



MEMORANDUM #1  
FAQ  
FOR REQUEST FOR PROPOSALS FOR FACILITATOR SERVICES  
DATED DECEMBER 2013

DATE: January 9, 2014  
TO: Prospective Vendors  
FROM: Malissa Kaping, CPPB, Senior Buyer  
SUBJECT: FAQ FOR REQUEST FOR PROPOSALS FOR FACILITATOR SERVICES

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Thank you for your interest in submitting a proposal for facilitating our new Water Supply Advisory Committee (“WSAC”). The purpose of this memo is to address the many excellent questions received regarding the contract resulting from this solicitation. It is our intention to clarify as much as possible with this memo; however, a few issues will need to be ascertained through this solicitation process, including the finalist interviews and the final contract negotiations.

Frequently Asked Questions:

*Question 1: Are there public meeting facilities available for use of the Committee, or will space have to be rented?*

Answer: The meeting location is to be determined upon consultation with the facilitator and the City will take responsibility for securing a space; however, the City prefers to use a City facility so not to incur additional costs.

*Question 2: How soon can we expect the committee membership to be available for a three to four day conference after it has been selected?*

Answer: The WSAC members and the Facilitator selection will be discussed and approved by Council in February 2014. The committee will begin work as soon as possible after Council approval.

Please review the WSAC [selection process FAQ](#) for information regarding the time commitment expectations for the committee members. Committee members should anticipate a minimum of four hours of meetings per month plus additional time outside the meetings for research and touring the water system. A three to four day conference exceeds the proposed time commitment; however, the Committee, once convened, could discuss the value and interest in a multi-day conference as part of broader decisions about process design and meeting structure.

*Question 3: If the committee met in sub-group teams, would these meetings also be subject to the Brown Act?*

Answer: The Brown Act requires any meetings of a quorum or larger (this would be 7 for the WSAC), or sub-group meetings that meet in duration of six months or more, to be posted and open to the public.

Proposals may contain the use of sub-groups; however, it is the intent of the City to have WSAC meetings as transparent as possible to the public.

*Question 4: Does the city have an overall budget for the project?*

Answer: Our City Manager’s staff report from 11/26/13 included the following:

“Staff discussions with other organizations that have facilitated similar efforts suggest that the scope of the facilitation work could require an expense of \$150,000 to \$300,000. Without issuing a Request for Proposals, it is difficult to know the exact range, but our estimates indicate that our year-long effort, with a large and diverse membership, wide scope and critical final

recommendations, requires intensive planning, coordination and integration with other engagement components. Accordingly, if the City Council accepted the Committee structure, staff would issue a Request for Proposals for professional facilitation services. Then, at a future Council meeting, staff would return for a budget appropriation and acceptance of the contract.”

In addition, the City expects to incur additional costs to hire technical consults to advise and conduct further scientific and technical studies on water supply options. A budget is not set for this body of work and approval protocols will be established to assess what expenses are reasonably needed; accordingly, such expenses will be considered on a case-by-case basis and ultimately will require City Council appropriation.

*Question 5: Was there a distribution list of firms that received the RFP directly? If so, what firms were on the distribution list?*

Answer: Typically the City does not distribute this information for non-construction work until a final contract has been negotiated and the Intent to Award notice is sent.

*Question 6: Will the City make available the list of firms indicating that they intend to submit a proposal (per the RFP receipt form, page 9)?*

Answer: No.

*Question 7: Who will be the City staff project manager and which City department(s) will be on the project team?*

Answer: The City Manager’s office and the Water Department will be supporting the WSAC. A specific employee will be assigned as the primary contact before work begins.

*Question 8: Referring to question 6), page 11: Is it important to the City that the Facilitation team have prior knowledge of Santa Cruz water supply challenges? Is it reasonable to expect that an otherwise qualified facilitator could become sufficiently knowledgeable through upfront research and briefings from appropriate experts?*

Answer: Prior knowledge of our water supply challenges is not a requirement but is desired and will be used in the evaluation. However, it is reasonable to expect that a qualified facilitator can acquire this knowledge.

*Question 9: Referring to 2.1 page 3: "...and maintaining strong lines of communications...between City, Committee and the greater community...", is the Facilitator expected to manage the bulk of ongoing communications with the public throughout the 12-month process or will City staff assume this role?*

Answer: The City’s Community Relations Specialist, or other assigned City staff, will assume the role of coordinating the bulk of the public engagement activities throughout the committee’s duration. This will occur in close coordination with the facilitator and it is likely that facilitator participation in certain activities will be needed. Moreover, the facilitator will need to be available and open to ongoing queries from stakeholders and members of the public.

*Question 10: Referring to 2.2.2 on page 3: does the City prefer that the Advisory Committee reach consensus on items d) and e)? Is the goal to achieve a set of consensus recommendation for a preferred option or consensus recommendations for a range of options for Council consideration?*

Answer: How the Committee conducts its decision making (i.e., consensus or some voting threshold) is a process design element that needs to be considered by the facilitator and Committee and ultimately approved by the City Council. In general, the City prefers consensus on foundational, factual findings, with the understanding that this is defined as an acceptable resolution, one that can be supported, even if not the preferred option of each individual. The final recommendations for the City Council, should they be a preferred option or range of options, will be ascertained by the Committee as a result of the year-long process. The City has no predetermined requirement for the substance, quantity or decision process for the outcomes. Its interest is in receiving outcomes that are defined and useful to the City Council in proceeding with water supply planning.

*Question 11: Regarding technical analysis required to support WSAC deliberations: when will technical consultants be selected? Is it reasonable to expect some level of input/review by the WSAC during the technical consultant selection process? Is it reasonable to structure the work of the technical consultants around the WSAC's key milestones?*

Answer: Technical experts will be selected early in the process. It is reasonable for the WSAC to be involved in this process and the work structured around the milestones; however, the process and protocols for selection and management of the technical experts will need further discussion in this solicitation process including the finalist interviews and the final contract negotiations. See Question 4.

*Question 12: Referring to 2.2.6 page 4: Will the facilitator or will the City be responsible for creating and maintaining the website?*

Answer: Please see the response to Question 9. The City will be coordinating such activities.