

**RFP #12PAM**

**Consultant-Planning Department Community Outreach Assistance  
Questions from Potential Offerors**

| Question  | Submitting Entity                    | Metro Response   |
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| <p>1. Page 4, item 1A, 2<sup>nd</sup> paragraph - Are there other details or background materials about the General Plan development process you can share with us? Are consultants in other professional services areas involved in development of the General Plan?</p> | <p>C<sup>3</sup> Consulting, LLC</p> | <p>Please refer to the <i>Process Flow Chart</i> provided via Amendment #1 to RFP #12 PAM. Yes, other consultants will be involved. They include:</p> <p>MindMixer, whose services entail facilitation of online engagement in the process. <a href="http://www.mindmixer.com">www.mindmixer.com</a></p> <p>Other consultants are providing research and analysis services. These consultants are paid through grants sought by partnering agencies.</p> <p>Other services are being donated by General Plan partners:</p> <p>Vanderbilt Creative Services – VCS creates collateral for Vanderbilt University. They will assist Metro with info graphics and design work for supporting documents relating to the White Papers (background research on various topics).</p> <p>GS&amp;F will assist Metro in branding the process – e.g. logo design, slogans,</p> |

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|  |                                | <p>unique features and items (e.g. color palette, PowerPoint templates).</p> <p>While there are other consultants/partners, Metro considers the services provided by the consultant engaged pursuant to this procurement to be critical, as success hinges on community engagement.</p>                               |
| <p>1. Page 4, item 1A, 3<sup>rd</sup> paragraph – What is the ‘menu’ of potential services referred to in this section? Is this referring to a list of potential projects within the General Plan, or does it relate to a menu of services we should provide in our response to this RFP?</p>  | C <sup>3</sup> Consulting, LLC | <p>The menu of potential services refers to a listing of all service components outlined in the Offeror’s RFP response with the cost associated with each. This relates to a menu of services associated with the requisite communications plan that Offerors should provide in response to this RFP.</p>             |
| <p>2. Page 4, item 1.C – Are direct expenses relating to interpreters (item a.i.), website development (item e), publications and other presentation materials (item f), meeting logistics (item g), and expenses relating to speakers/appearances (item j) to be part of this project and included in the Compensation and Cost section of our proposal, or are these expenses outside the scope of this agreement? Does the scope of</p> | C <sup>3</sup> Consulting, LLC | <p>To the extent that the Offerors can provide these services, they should be identified in the menu of potential services. Metro assumes services not on the menu cannot be provided and must be contracted elsewhere.</p> <p>See the requirements noted under Scope of Services beginning on page 4 of the RFP.</p> |

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| <p>this RFP include development of the content and production of the General Plan document?</p>  |                                      |  |
| <p>3. Page 5, item 1.C.i – What existing or potential constituencies does Metro have the most difficult time reaching and why? Which constituencies are most important to the General Plan process? For which languages would Metro expect translators to be provided?</p> | <p>C<sup>3</sup> Consulting, LLC</p> | <p>Metro has the most difficult time reaching younger constituents (age 21-30), non-English speaking constituents, and business owners.</p> <p>While there are predominant demographics, there is no one constituent that is more important than the other. Therefore, Metro does not want the consultant to narrowly focus communications to just those groups identified in the RFP. The Offeror should think creatively about how to engage /communicate with those groups in addition to Nashville stakeholders in general.</p> <p>Based on prominent languages spoken in Nashville Metro Schools, translation and some interpretation at meetings will be expected for Spanish, Arabic, and Kurdish.</p> <p>Metro does not anticipate needing interpretation services at all public meetings; interpretation may be used strategically.</p> |

