

February 16, 1993

Anton Jungherr
Associate Superintendent/ Business Services
Berkeley Unified School District
2134 Martin Luther King Jr. Way
Berkeley, CA 94704

To: The Evaluation Committee
Re: Community Relations and Public Information RFP of 1/25/93

FERN TIGER ASSOCIATES, an East Bay-based, woman-owned firm, is pleased to present the attached proposal for the design and facilitation of a public awareness and participation process, including community, press, and public relations, the preparation of appropriate materials, and coordination of activities and information from and between the District and the community. This project is aimed at enhancing the community's understanding of Measure A activities and establishing a base from which to ensure a logical and coordinated process that progresses from planning to construction; from ideas to reality; and from skepticism to supportive action.

We welcome the opportunity to increase participation, coordinate the overall community education and public information effort, and to develop appropriate materials that can have far reaching impact on the way Berkeley residents decide and implement educational goals and programming necessities compatible with community standards. This kind of public relations planning and strategy-building is exciting and challenging. It is also consistent with our firm's extensive track record working with public sector and nonprofit agencies throughout the region and the state, and most significantly our work in Berkeley.

Over the past years we have tackled many interesting and demanding projects that have had far-reaching impact on the citizens of Berkeley. Most recently our work with Miles Inc. helped pave the way for a precedent-setting public-private partnership and the assurance that the city's largest industrial employer will remain in Berkeley. This project is described in detail in the section of the proposal titled "Summary of Similar Experience."

We have also been contracted by the City of Berkeley on several occasions to strategize and prepare materials to address particular issues including refuse collection, Section 8 Housing regulations, city-wide affordable housing, and redevelopment plans. Our firm has a long and successful track record on both the strategies and the tools necessary to explain complicated policy matters to a lay community. A comprehensive client and project list is included in this packet.

Handled properly, the District can use this school construction project as an opportunity to garner the support of a broad cross section of the community and develop a long term outreach plan to impact the whole community. Most of all, a coordinated effort aimed at informing and laying the groundwork for participation and dialogue with the public about the use of their tax dollars can pave the way for Berkeley residents to look at educational policy, school

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programming, planning for physical facilities, and public funds in a more enlightened way.


Our proposal describes our firm, outlines our qualifications and our approach and includes:

- samples of materials (in envelope enclosed in back of "master" proposal -- note that samples are **not** provided in three copies);
- a description of our team, and staff bios (pages 16 - 23);
- a proposed scope of services (pages 32 -36);
- a budget estimate showing day rates, projected estimate of professional scope, and estimated cost for materials development (pages 37 - 39);
- references (pages 40 -42) Note that letters of recommendation follow page 42;
- and an explanation of the ownership of the firm and affirmative action statement (page 44) following disclosure forms.

In addition, we have enclosed other attachments which provide additional details, a complete list of current and former clients and projects, and unsolicited letters of recommendation. Should time permit, we invite you to visit our office, in Oakland's Jack London Square, to review (in more depth) some larger scale presentations and "campaigns" we have produced in recent years.

If you have any questions or feel additional information is needed, please feel free to call.

Sincerely,



Fern Tiger
President

FT:nm

enc: Proposal (see content list following)

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 - Staff Bios
 - Narratives describing two selected projects:
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 - City of Berkeley, Curbside Collection Program*
- **Proposed Staffing Plan (also see staff bios - previous section)**
- **Estimated Budget for Particular Components**
 - Rate Structure for Ongoing Tasks
- **Additional Information**
 - References
 - and Letters of Recommendation
 - Client History 1979-1993
 - Samples (print materials only)
 - (Note that samples are provided only in the "master" proposal, not in all three copies.)
- **Required City Disclosure Forms**
 - (and Affirmative Action Statement)

EXECUTIVE SUMMARY

B.U.S.D.'s Measure A School Construction Program offers a unique combination of opportunities and challenges for community relations and public information services. The very existence of a school construction program speaks volumes about Berkeley's commitment to the education of its children. In approving a bond measure, a broad cross-section of the community has agreed to tax itself to address the long neglected physical needs of the schools.

Passage of Measure A provides eloquent, if silent, testimony about the community's ability to unite around issues that cross ethnic and economic lines. Two-thirds support suggests that many people are able to recognize the big picture; that they were willing to support a measure that achieves their general goals even if they harbor reservations about some of the details.

Community support for Measure A almost nine months ago sets the stage for the current need to coalesce around the next challenge: the need to devise a phased construction plan that responds sensitively and responsibly to the full range of hopes and fears, and wins broad support of the Berkeley community. To accomplish this end, the District needs to harness the reservoir of intelligent caring that distinguishes Berkeley from so many other cities.

Yet it is precisely this deep caring that makes community consensus about any plan difficult to achieve. In a District that is committed to seriously considering the full range of citizen viewpoints, it can be assumed that the final plan must incorporate the ideas of many, many people. It is also inevitable that the final product will not coincide exactly with the views of any one person or group. Negotiation and compromise will be required.

The setting in which these negotiations take place, the processes established to assure that all views are considered, and the accessibility of information about the complex issues involved are factors that will determine what the ultimate physical plant will look like. The process by which these important decisions are made will shape people's feelings about both the plan that the District ultimately adopts and the District itself.

FERN TIGER ASSOCIATES presents this proposal because we are confident we can help BUSD to produce and implement a plan that will maximize the community's strengths. With our help, the District can involve the public in ways that will elicit the full range of public views, while simultaneously informing the public about the complexities and practical constraints faced by the District.

