



OFFICE OF COUNTY MAYOR GLENN JACOBS

Procurement Division, 1000 N. Central Street, Suite 100, Knoxville, TN 37917

ADDENDUM I REQUEST FOR PROPOSAL 3541 STRATEGIC PLANNING SERVICES

ADDENDUM DATE: March 25, 2024

BUYER: Jay Garrison, CPPO, CPPB

ORIGINAL CLOSING DATE: April 9, 2024 at 2:00 PM

THE FOLLOWING IS FOR CLARIFICATION:

QUESTION 1: Does Knox County have a budget range or maximum liability associated with this project?

ANSWER 1: This information is not available at this time.

QUESTION 2: Does Knox County have previous experience using a vendor for this work or has it previously been completed in-house?

ANSWER 2: Knox County Schools (KCS) has recently partnered with external contractors to develop smaller scale strategic plans for key initiatives within the district. The last time KCS used an external contractor for the development of a five-year strategic plan was 2009.

QUESTION 3: Does Knox County keep documentation on the progress metrics in regards to the strategic plans of previous years?

ANSWER 3: KCS maintains documentation of the metrics established in previous strategic plans. The availability of reports on progress made toward objectives in these plans varies, but we would be capable of retroactively mapping prior years' progress where most metrics and objectives would be concerned.

QUESTION 4: How does Knox County view Stakeholder Engagement? Does it go beyond parents and teachers?

ANSWER 4: Stakeholder engagement will include parents and guardians of students, students, teachers, additional school staff, community leaders in the business, non-profit, and government sectors, post-secondary partners, and members of the greater Knox County community.

Stakeholder engagement will include multimodal engagement (surveys, focus groups, etc.) conducted in multiple languages to effectively reach as many stakeholders as possible.

QUESTION 5: Would Knox County be open to a meeting in order to further discuss the vision for this project?

ANSWER 5: No. There is a no-contact policy in place until an award is made. Any clarification needed should have been asked before the question deadline.

QUESTION 6: Page 9, Section IV, Specifications states "The strategic planning framework will also need to incorporate and be responsive to stakeholder feedback conducted by a third-party facilitator. Contractor will receive a report from third-party facilitator as well as raw feedback data."

- Is it possible for the awarded vendor to conduct the stakeholder feedback sessions as well as provide both the raw data and the report without the use of a third party?



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- Who is the third party that is referenced?

ANSWER 6: Due to time constraints, stakeholder engagement for the strategic plan must begin in April. KCS is currently accepting informal quotes for this initial round of stakeholder engagement. Quotes must be submitted to the Knox County Board of Education office no later than Friday, March 22 at 5:00pm. It is possible that the same vendor may be awarded both contracts, but these are two separate scopes of work and proposals for each will be considered separately.

The third party vendor for stakeholder engagement has not yet been selected.

The selected strategic planning vendor will be asked to conduct a second round of stakeholder engagement to validate the proposed plan.

QUESTION 7: On page 9 of the RFP it states, "The strategic planning framework will also need to incorporate and be responsive to stakeholder feedback conducted by a third-party facilitator. Contractor will receive a report from third party facilitator as well as raw feedback data." Can you clarify: does this mean that another party would facilitate all stakeholder engagement (focus groups, surveys, interviews, etc.), so the role of the vendor selected through this RFP would only be to use that data in the planning process?

ANSWER 7: See answer to question 6.

QUESTION 8: What is the size and makeup of the Knox County Schools (KCS) Strategic Planning Committee?

ANSWER 8: The Knox County Board of Education (KCBOE) Strategic Planning Committee consists of five members, three members of the KCBOE and two KCS staff members:

- Betsy Henderson, KCBOE Chair and 6th District Representative
- John Butler, KCBOE 1st District Representative
- Kristi Kristy, KCBOE 9th District Representative & Chair of the KCBOE Strategic Planning Committee
- Kori Lautner, KCS Assistant Superintendent of Strategy
- Steve Rudder, KCS Director of Research, Evaluation, and Assessments

QUESTION 9: Who is the third-party facilitator conducting stakeholder engagement?

ANSWER 9: The third-party facilitator has not yet been selected.

QUESTION 10: What is the type, breadth, and date of the stakeholder engagement conducted by the third-party facilitator?

ANSWER 10: See answer #4.

QUESTION 11: Does KCS have prior stakeholder surveys (students, parents, employees) regarding school or district climate?

ANSWER 11: Yes.

QUESTION 12: Is KCS open to the strategic planning consultant conducting additional stakeholder engagement if deemed necessary?



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ANSWER 12: Yes.

