

Addendum: Questions and Responses (RFP 4-2020 Strategic Planning—Group Facilitation)

- 1) **Question:** Has there been a previous study of this nature before? If so, may we obtain a copy or at minimum know the provider and year it was completed?
Answer: PCCLD is completing the last year of its current 2016-2020 Strategic Plan. That plan is on the library's website <https://www.pueblibrary.org/about/reportsandplans>.
- 2) **Question:** What is the proposed budget for the study?
Answer: There is not a specific budgeted amount for the services requested in RFP 4-2020. PCCLD will consider proposals and determine which one best fits its needs.
- 3) **Question:** On page 6 of the RFP, it states: **E. Signatures:** The proposal must be submitted in ink, signed by an officer or person qualified to bind the proposing company. Are there any forms that need to be signed and included with the proposal?
Answer: No, this statement in the RFP requires the proposal to be signed by an officer or person qualified to bind the proposing company. There are no additional forms required beyond the signed proposal.
- 4) **Question:** Do you need any additional strategic planning support from August through October? If so, is full time or part time preferred?
Answer: The support that the library needs is described in Section 8 Scope of Work.
- 5) **Question:** Do you currently use a virtual meeting software tool? If so, which one (Microsoft Teams, Zoom, Google Meets, etc.), and can we utilize it for this effort? If not, do you have a preference on a virtual meeting/facilitation tool?
Answer: The library district has been using Google Meets since March, 2020 for virtual meetings. This is an option. The library district is open to other options the proposing company may suggest or prefer.
- 6) **Question:** Is the all-staff development day also virtual? Or will it be socially distanced in person?
Answer: At this point in time, the library district is anticipating that the October 12, 2020 All Staff Development Day will be socially distanced with branch and department staff assembling as small groups to join the virtual strategic meeting(s) and activities.
- 7) **Question:** Is the 'optional' leadership retreat also virtual? Or will it be socially distanced in person?
Answer: At this point in time, the library district has not made a decision about the format of the leadership retreat. It is likely that it will be held in a virtual meeting format.
- 8) **Question:** Looks like you have identified stakeholder groups from whom you would like input or is this part of the project (donors, community leaders, library patrons, community groups, PCCLD employees). Are there other groups?

Answer: The library district has preliminarily determined that 5-7 focus groups will suffice. We have not finalized who those groups will be comprised of. Input by the proposing company is welcome.

- 9) Question: Do you have a predetermined number of focus groups, community conversations, individual interviews and etc.?

Answer: The RFP states that 5-7 focus groups are anticipated within the scope of work of this RFP.

- 10) Question: Is the City of Pueblo located within Pueblo County and therefore total population is 170,000?

Answer: Yes, the library district serves the City and County of Pueblo having a total population of 165,000.

- 11) Question: Looks like you anticipate these sessions will be virtual. Do you want in-person and virtual pricing?

Answer: Having both pricing options is welcomed by the library district.

- 12) Question: Will the strategic planning retreat be in person or do you want a virtual option? How many attendees do you expect? This informs suggestions for design of the day.

Answer: At this point in time, the library district has not made a decision about the format of the leadership retreat. It is likely that it will be held in a virtual meeting format. Typically about 30 individuals attend and participate in the annual leadership retreat. All annual leadership retreats prior to 2020 have been in-person events.

- 13) Question: Does the engagement include any sort of deliverable? Notes from the sessions with analysis, for example?

Answer: The deliverable for the facilitated focus groups is an analysis and report including an executive summary of the findings of the focus groups. The deliverable for the optional leadership strategic planning retreat is a report including an executive summary of the strategic objectives or thematic clusters proposed for the library district. These will be delivered by the firm to designated library leaders.

- 14) Question: What are the desired outcomes and/or intended purposes for the three-hour session during the all-staff development day?

Answer: The intent of the all staff development day strategic planning activity is to utilize the opportunity as a staff focus group. The goal is to encourage discussion and solicit feedback from library employees regarding the library's strategy and objectives. We have set aside 3 hours of the 6 hour training day preliminarily.

- 15) Question: Will the selected consultant be able to provide input on polling questions so that the gathered information is collaborative and coordinated with the other stakeholder feedback methods (i.e. facilitated focus groups and meetings)?

Answer: Yes, the focus group work and the polling will likely take place concurrently, so there is an opportunity to coordinate these activities. In fact, the library welcomes the ability to do that. The polling will likely reach some non-library users in the community. Whereas, the focus groups will typically be library users, supporters and those familiar with the library. So, polling questions may be different from focus group questions. But we are open to possibilities.

- 16) Question: How do you see the selected consultant leading the "2019 ballot outcomes" assignment?

