

# Questions & Answers

## for the

### Strategic Planning Consultant RFP

Questions & Answers added 11-29-2021

#### **About RochesterWorks, Inc.**

1. Can you provide an up-to-date organizational chart for RWI?

*Yes, you will find a function-specific organizational chart on our website at [https://rochesterworks.org/images/Policy\\_201\\_Firewall\\_1-16-19\\_Attachment\\_A\\_9-17-19.pdf](https://rochesterworks.org/images/Policy_201_Firewall_1-16-19_Attachment_A_9-17-19.pdf).*

#### **Scope of Work/Responsibilities**

2. The RFP identifies several groups of stakeholders to be engaged: staff members, members of the workforce and business communities, program participants, partner organizations, policy makers, and members of the workforce development board. To help us understand the scale of the project and identify potential methods of engagement, can you share your thoughts on approximately how many of these different stakeholders you envision engaging or hope the project would engage?

*We envision that a consultant would engage a number of each stakeholder group sufficient to represent their diverse viewpoints. We are not prescribing a specific number or range of stakeholders for this activity.*

3. Are bidders expected to be involved, in any extent, with implementation of the strategic plan? If so, what do you anticipate the timeline and level of involvement for that implementation will be?

*We do not expect the selected consultant to be involved with the implementation of the plan.*

#### **Proposal Format**

4. Has your organization established a budget or not-to-exceed amount for this project?

*No, we have not. RochesterWorks, Inc. reserves the right to negotiate a final hourly rate and projected total hours of work with the selected applicant.*

#### **Timeline**

5. The RFP notes a proposed kickoff of mid-February of next year, but no specific end-date. Do you have a desired timeline for completion of a hard copy of the strategic plan or specific date you would hope to have the plan finished by?

*We would like to have a final copy of the strategic plan ready to present to the Executive Committee of the Workforce Development Board no later than August 2, 2022. The final presentations of the plan would take place in September 2022.*

## Questions & Answers added 11-24-2021

### **Scope of Work/Responsibilities**

6. Does the Board and staff team at RochesterWorks prefer in-person meetings or virtual meetings for the strategic plan facilitation?

*That depends on the level of community transmission in February, and going forward, when we are engaged in the strategic planning process. Respondents to the RFP should plan for the possibility of in-person, remote, or hybrid meetings. In the event of a hybrid meeting, we would expect the facilitator to participate in person.*

7. Are you able to share the vaccination status of the RochesterWorks team, if they prefer in-person facilitation?

*No. However, we can assure you that all unvaccinated individuals who participate in person will be required to wear a mask. As long as COVID-19 remains designated as a highly contagious communicable disease under the NYS HERO Act or universal indoor masking is recommended by government officials, vaccinated individuals who participate in person will also be required to wear a mask.*

## Questions & Answers added 11-23-2021

### **Proposal Format**

8. For Section V, "Proposal Format," Item E, is the fee model called for in the RFP the only acceptable response?

*A responsive RFP submission would include a project budget, including an hourly rate inclusive of all costs, and an estimate of total hours of work broken down by activity. That will allow us to make a fair rating of and comparison among the proposals that we receive. You may propose a project budget and hourly rate based on the scope of work described in the RFP and the size of our organization in comparison with other organizations that you have served.*

9. Can you please help us understand what specifically is needed for Section V, Item G? Is RochesterWorks asking for a description of our work with one of our clients or the actual Strategic Framework document? We, of course, hold confidentiality of our client's work to the highest possible degree. We worry that even a heavily redacted Strategic Framework could risk divulging proprietary client information.

*For this item, a description of the organization served and the work done, with specific information on how the items described in Section III, "Scope of Work /Responsibilities of Consultant" were developed, would suffice.*

## Questions & Answers added 11-17-2021

### **Scope of Work/Responsibilities**

10. In section III, "Scope of Work/Responsibilities of Consultant," one of the responsibilities is "to provide a scan of the RWI organizational culture and identify strengths and opportunities for improvement with regards to employee, partner and customer experience." It would be helpful in determining total project cost to understand how extensive you would like this scan to be.

*We ask that a consultant conduct a relatively broad scan of the RWI organizational culture for the purpose of identifying strengths and opportunities for improvement with regards to employee, partner and customer experience. If the broad scan identifies any strengths or opportunities for improvement of a magnitude sufficient to have a substantial impact on RWI's ability to achieve the goals of the plan, then RWI may invite the consultant to increase the number of hours dedicated to the project to conduct a more comprehensive investigation of the strengths and/or opportunities for improvement initially identified.*