QUESTION 13: What is the anticipated project start date?

ANSWER 13: As soon as possible after final Contract execution. This Contract will have to be voted on by the Knox County Board of Education and the Knox County Commission. The Contract will be in effect after approved and when fully executed. The County will work with the contractor to expedite the contracting process as much as possible.

QUESTION 14: Is there flexibility to extend the project timeline beyond October 2024 to allow for adjustments following the strategic planning committee consideration, and more detailed implementation planning? If so, what is the targeted final completion date for the publishable strategic plan deliverable?

ANSWER 14: There may be some flexibility in this timeline, but not much. The final plan will need to be completed by mid-November to be submitted to the Knox County Board of Education for approval.

QUESTION 15: In lieu of submitting documentation for reimbursement for travel, is it acceptable to build travel costs into the fixed price proposal?

ANSWER 15: Yes, but this will need to be documented in the proposal. Knox County will reimburse the contractor up to the current per diem rates as determined by the Internal Revenue Service.

QUESTION 16: What is the budget range for the strategic planning services project?

ANSWER 16: See Answer 1.

QUESTION 17: Could you please inform us about the budget range for the Strategic Planning Services as outlined in RFP 3541?

ANSWER 17: See Answer 1.

QUESTION 18: What is the timeline for the 3rd party to complete its collection of stakeholder feedback relative to this proposal?

ANSWER 18: Ideally, feedback will be collected and compiled for submission by June 1.

QUESTION 19: What feedback methodology is the 3rd party using to gather feedback? Surveys? Focus Groups? Individual Interviews?

ANSWER 19: The exact methodology will not be determined until the vendor has been selected; the only established expectation is that feedback should be gathered in multiple formats.

QUESTION 20: What are the primary themes (e.g., stakeholder satisfaction, student achievement, organizational effectiveness) that are driving the collection of stakeholder feedback data?

ANSWER 20: This will not be finalized until the vendor has been selected, but the Knox County Board of Education Strategic Planning Committee has required that, at a minimum, stakeholder engagement include the following themes: Knox County Schools' four priorities (Excellence in Foundational Skills, Great Educators in Every School, Career Empowerment and Preparation, and Success for Every Student) and the student and family experience.



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QUESTION 21: What is the difference between a marked copy and an original? Are both included in the three-ring binder?

ANSWER 21: Proposers shall submit one original copy, marked as "Original" and a second exact response marked as "Copy".

QUESTION 22: What is the district's preferred format to complete this project, meaning all in-person sessions, all virtual sessions, or a blend of in-person and virtual?

ANSWER 22: It is up to the proposers to submit their methodology. The County will evaluate the responses to determine the one that best fits its needs.

QUESTION 23: Does the district have a designated committee that will serve as the primary contact and working group for this project from beginning to end?

ANSWER 23: The Knox County Board of Education has appointed a Strategic Planning Committee to direct this project from beginning to end. Composition of the committee is included in Answer 8.

QUESTION 24: Will the named contractor have access to pertinent and appropriate district data and information to facilitate discussions about objectives, actions, measurable outcomes?

ANSWER 24: Yes.

QUESTION 25: What is your estimated budget limit or budget range for this project?

ANSWER 25: See previous answers.

QUESTION 26: When are you seeking to begin this work?

ANSWER 26: See Answer 13.

QUESTION 27: What is the length of the contract?

ANSWER 27: The contract will expire upon project completion.

QUESTION 28: Would the County permit a digital signature to be used instead of blue ink on the cover letter and the required forms?

ANSWER 28: I will answer.

QUESTION 29: Would the County permit an electronic notary to suffice on Attachment D?

ANSWER 29: I will answer.

QUESTION 30: Due to the length of the required sample work plans, would the County permit these work plans to be submitted solely on the electronic proposal?

ANSWER 30: No. All documents must be included in the marked original, the exact copy and the electronic copy.



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QUESTION 31: Would the County describe how the 2019-2024 Strategic Plan is influencing this procurement? As in, are there specific aspects of that Plan that either did not come to fruition or that the County seeks to improve?

ANSWER 31: The 2019-2024 Strategic Plan is scheduled to expire at the end of this calendar year. It is the expiration of the plan and best practice in strategic planning that has precipitated the development of a new strategic plan for the district. The extent to which the existing plan will be used to inform the development a new strategic plan will be determined by the Knox County Board of Education Strategic Planning Committee and informed by feedback from stakeholders.

End of addendum.

A handwritten signature in blue ink, appearing to read "Jay Garrison".

Jay Garrison, CPPO, CPPB
Procurement Coordinator