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| <p>4. Page 6, item 1.C.4. – The anticipated services schedule covers periods through December 2014, although the contract term referenced on page 4, item B indicates a three-year term with two one-year renewal periods. What work effort is expected in year 3 and potentially renewal years 4 and 5?</p>     | <p>C<sup>3</sup> Consulting, LLC</p> | <p>Additional community engagement activities may occur after the anticipated adoption in 2015 to promote the plan and additional implementation activities.</p>   |
| <p>5. Page 8, item 4a – Who is represented on the General Plan Leadership Team? Are the project outreach manager and public information officer (noted on page 5 item 1.C.2.I.) part of this team? If not, what are their roles in this project?</p>   | <p>C<sup>3</sup> Consulting, LLC</p> | <p>Yes the project team includes: Tifinie Capehart, Planner and Craig Owensby, Public Information Officer will manage the Community Engagement Process. Jennifer Carlat, Greg Claxton, and Cindy Wood, Planners, will manage process and coordination. Rick Bernhardt is the General Plan Team Lead.</p> |
| <p>6. Page 8, item 8.A – We do plan to subcontract a portion of the work to certified MWBE(s) and Small Businesses. We are also a certified MWBE (C3 Consulting #7316), and would like for this to also be noted in the evaluation of our proposal. How may we best incorporate this fact into our response?</p> | <p>C<sup>3</sup> Consulting, LLC</p> | <p>The MWBE status of your company will not be taken into consideration in the evaluation; all prime proposers are required to comply with the outreach provisions of the PNP law.</p>   |
| <p>7. Page 32 item XXV.F – Insurance Requirements<br/> a. Is the Educator’s employment liability insurance coverage</p>  | <p>C<sup>3</sup> Consulting, LLC</p> | <p>Please see FINAL-ORIGINAL RFP document for the insurance requirements. Please see page 33 of the RFP, section XXV Insurance for the requirements</p>  |

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| <p>requirement a Workers' Compensation policy or a Teacher's Professional Liability policy? If the latter, will Metro waive this requirement since we are not teachers?</p> <p>b. Does Metro expect the participants of this project to be in direct contract with children on Metro property? If not, what is the relevance of Sexual Child Molestation insurance and would Metro waive this requirement?</p> |  |  |
| <p>8. Has the Metro Planning Department enlisted the services of a communications vendor in the past? If so, during what time frame, and was the Department pleased with the services provided? [<i>Metro RFP Number 12PAM</i>]</p>  | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>This information does not have any bearing on the outcome of this RFP.</p>  |
| <p>9. Has the Planning Department established a budget for this project, and can Metro share that figure with potential vendors? [<i>Metro RFP Number 12PAM</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The anticipated budget is \$200 - \$300 K and allocation depends on specific services that Metro selects from the awarded contractor.</p> |

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| <p>10. Should our budget be based on a one-year contract or the full three-year contract? [<i>Metro RFP Number 12PAM, page 16, “Tab III, Compensation and Cost Data”</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>This RFP does not require submission of a budget, but rather a comprehensive schedule of pricing for all services submitted in each Offeror’s proposal</p>  |
| <p>11. The RFP includes “Exhibit A Pricing” and “Exhibit B Escalation/De-escalation” with no details. Are we to assume that these documents are part of Attachment F (sample contract) and that only the winning vendor need worry about their contents? What information must the winning vendor typically include in these exhibits? Price estimates per menu item? Rate sheets? [<i>Metro RFP Number 12PAM, pages 38 and 39</i>]</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Yes this is part of the sample contract that is supplied to all potential offerors so that all will have the knowledge of what will be required to have a contract with Metro.</p> <p>This type of procurement does not lend itself to the concept of escalation/de-escalation of the cost factors.</p> <p>Yes you will be required to include your price estimates for all menu items that you propose.</p>                            |
| <p>12. Will Metro please confirm that there will be up to 10 points awarded for small and service-disabled-veteran-owned business participation and no points for minority- and/or woman-owned business participation. [<i>Metro RFP Number 12PAM, page 16, paragraph 4; page 7, paragraph 3</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The 10 points mentioned in the RFP will be awarded to proposers who propose small business and Service Disabled Veteran Owned business participation. No incentive is offered for utilizing certified MWBEs. Metro’s procurement nondiscrimination program is an outreach based program and is not incentive based. It requires sufficient good faith effort outreach efforts in order for submissions to be considered responsive.</p> |

