analytics skills

Provide project approach and average project cost examples for:

- Annual Report – refer to past examples of RIHousing annual reports: (<https://www.rihousing.com/research-reporting/>)
- Technical report similar to 2016 “Projecting Future Housing Needs” report (<https://www.rihousing.com/rihousing-reports/>)



SCOPE OF WORK

Attachment E

SERVICES

Video/Audio Recording and Production

RIHousing has several distinct lines of business including Loan Origination, Loan Servicing, Multifamily Development, Rental Assistance, Asset Management, and more. RIHousing believes it will have need for video and audio production services to support outreach and public information objectives.

The vendor must have the necessary expertise to provide the following services:

- Pre-production planning: Scriptwriting/content development; Storyboard creation; Location scouting; Casting/Sourcing talent; Production management; Creative direction.
- Production: Creative direction of video crews, actors and non-professional talent; Set design and art direction; HD shooting; Voiceover and ADR recording.
- Post-production: Music selection, sound editing and mixing; Closed captioning-capability; Video editing, including graphics and music; Utilize .mp4 and .mov video formats and 1080 p high definition resolution; Upload unedited raw footage with metadata tags to a designated storage area;
- Work with staff to review rough cuts, develop sequence of video clips, and identify gaps in footage for additional filming; Edit to final production professional grade copy with attention to detail on all video, graphic, and sound elements; Upload final edited version to video hosting site RIHousing specifies; and Provide unedited raw footage and rough cuts of all filming sessions for RIHousing to save, review and otherwise use without limitation

Firms should have expertise and knowledge of video/audio production and ensure fidelity to the established branding and design throughout the entire video production.

Provide project approach and average project cost examples for:

- Full-Day video shoot with raw footage
- Half-day video shoot with raw footage
- Cost for three (3), two (2)-minute videos, edited

If bidding on audio services, please provide cost examples for the following:

- 10-episode podcast (each episode 20-30 minutes); includes content development, recording, editing; not including cost of media buys/placement to push engagement

Note: RIHousing will retain proprietary interest in all customized materials, graphics, as well as the look and feel of the videos/audio recordings created by selected vendor(s). In developing the videos, the vendor will not infringe or violate the copyright and other intellectual property rights of third parties. The vendor is responsible for securing various rights, licenses, clearances and other permissions related to works, graphics or other copyrighted materials to be used or otherwise incorporated into the website.



SCOPE OF WORK

Attachment F

SERVICES

Photography

RIHousing seeks to engage professional photographers to provide a variety of photography services, including architectural photography, events photography, and drone/aerial photography in support of agency objectives. Photography will be based in and around Rhode Island.

Typical examples of architectural photography services include:

- Buildings and developments (before, during and post construction); overview and detail shots
- Neighborhood photographs: images illustrating the context of various developments

Typical examples of drone/aerial photography services include both still and video footage of:

- Buildings and developments (before, during and post construction)
- Neighborhood photographs: images illustrating the context of various developments
- Special events and/or activities at development sites

RIHousing hosts and participates in a number of media events, public meetings, industry group, and community engagement events and activities. As such, we are looking for experienced and professional photographers to take photos at various events. Photography will be based in and around Rhode Island.

RIHousing staff will work with selected vendors on the specific images and as appropriate, will provide shot lists for various developments/locations, events and activities.

Typical examples of events photography services include photographs of:

- Events: media events, public meetings, groundbreakings, ribbon cuttings, industry leadership meetings
- Portraiture/Head Shots (Group, Individual, Official)
- Candid and art-directed

Events photography will consist of both staged and candid group shots of event attendees and presenters/speakers. Selected photographers will provide complete photography coverage of events, highlighting various aspects of the events based on provided agenda and event descriptions. Photographers will need to provide event photos within three (3) business days following the event (*if required sooner, discussed at time of assignments*). Photographers will be responsible for facilitation and signing of all participant release forms, including obtaining group and individual permission for photos that include people.

The vendor(s) will capture images for use on all media channels including, but not limited to RIHousing's website, social media accounts, promotional publications and advertisements,



outreach efforts and for use at events and activities hosted by RIHousing and/or agency partners. RIHousing will use these images and videos (as needed) primarily for RIHousing related materials including print ads, social media campaigns, and brochures, but may share with development partners as needed.

