

Questions Regarding Strategic Planning RFP

1. Our policy will provide "blanket contractual liability" if we enter into an "insured contract" (which is defined on the attached page under #13). Can you please confirm your contract falls under this definition **Yes, blanket contractual liability is fine.**
2. You list that the Workers Comp. limit is \$1M - our policy has a \$500K limit, however, our Umbrella policy is \$1M, so combined, it should meet your \$1M request. While I know every entity has different policies, our Umbrella Policy has always covered us in these situations. Please confirm the above meets your needs. **Umbrella policy of \$1M is sufficient.**
3. Does the museum envision that the strategic planning session facilitation will take place in person or via virtual platforms? **We remain flexible with regards to onsite vs virtual visits due to COVID restrictions. Ideally, onsite visits would be a part of process if possible.**
4. Please clarify what you require in the high level outline of resources? **Resources needed to do the work: onsite office space, conference room, equipment/software needed to conduct surveys or other engagement activity, etc. Transportation/lodging/other business expenses should be itemized in budget section.**
5. How does this differ from the budget information? **Budget includes all costs and detail on how budget was derived: consultant fee, transportation, materials, etc.**
6. What needs or problems are you hoping will be resolved in this new Strategic Plan? **Resource development; wider community impact**
7. What are some of the existing pain points with community engagement and existing partners, including Native American communities and other educational partners? **No pain points, but seeking broader and more meaningful engagement.**
8. What are some of the financial needs or goals you have for new revenue strategies? (e.g., immediate needs, ongoing revenue, etc.) **We are seeking creative and sustainable pathways for growing earned revenue; seeking to expand our donor outreach and engagement.**
9. In terms of board development and diversity, equity and inclusion initiatives, where are you in that journey and what are some of the existing strengths/challenges you're seeing? **We continue to expand our board and seek to diversify membership based on age, ethnic background, geographic representation and professional experience.**
10. Since you mentioned having an existing document, is the museum already working with a specific type of strategic planning process in place or is the consultant permitted to use his/ her own preferred method? **We do have an existing strategic plan but the consultant will be permitted to use their own preferred method, with input from MAC team.**

11. How are you currently operating; are you all virtual, all in person or a combination of virtual and in person? **The museum is currently open at 50% capacity. Admissions/facilities staff are onsite daily; remainder of staff are primarily working from home.**

12. Are your current marketing efforts done in house, are they outsourced or is it a combination? **Primarily inhouse.**

13. Is there a set social media strategy or social team? **The MAC has an overall social media strategy including a formal plan. Social media team is led by Marketing Director.**

14. Is data to assess the museum's current collection, human talent, and stakeholder & community needs already being collected or is that the responsibility of the consultant? **We have some data but more information may need to be gathered during SP process**

15. Has similar Planning initiative(s) been undertaken by the MAC in the past? If yes, can you please provide details? **We are in the final year of a 3-year Strategic Plan produced in 2018.**

16. Is there an incumbent currently providing any of the services outlined in the scope of work? If yes, can you please identify? **No.**

17. Is there a page limit for the response? **No.**

18. Will the MAC provide administrative service support for scheduling meetings as part of this project or will selected vendor need to coordinate all scheduling ourselves? **MAC will provide administrative support for scheduling meetings, etc.**

19. Which group and/or department is the project sponsor for the initiative? **The strategic plan process will include staff, board, volunteers and other stakeholders. A steering committee of Board and staff will be formed to work closely with consultant.**

20. Is there a specific event toward which the project completion date is targeted? **No.**

21. Is there a preferred methodology the MAC wants to follow for this project? If yes, can you please elaborate and is the MAC open to an alternative methodology and approach for the project? **MAC is open to alternative methodology and approach.**

22. Has a budget been allocated by the MAC towards this project? **Budget range is included in RFP.**

23. Is there a preferred pricing matrix and/or format we should follow when defining the project costs? **No; at respondent's discretion.**

24. What is the proposal pricing preference? Fixed Fee? Hourly, etc. **Fixed Fee.**

25. We noticed that the published deadline says its due Wednesday, April 22 and April 22 is actually a Thursday. Is the proposal due on Wednesday or Thursday, April 22? **Thursday, April 22.**

26. Would you prefer to engage ALL employees in the strategic planning effort? **Ideally, and at some level, yes. Of course, some employees will be more involved than others.**

27. Does the MAC have other sites/separate locations? If so, how many and where are they located? **One location.**

28. How many visitors do you have to each of the sites on an annual basis? **Approximately 100,000 visitors each year, including about 10,000 school children.**

29. How is the MAC structured and how many people sit on each of the governing bodies? Board of Directors, Support Committees, representatives, etc. **MAC is governed by a Board of Trustees with 13 members; Executive Committee: 6 trustees + 3 staff Governance Committee: 4 trustees + 2 staff; Finance Committee: 5 trustees + 2 staff ; Development Committee: 2 trustees + 3 staff; Exhibits & Collections Committee: 3 trustees + 2 staff.**

30. Does the MAC have any formally structured interest bodies? If so, how many, what do they stand for, and how many people are there per group? **Campbell House Committee is longest standing volunteer committee with 20 members. Primary focus is restoration and care of Campbell House, the historic 1898 house owned by the museum and located on its campus. American Indian Cultural Council is made up of four indigenous Eastern Washington tribes; each tribe appoints a representative to the Council, which advises the museum on matters pertinent to the American Indian Collection.**

31. For Stakeholder Engagement, do you have any parameters established around this? Specifically, how many groups will need involvement, how many engagement sessions you would like to have? Or are you looking for the consultant to advise you on what is necessary for a successful project outcome? **We look to consultant to advise.**

32. For the museum staff, board and support committees, are you looking for retreats, meetings and workshops to be scheduled, or is this list only an example of what types of meetings should be considered? Can these three groups (museum staff, board and support committees) be in workshops together or do these three groups need separate workshops? **We will look to consultant to advise on approach, with final decision made by consultant and Executive Director.**

33. Your RFP mentions Native American Tribal Representative relationships specifically. Are your existing relationships with these representatives satisfactory for this engagement or would you be looking to the consulting team to establish new relationships during the course of this proposal? **Existing relationships are satisfactory.**

34. Would a firm be considered eligible if they were not registered with the Washington Secretary of State at the time of submission of their bid but they would do so upon being selected? **Yes.**

35. If a firm does not carry pollution insurance would this disqualify their bid? **No.**

36. How much has the MAC raised on an annual basis for the last five years? Annual budget is \$4,500,000.

37. For the stakeholder groups identified on page 3 under Scope of Consultation, how many individuals have been identified for each group, and have they committed to the timeline? In our experience, a more realistic timeline for a strategic plan with multiple groups of stakeholders is a year or more. We welcome your thoughts on a realistic timeline. This is one area that may be negotiated as MAC and consultant develop the contract. Stakeholder groups have not yet been identified.

38. What are the expectations for the 6-month progress check-ins over the three-year duration of the final plan described on page 4 under Timeline of Consultation? Will these be done under a separate contract? Same contract, but we would like to see a cost breakdown for the Strategic Plan process and the Implementation process.