**QUESTIONS & ANSWERS RELATED TO THE CULTURAL SERVICES STRATEGIC PLANNING RFP:**

**QUESTIONS ARE NUMBERED; ANSWERS FOLLOW IN *ITALICS***

1. Who will be the key players moving the plan forward? Who (what categories of people) will be at the planning table?

*The Director of Cultural Services and staff will ensure that the plan moves forward in partnership with the Cultural Commissioners, the Marin Cultural Association Board of Directors, the County Administrator and the Marin County Board of Supervisors. Representatives from most of these categories will be at the planning table.*

1. Currently, who are your advocates/champions?

*There has been support from all sectors and stakeholders including Staff, Cultural Commissioners, the Marin Cultural Association Board of Directors, the County Administrator, the Marin County Board of Supervisors, our venue partners and external stakeholders.*

1. Can you provide information about any previous Strategic Plan and the process from the formation of the design team to implementation?   What did you and your predecessors value in the previous process and resulting plan and what changes are desired from this strategic planning process?

*Research indicates that the Department of Cultural Services has not done a previous Strategic Plan.*

1. When will the online cultural survey be complete and how are people being invited to respond? Do you anticipate needing a survey beyond the existing one?

*The Marin Coalition for the Arts survey will be available for community members to respond to until December 1st. The need for any additional surveys to collect data that is specific to the Department of Cultural Services is for future discussion.*

1. Does the UNESCO award come with some funding or must that all be raised locally?

*The designation does not come with funding.*

1. What fundraising activities are currently underway with the new nonprofit? Current fundraising goal? What sources of income are currently supporting its work?

*The Marin Cultural Association hosts a Wine and Beer Garden at the Marin County Fair as the main fundraising event of the Year. In addition there is a “Donate Now” button on the ticketing website, and recently received the first leadership gift to name a new gallery. MCA is not yet one year old and is just now building the Board and developing the infrastructure for operations, including fundraising.*

1. How do you envision staff supporting the planning effort? What is the estimate of staff time devoted to the strategic planning process? What is the percentage of the Director of Cultural Services time allotted to the plan? Can we assume that meetings will be held in your facilities?

*Staff will participate in the planning process as a stakeholder group and will help schedule interviews, town halls, meetings, etc. All meetings will take place in Cultural Services facilities. While the day to day operations of running the Marin Center Campus will continue seamlessly, it is understood that for the planning process to be successful, dedicated staff hours are necessary to participate in the planning. The Director will spend the required time to make this a successful process.*

1. Within the area of “Research” what data sources are already available? What are the missing pieces in this data that need attention in this effort?

*All of the items mentioned in the first bullet point under the Research Heading in the RFP are available.*

1. You mention an “Integrated Campus Master Plan, Facilities Assessment and plan”. What level of specificity is anticipated here? Are your expectations more on a conceptual level or do you anticipate needing the services of construction experts, architects etc. to assess renovation needs and projected costs?

*The Facility Assessment has been completed and we should have the final report by the end of November. The findings will be addressed as part of the planning process. There was a Master Plan done for the campus in 2005 by Mark Cavagnero commissioned by the Marin Renaissance Partnership. This entity no longer exists and the plan was never completed. The hope is that this Strategic Plan will detail a timeline for a new Master Planning process for the Campus. The Strategic Plan will address the needs of the facilities in relation to our vision for the future.*

1. Will the contractor write and design a format for the public face of the plan or will that be done in house? What are the County’s particular expectations of a final document that goes public?

*The Contractor will write and design a format for the public face of the plan. The expectation is that the final document will detail the roadmap for the future and not only capture the vision but also have a working document with specific goals and objectives to attain that vision.*

1. Confirming the proper Titling of the ‘Agency’ in all instances, on all proposal submissions, should be: The Department of Cultural Services | County of Marin Strategic Plan

*This is correct*  
**12**. Page 1 of the RFP indicates emailing the proposal to your email address. Page 7 states, ‘mailing the proposal’. Since no specific mailing address is indicated within the RFP, can we confirm all proposal submissions are to be submitted via email?