Answer: The ballot outcomes assignment is a gathering of data from the 2019 election information held by the Pueblo County Clerk and Recorder. This data will be provided to the library district as a component of our data gathering efforts and will be considered alongside the other information gathered. That assignment is not within the scope of this RFP #4-2020.

- 17) Question: On Page 6, paragraph 6 you state, "Include in the discussion how the vendor keeps abreast of current and future trends." Please amplify which trends you are referring to. For example:

- trends with regard to excellent facilitation and meeting management
- general library trends, especially in the age of COVID-19
- political, economic, social trends across Pueblo and Pueblo County
- trends in our state's response to COVID-19 and the social-distancing/mask regulations on public gathering spaces (like libraries)
- strategic planning in the public sector

Answer: Each of the examples provided are excellent trends to address. It is the library's desire to understand how your firm stays current in the field that you work in. The library is interested in working with a firm that has experience with and knowledge about strategic planning, libraries, public entities, and community assessment and engagement.

- 18) Question: On Page 6, paragraph 6 you state, "Discuss the vendor's approach to communication." How does the Library communicate with staff and stakeholders today? What tools (software) are used for communications? Are those tools effective? Is PCCLD open to recommendations for other communication methods?

Answer: The library district communicates to stakeholders through various means—library website, monthly newsletter, press releases, social media, live stream events and programs, ask a librarian link on our website, involvement and presentations to local groups, in-person communication at our library branches, etc. Since the onset of COVID-19, library operations are altered; however, library locations in Pueblo County are open for public computer use and browsing and library material checkouts daily. The library utilizes the Google suite and has been conducting virtual meetings, including public trustee meetings, via Google Meet. Google Meet has worked fine; however, we are open to other options and suggestions.

19) Question: On Page 7, Paragraph 8 you state, "We are seeking to identify how the library's mission can assist our community in achieving success," Please provide copies of the guiding documents the Library is referencing that define success.

Answer: The library's current strategic plan is found on our website at:

<https://www.pueblolibrary.org/about/reportsandplans>. This plan shapes our annual plan goals and objectives and helps the library to assess outcomes. We have other performance measures including key results which are monitored monthly—these include library visits, circulation, computer use and program attendance. Other documents which communicate measurement and achievement include the library district's Annual Plan & Budget and the Annual Report. All documents are also found at <https://www.pueblolibrary.org/about/reportsandplans>.

20) Question: Where may we view the current Strategic Plan for the District? To what extent are you currently executing that plan?

Answer: See question #1 and #19 for more information about the library's current strategic plan. The library district has achieved success in the plan's areas of strategic focus which include:

- Creating young readers
- Strengthening community partnerships
- Serving the whole family at all stages of life
- Bridging the digital divide
- Incorporating data-driven planning
- Supporting life-long learning of staff

Many important developments have risen from our work in these areas over the past nearly five years. We are excited for our work to continue within the context of a new strategic plan and we look forward to our efforts to establish new strategic areas of focus.

21) Question: Since the number of focus groups may vary and there is an optional Strategic Planning Session, will you accept a Time & Materials proposal for this contract?

Answer: We will consider proposed pricing on a time and materials basis, but we require a not-to-exceed amount identified in the proposal.

22) Question: Please describe your technical capability to conduct these meetings virtually. Will the facilitator be required to schedule these meetings with stakeholders or will a PCCLD point of contact arrange the meeting?

Answer: PCCLD can be the point of contact in scheduling meetings with stakeholders. Currently we use Google Meet for virtual meetings; however, we are open to other options recommended or provided by the proposing firm. It is expected that the firm awarded the contract for this RFP will take the lead in facilitation of the various focus groups and the strategic planning retreat for leadership. PCCLD expects to be involved in design and development of these activities to ensure that outcomes meet our needs.

23) Question: Please describe your expectations for leadership outbriefings and deliverable written products and reports.

Answer: The deliverable for the facilitated focus groups is an analysis and report including an executive summary of the findings of the focus groups. The deliverable for the optional leadership strategic planning retreat is a report including an executive summary of the strategic objectives or thematic clusters proposed for the library district. These will be delivered by the firm to designated library leaders.

- 24) Question: The period of performance is not defined; is it limited to August - October 2020 or will Contractor involvement continue into 2025 as depicted on pages 10 and 11? If it is extended, what is the expected scope of work?

Answer: The period of performance is defined in Section 8 – Scope of Work. The community focus groups will happen in August and September 2020. The All Staff Development Day is on October 12, 2020. The leadership strategic planning retreat will take place near the end of October. The deliverable reports for each of these activities is within a reasonable time period (1-2 weeks) after the events take place.

- 25) Question: What is the currently expected contract award date?

Answer: Section 1. B. – RFP schedule states that proposals are due July 29, 2020. The library will evaluate proposals and hopes to award a contract early in August so as to allow the work to commence soon thereafter.

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