San Francisco Bay Conservation and Development Commission

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SFBC-P-25-14 Strategic Planning Service Questions and Answer

Question #1
Is there an incumbent or prior consultant from the 2023 Strategic Plan, and are they expected to bid?

Answer #1 There is an incumbent. There is no bias toward the incumbent should it place a bid.

Question #2

Does the $100K all-inclusive ceiling include all travel, printing of workshop materials, and production of the "highly graphical" final documents, or is design/production budgeted separately?

Answer #2

Yes

Question #3

How many in-person engagements (Working Group, Senior Staff, public workshop) does BCDC anticipate, and over what cadence within the six-month term?

Answer #3

"Anticipated": One public workshop, three Commissioner Working Group meetings, three senior staff meetings.

Question #4

Will BCDC provide the stakeholder list and handle workshop logistics (rooms, mailings) as stated, and roughly how many external stakeholders are envisioned?

Answer #4

BCDC will reserve the room(s) and coordinate set-up. Stakeholder mailings and lists will be developed collaboratively, depending upon circumstances. Perhaps upward of 15 external stakeholders outside of Commissioners, Alternates, and advisory board members.

Question #5

Must the project manager personally hold the 5-years/government-strategic-planning experience, or can that be satisfied across a named project team (i.e., a prime + subcontractor structure)?

Answer #5

It is certainly preferable for the manager to have the requisite experience. Exceptions may be made.

Question #6

Does BCDC have a preference on prime vs. subcontractor structure for a two-firm team, and should the cost proposal break out rates by firm?

Answer #6

BCDC does not have a preference on prime vs subcontractor. The important issue is who on each team will be leads and participants. For the cost proposal, please break out rates by firm detailing which work each firm will be responsible for and the personnel allocated to each task. This helps ensure transparency and allows BCDC to evaluate the cost components for each participating firm.

Question #7

Are the two required work samples expected to be environmental/coastal-specific, or will strategic plans for comparable policy/government agencies suffice?

Answer #7

It would be preferable but not required for at least one to be environmental/coastal-specific because it will provide more information for the selection team.

Question #8

Is the public-facing progress tool expected to be a designed static report, or an interactive web-based dashboard?

Answer #8

A static report that BCDC staff will post on a regular basis.

Question #9

Is the consultant expected to prepare a separate “public-facing progress report” in Task 4(A) or is that intended to be the BCDC Annual Report prepared by BCDC?

Answer #9

The consultant is expected to propose a framework on which the progress reports will be based.

Question #10

Is BCDC still anticipating 12-15 stakeholders with whom BCDC would expect the consultant to hold discussions (Task 4)?

Answer #10

We expect there to be upward of 15 or so stakeholders.

Question #11

Please confirm that the other answers and links provided for the previous RFP still apply.

Answer #11

No, please refer to the links included in the current RFP.

Question #12

Not a question, just confirming that BCDC wants hardcopies of the bid proposals only.

Answer #12

Yes, only hard copies will be accepted via drop-off or mail.

Question #13

If the submittal is in hardcopy form only, how should proposers include documentation of past work (other strategic plans and such documents)? Should these documents be printed out as well as part of the submission packet?

Answer #13

Proposers may include documentation of past work in whatever format is most convenient. Hard copies are acceptable, and proposers may also provide past work samples on a flash drive if preferred.

Question #14

Is the Strategic Plan Working Group (that the consultant will design and facilitate) subject to the Bagley-Keene Act?

Answer #14

Technically no, but the Working Group strives to operate under Bagley-Keene rules.

Question #15

Beyond development of the Strategic Plan itself, to what extent is BCDC seeking recommendations regarding organizational effectiveness, operational efficiency, and cross-functional coordination among Planning, Regulatory, Legal, and Operations & Technology teams?

Answer #15

Those issues are not part of the RFP, but all suggestions are welcome.

Question #16

Approximately how many external stakeholders does BCDC anticipate the consultant engaging during the strategic planning process, and are there priority stakeholder groups that the Commission considers essential to include?

Answer #16

We expect there to be upward of 15 or so stakeholders.

Question #17

Can BCDC provide additional guidance regarding its expectations for the public-facing progress reporting tool, including whether the Commission envisions a dashboard, annual report, scorecard, webpage, or another format?

Answer #17

The tool should be easily manipulated by BCDC staff and easily understood by the general public, and BCDC staff and Commissioners look forward to listening to the consultants' ideas. The report itself will be statically presented on the website.

Question #18

Among the following priorities identified throughout the RFP—climate resilience, Regional Shoreline Adaptation Plan implementation, organizational effectiveness, regulatory efficiency, environmental justice, and stakeholder engagement—are there specific priorities that the Commission considers most critical to the success of the Strategic Plan? Should the proposer have in-depth knowledge of these priorities?

Answer #18

All of the priorities listed in the RFP—climate resilience, Regional Shoreline Adaptation Plan implementation, organizational effectiveness, regulatory efficiency, environmental justice, and stakeholder engagement—are important to the overall success of BCDC's Strategic Plan. However, the

Commission does not consider any single priority to be more critical than the others, as they are designed to work together to advance the agency's mission.

Proposers are not required to have in-depth expertise in every priority area, but they should demonstrate a solid understanding of the Strategic Plan and how their approach will support these priorities. Familiarity with the topics most relevant to their proposed scope of work will strengthen the proposal.

Question #19

Can BCDC provide additional information regarding the anticipated size of the Commissioner Working Group, expected meeting frequency, and the level of Commission involvement anticipated throughout development and review of the Strategic Plan?