*Confirmed*

**13.** Will the Marin Cultural Association administer all fiscal and management aspects of the eventual strategic plan?

*No. This will happen through the Department of Cultural Services*

If not, what other agencies are leading or co-leading this initiative?

*The Department of Cultural Services is leading the initiative with support from the Cultural Services Commission, and the Marin Cultural Association, of which Gabriella C. Calicchio is the Executive Director. The County Administrator’s office and the Board of Supervisors are funding the plan.*

**14.** In order to build the plan, schedule and budget - how many stakeholders do you anticipate require personal interviews?

*At least twenty stakeholders will require personal interviews. . This is a discussion to take place in the early planning stages.*

**15.** In order to prepare and budget for tools and materials, how many participants will be attending the facilitated sessions at the MCA retreat?

*This decision will be made together after the RFP process and award.*

**16**. How many consecutive days will the retreat span in total?

*We anticipate that a one day retreat will be adequate.*

**17**. Page 4 states ‘staff/commission/MCA retreat', but Page 5 under SCHEDULE states ‘Staff/Commission Retreats’. To confirm: Is there one retreat or will there be multiple retreats? If more than one retreat, are the retreats consecutive, and, do they span over Saturday and Sunday of the weekends?

*This will be determined with the Consultant.*

**18**. Please define ‘copies of all instruments used to gather information.’ We provide password-protected, cloud-based access - approved by the initiative leadership - to all designated recipients of the project information through PDF. Public information can be downloaded from cloud-based shared folders. If cloud-technology is unacceptable, please describe Cultural Services preferred platform for sharing information and how many individuals would require hard copies of information.

*Cloud based is acceptable.  The number of hard copies will be decided by those involved and whether they require hard copies or are fine with digital access.*

**19.** The listed schedule includes both process and a delivered plan over six months. Is the final, in-person presentation of the strategic plan to all initiative leadership within that six month period, or occurs shortly thereafter in a formal setting on a specific date?

*The timeline is ambitious and flexible. It is anticipated that the final presentation will occur after the six month timeline, and likely in September when everyone is back from summer vacation.*

**20.** We have reviewed the website and the Professional Services Contract. Is there a required range for the budget for this project or the open-ended 'best combination of quality and value' is left to our design?

*The range is between $30K-$50K, depending on how extensive the stakeholder engagements are.*

**21***.* In terms of data gathering, will you be identifying the individuals and/or groups to engage in the data gathering process?

*Yes*

1. Our understanding is that you're looking for extensive diverse stakeholder input to inform the environmental scan, i.e. Research in RFP. How extensive do you envision stakeholder input into the strategic planning process, including defining mission, vision, values and goals? Are the strategic planning sessions to define these elements open to public, or an expanded group of key stakeholders, or just the Strategic Planning Steering Committee members?

*Sessions looking at mission, vision and values will not be open to the public.  It may be determined that public and external stakeholders input is desired at some point, but how that materializes will be decided with the Consultant and potentially the Steering Committee.*

1. What is the role and composition of the Strategic Planning Steering Committee?

*The Steering Committee will be comprised of members of the following groups: Staff, Cultural Commissioners, Marin Cultural Association Board members, the CAO’s office and potentially one or two external stakeholders.*

1. What are your expectations about the logistics for setting up engagement events such as focus groups, planning meetings, etc.?

*The hope is that once the types of engagement events are identified, that Cultural Services staff will handle the logistics of scheduling those engagements.*

1. Marketing and Branding - Can you clarify what are your expectations for deliverables in this area?

*The expectation is that marketing and branding of the campus and Marin Center programs must be thoughtfully considered as part of the planning process; however, it is not expected that this plan will produce the marketing and branding strategy.*

1. Are there sources or research efforts to build on for an environmental scan?

*We will have the results of the Marin Coalition for the Arts survey that was sent to our email list as well as the email lists of many of the other arts organizations in Marin County.  You can see the survey on our website.*