

Addendum #1



Project Information

Project Name:	Organizational and Cultural Development Consulting Services
RFQ Number:	F22-05-048
Date:	June 9, 2022
Project Manager:	Paul Fetherston

Addendum Questions

Question #1	How many people in scope, location, are they to be developed in groups?
Answer	The City currently employs approximately 1,100 employees at various locations across the City. The determination of actual plans related to employee engagement at a group level would be made following the selection of a consultant(s). Qualifications could outline options related to development of a strategy.
Question #2	Will the client provide training space?
Answer	The City will coordinate and arrange for training space as needed and appropriate.
Question #3	Are you open to both in person and remote training? What about a mixed approach?
Answer	Yes.
Question #4	Is there an existing budget and what is it?
Answer	There is no specific appropriation allocated for this proposed engagement.
Question #5	Is there an incumbent?
Answer	The City does not currently have an incumbent that is providing the services sought through the RFQ.
Question #6	Have you delivered these services internally in the past? What were the results?
Answer	Over the past 5-7 years, the City has engaged with two other consultants that were intended to enhance the organizational culture. The most recent effort concluded in 2020. The results varied.
Question #7	Does the provider (us) need to be located within a certain distance?
Answer	Providers need to be in the position to appropriately and effectively service the customer and the needs of the City.
Question #8	How have you measured success in the past? How will you measure success on this solution?
Answer	The discussion of performance measurement for the services sought through the RFQ can occur later in the process.
Question #9	You indicated that this is a 3-5 year implementation. Would you like our proposal to include a timeline of deliverables for this period of time or are you only looking for qualifications at this time?
Answer	The focus of the RFQ is on qualifications at this time. Vendors are welcome to include information it deems appropriate to determine qualifications.
Question #10	What is the anticipated length of time that you wish to contract a consultant? For the entire 3-5 years or a shorter timeframe?
Answer	It is anticipated that the City would engage with a consultant for a period of three years with options for both parties to renew or opt out after each year depending on the success of the efforts.

Question #11	Could you please describe what you are looking for in section II, part D #3 "scenarios of service"?
Answer	Vendors should be able to articulate scenarios of services through which the objectives outlined by the City can be met.
Question #12	On page 12, Section V.G, a Certificate of Insurance is listed as required documentation for the Response Format. However, on Page 6, Section III.D, it states that "successful contractors" will be required to submit a Certificate of Insurance. Would you please clarify when a Certificate of Insurance should be provided?
Answer	A Certificate of Insurance is not required for the RFQ submittal, it is only required for successful contractors during in the contract phase.
Question #13	Would you please share the evaluation criteria that will be used?
Answer	Please see Section V. E of the RFQ.
Question #14	On Page 6, Section 2.D.3, can you clarify what you are looking for when you ask for "scenarios of service"?
Answer	See response to question 11.
Question #15	Does the City currently use any processes or tools around staff engagement, organizational culture, change management, or communication that we should anticipate using?
Answer	There is no current standard process or tools in place across the city that should be anticipated to use or not.
Question #16	What is the impetus for this project, aside from the anticipated growth of the City and the desire to keep up with this growth?
Answer	The current level versus the desired future state of service, performance, and status as a preferred employer as well as the hiring of a new City Manager in January 2022.
Question #17	What are some of the goals for the City's desired future state?
Answer	See response to Question 16.
Question #18	What organizational changes is the City anticipating?
Answer	See response to Question 16.
Question #19	Is there any community involvement in this project, or is the work all internally focused?
Answer	While there is no community involvement initially considered within this project, it is an area to consider and address in the development of an appropriate and effective strategy.
Question #20	Are the goals for this project strictly organizational, i.e., internal focus only and not external?
Answer	The ultimate objective of a municipality is to provide effective and appropriate services and programs to a community. The internal efforts to maximize organizational development and culture has a direct correlation to the ability to appropriately service the community.
Question #21	Of the 1,011 employees, how many are in management with direct reports?
Answer	This is information that can be provided through the process.
Question #22	When was the last strategy developed for the City, or when was the last time similar work was performed?
Answer	The most recent work was completed in January 2020.
Question #23	Must the consultant be located in Colorado?
Answer	Providers need to be in the position to appropriately and effectively service the customer and the needs of the City.
Question #24	Will the City pay for travel?
Answer	This is an item for discussion and consideration upon selection of a consultant(s).