Over the past fourteen years, Fern Tiger Associates has developed sophisticated methods for gathering and presenting information that enables individuals (citizens, consumers, public officials, decision-makers, business leaders, employers, and employees), community organizations, local jurisdictions, and corporations to share their experiences and to disseminate complicated, but pertinent information and ideas in easy-to-follow, spirited formats.

Fern Tiger Associates is exceptionally qualified to tackle a project of this scope because of our

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knowledge of Berkeley, our extensive experience educating the public about policy and other matters, and our success creating forums which sensitize people to new and important ideas. Fern Tiger Associates' fourteen-year track record with public sector agencies has made the firm especially responsive to the special needs and budget restrictions of public agencies, as well as their desire to provide information in understandable terms and culturally sensitive formats, and their need to adhere to strict timetables.

In the past years, we have tackled many interesting and demanding projects which have had far-reaching impact on the citizens of Berkeley. Most recently our work with Miles Inc. helped pave the way for a precedent-setting public-private partnership and the assurance that the city's largest industrial employer will remain in Berkeley. Our responsibilities (which have recently won our firm numerous awards, including the AIA National Award for Urban Design Excellence, Public Relations Society of America 'Crystal Compass' award for best public and community relations campaign, and PRSA award for best speech by a corporation to an outside audience) included design and management of all public and community relations and communications; conception and administration of an architectural competition to select the firm to handle both the design of the first building and the site design guidelines; coordination and planning of all press activities; speech-writing and training of in-house staff to the issues that confront Berkeley residents; preparation and guidance for negotiations and community based mitigations; pre-negotiation meetings with education and job training agencies to assess potential for school-based science programs; writing, design, photography, and production of all materials and publications; and regularly-scheduled, ongoing meetings with both Miles and the City of Berkeley. (More details about this particular project are noted in the section of this proposal entitled "Summary of Similar Experience.")

Prior to our work with Miles, we had been under contract with the City of Berkeley on several occasions to strategize and prepare materials to address particular issues including Curbside Collection, Section 8 Housing regulations, city-wide affordable housing issues and the city's decision to construct 65 units of scattered-site public housing, and redevelopment plans in South Berkeley. Still other projects we worked on, such as public information media to explain and clarify AC Transit's new routing system and state-wide urban forestry issues, impacted Berkeley, but were not city-sponsored. For each project and each topic, we endeavored to thoroughly understand the issue and its ramifications for both residents and the city as a whole. We listened to the concerns of particular and broad-based constituencies, and we worked to recognize common threads and misinformation. Each of these efforts created an increased understanding of the issues and opened the community to a greater and intensified dialog.

Fern Tiger Associates' proposal outlines a plan to:

- assess community concerns about the educational system and school policies, awareness, misperceptions, and support for post-Measure A activities, impact of these concerns, in order to make the plans visible;
- identify themes which can assist the development of an ongoing public awareness effort;
- prepare a short-term and long-range public and community information and relations

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- effort to ensure expanded citizen participation needs; *and*
- design and produce camera ready art for an appropriate and distinctive package of materials, through which information about the District's phased construction program can be easily disseminated; [Materials *might* include: 'speakers kit' with slides/overheads/ and adaptable script text for use at presentations, meetings, etc.; graphically stimulating displays for multi-faceted uses in schools and other public areas; brochures; tabloid newsletter format and quarterly editions; notices and fact format sheets; target mail]
- initiate contacts with, prepare materials and background for, and respond to queries from local and regional press;
- work with BUSD staff and administration to ensure smooth conveyance of tasks, responsibilities, issues, and implementation
- coordinate with BUSD administration for the development and evaluation of public information and community education planning and implementation

It is our intention to begin by obtaining an overview of the community's current base of information with regard to this project and other school-related concerns that could impact the smooth implementation of the school construction plan. To do this, FTA staff envisions regular half-day meetings with key BUSD staff and administration for the first three months, in order to develop a workable planning strategy (based on the issues highlighted during the assessment phase.) Following this initial period, regular meetings of a core "strategy team" would be scheduled bi-weekly and would be used to both share information and discuss "next steps." These shorter (hour long) meetings would provide continuity and a chance to recognize upcoming concerns. For each of these in-house meetings, preparation, agenda planning, and ongoing adaptation of a local and city-wide plan will be handled.

Full realization of the effort will undoubtedly involve a series of community-wide meetings, press exposure, and even public events. Preparation for these meetings will include effective noticing to increase participation levels, development of materials to assist information flow at the meetings, facilitation, de-briefing, follow-up strategies, and preparation and dissemination of materials to respond to questions and issues from the meeting itself.

To meet these objectives, the crucial place to start is with an understanding of both BUSD and its "consumers": all residents of Berkeley, but especially parents, teachers, and students. Fern Tiger Associates is well-suited to the task.

Because we understand communications, media, and public information planning -- what works and what doesn't -- we can guide a project smoothly and successfully. And while our command of the topic is strong, we place equal emphasis on understanding the audience and defining what the anticipated impact must be. Fern Tiger Associates' impressive history and track record comes from a recognition of the importance of the "producer's neutrality" and the significance of "spreading the word". We also recognize the value and validity of making public education topics familiar to every household!

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The proposal and related budget estimate attempt to address professional fees covering a 15 month period, as requested in the RFP. Within 3-4 months from start-up, Fern Tiger Associates would agree to provide Berkeley Unified School District with a more detailed and realistic budget to address the needs and tasks that we will have identified and assessed. At that time, Fern Tiger Associates would be agreeable to preparing a second phase fixed fee budget.

This proposal is deliberately designed to maintain flexibility, allowing for tailoring of concepts, products, and approaches, as more information and data are revealed.