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| <p>13. The RFP states that a qualifying service-disabled-veteran-owned business is one where the owner must have a service-connected disability of at least 20 percent. Yet to qualify as a SDVOSB with the federal government under the GSA program, a 10 percent disability is acceptable. If the service-disabled-veteran-owned business best suited to partner with us on RFP 12PAM has a 10 percent disability, can we still submit that business as a partner and receive points? [<i>Metro RFP Number 12PAM, page 10, section D</i>]</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>No. As stated in the RFP, points will be given to Service Disabled Veteran Owned businesses who meet the requirements established in the RFP which are based on the Procurement Code.</p>   |
| <p>14. If we reach out to a small and service-disabled-veteran-owned business and it is unable to partner with us, do we receive any points? [<i>Metro RFP Number 12PAM, page 9, paragraph 7</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>No</p>  |
| <p>15. In terms of small and service-disabled-veteran-owned business participation, the RFP requires total contract percentage goals. How does Metro recommend establishing these percentage targets in the RFP response if potential bidders do not yet know exactly what strategies/programs will ultimately be selected by the</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Metro small business incentive program does not include goals. Metro encourages proposers to identify components of their responses which allow for small business participation. Each component of the pricing schedule should specify the level of SDV and small business participation, in both percentages and dollars, which is included for each item. Metro will</p> |

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| <p>Planning Department for execution? [<i>Metro RFP Number 12PAM, page 10, paragraph 1</i>]</p>   |  | <p>calculate the full amount of small business participation to be evaluated based on the cost proposal used for cost evaluation purposes.</p>  |
| <p>16. Are members of the Nashville 2040 Steering Committee allowed to participate in the RFP process as either proposed prime contractors or subcontractors? [<i>Metro RFP Number 12PAM</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Ethics in Public Contracting is addressed in Title 4, Chapter 4.48 of the Metropolitan Code of Law. In §4,48.010 Definitions, it states: “Direct or indirect participation” means involvement through decision, approval, disapproval, recommendation, preparation of any part of the purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing or any other advisory capacity.</p> <p>As it relates to non-employees: §4.48.30, C. General Ethical Standards for Non-employees. Any effort to influence any public employee to breach the standards of ethical conduct set forth in this section and Sections 4.48.050 through 4.48.100 of this chapter is also a breach of ethical standards.</p> |
| <p>17. Metro requests that the communications plan “include a ‘menu’ of potential services and their costs which will aid the Planning Department in managing expenditures and prioritizing action.” Does Metro expect a menu of services and costs (as opposed to a specific approach) to be</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Metro expects a specific approach and a menu of services that would be necessary to carry out the approach. Additional services that would be beneficial to the Metro and the process should also be included in a menu of services.</p>   |

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| <p>included in the response, or will the menu be expected as part of the communications plan that is listed as item number one in the scope of services? [<i>Metro RFP Number 12PAM, page 4, paragraphs 3 and 6</i>]</p>   |  |   |
| <p>18. Can Metro elaborate on the requirement for public relations/marketing firms to carry \$1 million each of educators employment liability and sexual child molestation liability insurance for this RFP? If the vendor is unable to secure such insurance, will it be prohibited from signing a contract with Metro? [<i>Metro RFP Number 12PAM, page 32, item F</i>]</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Please see page 33 of the RFP, section XXV Insurance for the revised requirements.</p>   |
| <p>19. Can you clarify what you are looking for in a quality assurance plan? [<i>Metro RFP Number 12PAM, page 15, "Tab II, Business Plan," item 3</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The "quality assurance" language referenced in this question has been removed from the RFP, and clarifying information for this question is more appropriately found on page 5 Item 2. E. However, "quality assurance" referred to conducting periodic check – ins on the breadth of community engagement by tracking participation across key demographics and modifying our approach to overcome key gaps, throughout the process, provided in the form a community engagement report.</p> |

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| <p>20. Can you elaborate on what you see as potential risks related to this contract? [<i>Metro RFP Number 12PAM, page 15, "Tab II, Business Plan," item 4</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>For example: A risk identified during the pre-proposal meeting was unique passwords being required for the use of MindMixer; which may discourage users. Being that MindMixer is a hired contractor, how would an Offeror propose mitigating the risk of utilizing this service? The applicant should identify similar potential risks and propose solutions for mitigating them. Other potential risks are maintaining a clear identity in the midst of other, similar planning processes (such as the Metropolitan Planning Organization's regional transportation plan) and throughout multiple phases of the General Plan process.</p> |
| <p>21. Will Metro provide the vendor with a list of preferred local and national speakers mentioned in the RFP, or will the vendor be responsible for making recommendations regarding possible speakers? [<i>Metro RFP Number 12PAM, page 5, item J; page 6, item 4</i>]</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Metro will provide the vendor with names of preferred local and national speakers, and will secure and pay for speakers. Consultant may recommend additional national and local speakers.</p>  |