Answer #19

The Commissioner Working Group will likely have 4-5 members, and all Commissioners will be invited to the meetings. Commissioners are public officials and are noted for expressing their thoughts.

Question #20

The reissued RFP appears to place increased emphasis on organizational effectiveness, service delivery improvements, implementation tools, public-facing progress reporting, and development of a completely new Strategic Plan through 2030. Given that the maximum contract amount remains $100,000, should proposers assume that the overall level of effort and scope remain substantially similar to the original solicitation, or has BCDC identified specific tasks or deliverables that should be prioritized within the available budget?

Answer #20

Bidders should assume that the overall level of effort and scope remain substantially similar to the original solicitation.

Question #21

Would the final strategic plan require translation to languages other than English? If yes: Is the full plan desired or an Executive Summary? Additionally, which languages? Should the consultant factor this into the proposed budget?

Answer #21

No, translation is not required.

Question #22

Can planning engagements be hybrid (virtual & in-person)? Specifically, core workshops prioritized for in-person with preparation and refinement coordination virtual.

Answer #22

Meetings with staff and Commissioners likely will be hybrid, or perhaps virtual. The public workshop will be in-person; level of remote opportunities to participate in the workshop will be limited, at best.

Question #23

Would BCDC consider extending the proposal submission deadline by one to two weeks to allow proposers adequate time to develop comprehensive responses and assemble project teams?

Answer #23

No.

Question #24

The RFP references both a "three- or four-year strategic plan" and a plan that will guide BCDC "through 2030." What planning horizon should proposers assume for the final Strategic Plan?

Answer #24

TBD; at least three years, and perhaps up to four years.

Question #25

Does BCDC expect the consultant to conduct a formal assessment of the effectiveness of the 2023 Strategic Plan, or should it primarily serve as background information for development of the new plan?

Answer #25

A somewhat quick review of the “success” of the plan should be a starting point, and the results should help guide development of the new plan.

Question #26

Can BCDC clarify the expected scope of the public-facing progress reporting tool? Is the intent a conceptual framework, dashboard design, report template, or implementation of an operational tracking system?

Answer #26

The tool should be easily manipulated by BCDC staff and easily understood by the general public, and BCDC staff and Commissioners look forward to listening to the consultants’ ideas. The report itself will

be statically presented on the website. It must be easily kept up to date and understandable to the public.

Question #27

Approximately how many external stakeholders does BCDC anticipate the consultant engaging during the strategic planning process?

Answer #27

15 external stakeholders outside of Commissioners, Alternates, and advisory board members.

Question #28

Does BCDC anticipate that a single public workshop will satisfy the engagement requirement, or should proposers' budget for additional public meetings and engagement activities?

Answer #28

We anticipate one public workshop but hope that there will be enough flexibility in the budget to ensure adequate public engagement.

Question #29

The RFP states that the total proposed cost for this project is $100,000. Is this intended to be a fixed not-to-exceed budget, or will BCDC consider proposals that exceed this amount if justified by the proposed scope and approach?

Answer #29

We asked for a response that is up to $100,000.

Question #30

Can BCDC provide an estimate of the anticipated number of in-person meetings with Commissioners, staff, and stakeholders that should be included in the proposed work plan and budget?

Answer #30

"Anticipated": One public workshop, three Commissioner Working Group meetings, three senior staff meetings.

Question #31

The RFP states that the consultant will be provided with background materials, including the 2023 Strategic Plan and tracking information, annual reports, staff surveys, Public Affairs Plan, Environmental

Justice Advisor Work Plan, and Department of Finance Mission Based Review. Are these materials available to proposers before proposals are due, and if so, where may they be accessed?

Answer #31

The background materials listed in the RFP—including the 2023 Strategic Plan and tracking information, annual reports, staff surveys, the Public Affairs Plan, the Environmental Justice Advisor Work Plan, and the Department of Finance Mission-Based Review—will be provided to the selected consultant at the start of the project.

Proposers should rely on the information included in the RFP and any publicly available documents on BCDC's website when preparing their proposals.

Question #32

The RFP references a "meaningful tool or series of tools" to educate staff about how the Strategic Plan is integrated into daily work. Should proposers assume this deliverable consists of written/visual materials only, or should the scope include staff training or facilitation?

Answer #32

BCDC has never asked for this type of tool(s); we look forward to respondents providing ideas.

Question #33

The RFP references a public-facing tool demonstrating BCDC's progress and later refers to a public-facing progress report. Should proposers assume this is a static report/template, or is BCDC expecting an interactive or web-based tool?

Answer #33

BCDC has never asked for this type of tool(s); we look forward to respondents providing ideas.

Question #34

Should the final Strategic Plan, Work Plan, and public-facing progress report be delivered as digital files only, or should proposers include printing/production costs for final deliverables?

Answer #34

Bidders should not include printing/production costs for final deliverables. BCDC will pay for public-facing printed material.

Question #35

Are these services currently performed by an incumbent, or is this a request for new services?

Answer #35

This is a request for new services.

Question #36

Will this be remote work?

Answer #36

Hybrid – a combination of in-person and remote.

Question #37

The contract start and completion dates are listed as the same: September 1, 2026. Please clarify the contract duration.

Answer #37

The contract duration is September 1, 2026, to February 28, 2027.

Question #38

Based on the budget, are these services expected to be part-time?

Answer #38

The consultant is hired to deliver a product within a budget. Whether the consultant is working part-time or full-time is up to them.

Question #39

Will the State allow email submission?

Answer #39

No, Hard copies will be accepted via drop-off or mail.