Provide project approach and average project cost examples for:

- Full-Day photography shoot
- Half-day photography shoot
- And/or hourly rates for specific services

PHOTO REQUIREMENTS AND DELIVERABLES

RIHousing will receive one edited uncompressed JPEG for each usable image and access to RAW files as requested for each photograph. RIHousing retains the right to alter any final images to meet specific needs of size, resolution or crop ratio as required by specific applications and uses. The selected vendor will not add or embed photos with branding captions or watermark signature on image files provided to RIHousing.

Full resolution digital images will be uploaded to SharePoint with full usage rights and ownership. Images captured by the selected vendor will be added to RIHousing's photography archive. Photographer credit will be provided as appropriate.



SCOPE OF WORK

Attachment G

SERVICES

Website Hosting, Maintenance and Support

RIHousing believes it will have need for website hosting, maintenance and support for its agency website (www.rihousing.com) in addition to any necessary expansion of the site and/or creation of additional websites or platforms.

The vendor must have the necessary expertise to provide the following services:

- **Website Hosting:** contractor will the website at WP Engine and perform such related services as requested by RIHousing from time to time. Contractor will provide direct administrative access to RIHousing for any third-party accounts, subscriptions, or control panels/configurations. Contractor can manage these accounts on behalf of RIHousing, but it is understood that any hosting or other related accounts are to be the responsibility of RIHousing.
- **Website Maintenance and Updates:** vendor will maintain and update the website. Such maintenance services shall include, but may not be limited to: implementing all necessary updates, bug fixes, enhancements, new releases, new versions, and other improvements or repairs; remaining aware of advances in technologies related to or used in website hosting and platforms, including those related to security, and, implementing such changes as are reasonably necessary to ensure the website's continued interoperability and compatibility with new standard technologies, as well as its security and integrity; implementing Wordpress updates related to themes, plugins, and other components; quarterly checks to ensure that the website works correctly in current/most common web browser versions; content editing, updates, formatting, and structural changes as requested by RIHousing; and participating in meetings, phone calls, and other project administration activities.
- **Website Expansion and Improvements:** RIHousing may request that contractor perform website expansion and improvement activities. Such activities may include: creation of new pages, templates, or other Wordpress structural changes; implementation of new functionality, whether by use of a new WP plugin or other means (i.e. custom development); and establishing new integrations with other RIHousing data systems, logins, or websites.
- **Support, Training and Other Services:** on an as-needed basis, contractor shall provide other "non-technical" services which may include, but may not be limited to, the creation of help/training documents, training sessions for administrative users, and coordination with other systems or teams.



SCOPE OF WORK

Attachment H

SERVICES

Public and Stakeholder Engagement

RIHousing believes it will have need to conduct a variety of public engagement activities over the next few years. These activities will likely vary in purpose and scope.

Some typical examples of audiences and purposes are:

- Soliciting input from residents, community members, and other stakeholders around development/redevelopment of specific housing projects or programs;
- Soliciting input from stakeholders as part of the state's requirements for federal Fair Housing and Consolidated Plans; and
- Soliciting input from the general public around a broad set of housing issues.

Firms should demonstrate experience in the following areas:

- Community outreach, consensus building, strategic planning, visioning and visualizing;
- Involving a diverse set of audiences in interesting, creative ways that foster dialogue and meaningful input;
- Meeting facilitation and logistics;
- Using cutting-edge engagement strategies;
- Engaging difficult to reach and underrepresented populations; and
- Successfully conducting effective public engagement around controversial issues.

Respondents should assume that they will be responsible for all meeting logistics (scheduling, meeting preparation including any audio-visual equipment and copying of handouts, and other details), meeting facilitation, and that they will work with RIHousing staff and consultants on developing meeting agendas.

Selected vendor(s) will be responsible for identification of proposed approaches and methods used, as well as post engagement reporting, preparation of written summaries, and analysis/reporting.

Firms should provide project approach and average project cost examples for:

- Scheduling, coordinating and conducting three (3) public visioning meetings to solicit feedback from stakeholders;
- Conducting approximately ten (10) targeted interviews with key stakeholders;
- Drafting a report summarizing all meeting minutes, interview notes, responses, and recommendations. The report should summarize a feasible plan for action.



SCOPE OF WORK

Attachment I

SERVICES

Focus Groups, Surveys, In-depth Interviews, Facilitated Meetings

RIHousing has several distinct lines of business including Loan Origination, Loan Servicing, Multifamily Development, Rental Assistance, Asset Management, and more. Occasionally, RIHousing uses focus groups, surveys, a series of in-depth interviews, and/or facilitated meetings to gather data on different aspects of its business.