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| <p>22. It is our understanding that Metro has conducted a baseline scientific telephone survey to gauge Nashvillians' opinions about the direction in which the city is headed. Will the results of the survey be shared with the contracted vendor? [<i>Metro RFP Number 12PAM</i>]</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Yes. The survey conducted by Collective Strength was provided as an attachment to the amended RFP.</p>   |
| <p>23. Can employees of companies that respond to the RFP apply to be on the General Plan Committee? [<i>Metro RFP Number 12PAM</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Ethics in Public Contracting is addressed in Title 4, Chapter 4.48 of the Metropolitan Code of Law. In §4,48.010 Definitions, it states: "Direct or indirect participation" means involvement through decision, approval, disapproval, recommendation, preparation of any part of the purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing or any other advisory capacity.</p> <p>As it relates to non-employees: §4.48.30, C. General Ethical Standards for Non-employees. Any effort to influence any public employee to breach the standards of ethical conduct set forth in this section and Sections 4.48.050 through 4.48.100 of this chapter is also a breach of ethical standards.</p> |
| <p>24. How many community meetings do you anticipate will be held</p>  | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The applicant should expect to conduct a minimum of 20 "traditional" community</p>   |

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| <p>during the contract period? [<i>Metro RFP Number 12PAM</i>]</p>  |  | <p>meetings, in addition to non-traditional meetings (events, fairs) at specific points in the process. Offeror may consider providing a typical cost per community meeting as part of its menu of services.</p>   |
| <p>25. Will the vendor be responsible for identifying and contracting with a meeting facilitator for each of the community meetings? [<i>Metro RFP Number 12PAM, page 5, item G</i>]</p>  | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The applicant will be required to identify and contract with facilitators for the Policy Expert Groups (PEG). (see page 6 item 2.K). Hired facilitators are not required for the community meetings, events, or fairs. For those however, the consultant will be required to identify and involve local volunteers and non-profit agencies where appropriate. (see page 5 item 2.D).</p>  |
| <p>26. The scope of work dictates that the vendor will be responsible for “collecting and organizing demographic information throughout the General Plan process.” What kind of demographic information are you looking for, and is there a particular format in which it must be presented to Metro? [<i>Metro RFP Number 12PAM, page 5, item D</i>]</p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The demographic information of participants should be collected to assist in evaluating the effectiveness of outreach efforts and should correspond to the demographics identified in the RFP (see page 4 item 2. A). The applicant should be prepared to collect additional non-scientific information that would help evaluate outreach efforts. (e.g. questions such as “how did you hear about this meeting”, “what zip code do you reside”).</p> |
| <p>27. Who will be the winning vendor’s point of contact at the Department? [<i>Metro RFP Number 12PAM</i>]</p>   | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>1. Tifinie Capehart<br/> <a href="mailto:Tifinie.Capehart@nashville.gov">Tifinie.Capehart@nashville.gov</a><br/> 2. Craig Owensby<br/> <a href="mailto:Craig.Owensby@nashville.gov">Craig.Owensby@nashville.gov</a></p>   |

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| <p>28. The RFP outlines a schedule from December 2012 to December 2014. What activities are anticipated in the third, fourth and fifth years of the contract?<br/> <i>[Metro RFP Number 12PAM, page 6, item 4]</i></p>  | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>Third Year – promotion of the draft plan and adoption activities.</p> <p>Fourth and Fifth Year – Promotion of Implementation Efforts that may come as a result of the plan’s adoption.</p>  |
| <p>29. In the anticipated services schedule, you mention “outreach to specific community groups and related monitoring.” Will Metro provide a list of “specific” groups? Will you please elaborate on what is meant by “related monitoring”?<br/> <i>[Metro RFP Number 12PAM, page 6, item 4]</i></p> | <p>McNeely Pigott &amp; Fox Public Relations</p> | <p>The language “specific community groups” referenced in this question has been revised – “specific stakeholders” (See Page 6, Section 4). Metro will expect the Offeror to help identify specific stakeholders (e.g. thought leaders , community/civic groups) for targeted outreach that will occur in addition to broad outreach – (e.g. to specifically reach the business community, collaboration between Metro and Offeror should result in a list of business groups and contact persons, for targeted outreach efforts).</p> <p>The language “related monitoring” was removed and clarifying information for this question is more appropriately found on page 5 Item 2. E. However, “related monitoring” referred to conducting periodic check – ins on the breadth of community engagement by tracking participation across key demographics and modifying our approach to overcome key gaps, throughout the process, provided in the form a</p> |

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|  |                                       | community engagement report.   |
| 30. Will Metro provide a mailing list of Davidson County residents for possible use with direct mail, or does our hard costs budget need to reflect the cost of purchasing such a list? [ <i>Metro RFP Number 12PAM</i> ]  | McNeely Pigott & Fox Public Relations | While Metro does not anticipate County-wide direct mailing, Metro Planning can provide a mailing list of all property owners in Davidson County and can provide material support for mailings.   |
| 31. Does Metro have an in-house printing facility that would print materials for the campaign, or does our budget need to reflect the cost of materials printed by a local vendor not operated by or otherwise affiliated with Metro? [ <i>Metro RFP Number 12PAM, page 5, item F</i> ]  | McNeely Pigott & Fox Public Relations | Metro has an in-house facility but the applicant should also provide a line item for printing through a local vendor outside of Metro.   |
| 32. Nashville has undergone significant changes since the General Plan was published in 1992. Can you tell us if the new General Plan will be organized using the same categories as the 1992 plan: Economic Development, Residential Environment, Business Environment, Natural Environment, Urban Structure? [ <i>Metro RFP Number 12PAM</i> ] | McNeely Pigott & Fox Public Relations | No, the new General Plan will be organized differently than the previous plan, Concept 2010. Currently, this process is expected to include the following elements: arts & culture, education, economic development, environment, housing, livable & health communities, poverty & homelessness, safety, and land use, transportation, & infrastructure. In addition, key overarching themes of the plan will include demographic change & population diversity, equity & inclusion, |

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|  |                                | and regionalism.  |
| 33. Who is on the Steering Committee, and what constituency or interest does each represent?   | C <sup>3</sup> Consulting, LLC | See Attachment L for Steering Committee members and affiliations.   |
| 34. Please describe the process and timeline for the Community Engagement Group.   | C <sup>3</sup> Consulting, LLC | See Attachment G for Draft Community Engagement Plan  |
| 35. Please describe the process for soliciting the Policy Group participation? What are the topical areas that each Policy Group will address? | C <sup>3</sup> Consulting, LLC | A recent solicitation for the Community Engagement Committee yielded over 100 respondents. Some of those respondents will be appropriate for Policy Expert Group (PEG) members; the applicant can use this list to recruit PEG members. PEGs will be organized around the plan elements, listed above.  |
| 36. Can you provide a listing of the contributed services partners and describe what they may provide (e.g., Vandy Creative Lab, GS&F, etc.)   | C <sup>3</sup> Consulting, LLC | <p>Vandy Creative Services – VCS creates collateral for Vanderbilt university. They will assist Metro with info graphics and design work for supporting documents relating the White Papers (background research on various topics).</p> <p>GS&amp;F will assist Metro in branding the process – e.g. logo design, slogans, unique features and items (e.g. color palette, PowerPoint templates).</p> <p>MindMixer – online community</p> |

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|  |                                | <p>engagement tool. <a href="http://www.mindmixer.com">www.mindmixer.com</a></p> <p>Other consultants are providing research and analysis services. These consultants are paid through grants sought by partnering agencies.</p> |
| <p>37. Can you provide results of the 2010 Census and related statistics? We would like to see demographic statistics by subarea, including age, race/ethnicity, primary language spoken, socio-economic information, etc.</p>   | C <sup>3</sup> Consulting, LLC | [Collective Strength – Nashville General Plan 2040 Survey provided as an attachment]   |
| <p>38. How and when will you make available the additional information discussed at yesterday’s meeting, including:</p> <ul style="list-style-type: none"> <li>• Process flowchart regarding the General Plan</li> <li>• Organizational structure of committees</li> <li>• Surveys mentioned in yesterday’s meeting and PowerPoint summary of results</li> <li>• Draft of communications plan and process</li> </ul> | C <sup>3</sup> Consulting, LLC | [See new attachments for the second bullet. All others have been provided to the Offerors]   |
| <p>39. How often will the community advisory board meet?</p>   | Katcher, Vaughn, and Bailey PR | The frequency of the Community Engagement Committee meetings has not been determined.  |

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| 40. Could you provide a budget range or maximum budget? | Katcher, Vaugh, and Bailey PR | The anticipated budget is \$200 - \$300 K and allocation depends on specific services required. |
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