Some typical examples of audience and purpose are:

- Realtors/Lenders—understanding how our mortgage lending processes are viewed and what can be done to improve them;
- Developers—understanding how our design and construction processes are viewed and how the process could be improved;
- Landlords—understanding what obstacles exist for landlords to rent to tenants who use a Section 8 voucher.

A variety of services may be provided by the Vendor related to the provision of focus groups, including recruitment; development of screening tools, moderator's guides, and exit tools; facilitation; logistics; report writing; and results analysis.

Potential survey techniques may include intercept and telephone surveys, newspaper polls, and others. In addition, the Vendor may be expected to conduct "effectiveness measurement" to establish a baseline and benchmarks to gauge message effectiveness through a variety of metrics and tracking.

These services may be requested as individual, standalone services, or they may be requested as part of a comprehensive campaign. The services required will depend on the scope of work for each program or project. Selected vendors will have demonstrated experience in producing and conducting statistically reliable polling surveys. Vendor(s) will be responsible for identification of proposed approaches and methods used, as well as post engagement reporting, preparation of written summaries, and analysis.

Provide project approach and average project cost examples for:

- Telephone survey of 400 with a +/- 5 margin of error wherein the Vendor generates the sample;
- Web-based survey of 200 wherein the Vendor generates the sample;
- Twenty (20), one-hour long in-depth interviews;
- Report summarizing responses from all surveys/interviews noted above.



SCOPE OF WORK

Attachment J

SERVICES

Industry/Market Analyses/Business Planning

RIHousing has several distinct lines of business including Loan Origination, Loan Servicing, Multifamily Development, Rental Assistance, Asset Management, and more. RIHousing believes it will have need to conduct various analyses regarding several of its lines of business. Industry/Market Analysis efforts will assist the agency to gain a better understanding of the state and region's economy, customers, and business development opportunities.

Typical examples of expected research are:

- Examine the market, its size, growth and identify any market opportunities;
- Examine competition in the market, including any competitive advantages;
- Analysis of the industry, the marketplace, and potential clientele/customers;
- SWOT analysis (strengths, weaknesses, opportunities and threats);
- Recommend the most appropriate forms of promotion and sales channels;
- Evaluate the current and future demand for products and services through a range of efforts and methodologies, including but not limited to conversations with private stakeholders; homebuyers; existing customers; business/industry groups and professional organizations; interest groups and local businesses.

Selected vendors should have the capacity and experience to:

- Provide a snapshot of the state's economy, identifying areas for growth, untapped customers/business partners, and strategies for reaching them;
- Identify opportunities to pursue a broader statewide approach to program development;
- Using the results of the above analysis, develop a comprehensive written report that presents opportunities and strategies for expansion and growth of various business lines. The analysis must consider a wide continuum of business models and highlight associated costs for expansion, maintenance, and operations. It must propose an action plan which includes best management practices and procedures to protect assets.
- Develop proposed models, strategies and action plans that are financially sustainable, providing for long-term solvency and security.

Past relevant experience in working with similar clients and demonstrated success in advancing organizational and business goals are required.

Provide project approach and average project cost examples for:

- Research and evaluation to estimate the size of the Rhode Island homebuying market and determine if the industry is stable, growing, or volatile in the current economic climate.
- Report detailing the view of the market, its size, and segmentation.



SCOPE OF WORK

Attachment K

SERVICES

Strategic Communications Advice and Counsel

RIHousing has several distinct lines of business including Loan Origination, Loan Servicing, Multifamily Development, Rental Assistance, Asset Management, and more. To meet the changing landscape and needs of Rhode Islanders, RIHousing believes it will have need for Strategic Communications Services.

Typical examples of services include:

- Develop communications content and general guidance on message strategies and external communications;
- Identify market opportunities, messaging, voice, thought leadership strategy or overall communications approach;
- Conduct a communications Audit/Assessment of current and proposed communications efforts;
- Create strategic communications plan tied directly to business goals, and [develop strategies](#) and tactics to most effectively and efficiently reach those goals;
- Provide insight, [analytics](#) and strategic thinking to help streamline outreach efforts toward tactics and approaches that produce direct business impact;
- Identify areas for improvement and opportunity;
- Assist in one-on-one meetings with stakeholders, stakeholder relations, public relations, and complex crisis management.
- Assist with communications and strategies for engaging policy leaders on housing issues

Firms should have experience in:

- Strategic communications work;
- Familiarity with effective models and practices for branding, strategic communications and publicity activities.

Provide project approach and both hourly rate(s) and proposed number of hours per month.