**Addendum #1**

**Request for Proposal Document: Questions & Answers**

**As of June 24, 2014**

Proposers were invited to submit written questions to the Project Manager until the deadline stated on page 1. The following are answers to those questions that clarify this RFP. A number of general questions were submitted that are explained in the RFP and may not be included as specific Q&A in this Addendum.

Additionally, a number of questions were submitted that asked for more detail and information on background, types and priorities of audiences, lists of identified competition, current challenges and tools, success metrics, and so on. While very valid questions, we anticipate an extensive Discovery Phase would be undertaken with the selected vendor and have chosen not to answer those questions for the purpose the RFP clarification during this initial Selection process. There are many public sources for learning more about public libraries, in general. The Seattle Public Library website offers extensive information, including [Mission Statement and Strategic Planning](http://www.spl.org/about-the-library), as well as annual and other reports that offer insights into Library usage.

For expediency in offering these answers, questions and answers are presented in random order. Proposers are expected to review this complete addendum.

1. **Q: How flexible is the proposed timeframe?**  
   A: The RFP presents a proposed timeline. There are other dependencies on the brand strategy project, so while we have some flexibility, the preferred timeline is what is in the RFP. However, we recognize the need for a great result, so if a significantly different timeframe were proposed, we would need enough information to evaluate that against all of the RFP requirements and other proposals received.
2. **Q: What is driving the proposed timeline?**A: There are no specific launches tied to the brand work at this time. However, we have ongoing opportunities that a unified brand strategy would clarify and strengthen. We are also defining outcomes for our service priorities and our strategic plan and are in need of a brand strategy that can help inform and drive those larger organizational strategic decisions. We also have dependent projects, such as an overdue website redesign.
3. **Q: What proportion of the $350k budget is allocated for consultant fees? Is this budget inclusive of travel and accommodation expenses?**  
   A: The overall budget is $350,000. As the umbrella, all expenses and fees should be detailed and included within this budget, including any travel expenses, research, consultant time, project management, and so on. The proposed allocation of the budget should be clear from your proposal. Beyond the guidelines, toolkit and desired applications outlined in the RFP, it should be noted that implementation is not included in this scope. Other related work such as the printing of business cards or rebranding the website is not included as part of the RFP and will be considered separate projects/budgets.

The Library reserves the option to revise the budget or scope to best meet the needs of the project. However, proposals should keep the budget in mind in the responses.

1. **Q: We usually price projects on a per project basis, not hourly. Do you require an estimate and breakdown of work hours in the proposal?**A: Yes, this is one way we can compare the amount of effort and services being provided in each proposal. Please provide hours estimates, given the described scope and the $350,000 budget. The Library would establish a payment structure based upon the proposed project milestones.
2. **Q: Deliverables: How much is implementation?**  
   A: Beyond the guidelines, toolkit and applications outlined in the RFP, it should be noted that implementation is not included in this scope – for example, printing of business cards or rebranding the website will be separate projects and budgets. The brand identity, visioning statements, basic graphics templates (not website templates), identified assets, native files and guidelines are considered project implementation tasks that are included in the scope of this project.
3. **Q: In Section 9 Response Format, the RFP requests a single page to describe minimum qualifications. Is this really limited to one page?**  
   A: Yes, please address all of the Minimum Qualifications on one page. Note that: “the determination you have achieved all the minimum qualifications is made from this page. The Project Manager is not obligated to check references or search other materials to make this decision.” The page is used as a preliminary step in identifying which proposals will be considered for further evaluation.
4. **Q: Minimum Qualifications: What exactly are you looking for when you ask for “Experience with brands whose customers span demographics that range from ages 0 to 100 and across all socio-economic classes, including ESL speakers and immigrants.”**  
   A: We are looking for both the breadth of experience articulated in that description, as well as specific examples that would demonstrate such experience.
5. **Q: Minimum Qualifications: You state “Consultant must provide sufficient detailed information that demonstrates successful completion of comparable work with a public or private agency of similar size, and has performed such similar work for a minimum of 15 years in the following specific areas of expertise: A proven track record of successful and innovative brand launches for regional and larger brands or brands that are participating in regional and national arenas.”  
     
   In the statement above, does the minimum of 15 years of experience refer specifically to the number of years an agency must have been in business, or can this include the cumulative professional experience of the agency’s leadership?**  
   A: You have the opportunity to describe how you think you achieve each of the Minimum Qualifications. Please see also page 12 of the RFP for specific instructions on presenting all of the Minimum Qualifications. As described on Page 12, we would want to consider the names and resumes of staff assigned to the project. This will help us to understand how the years of experience of individuals versus cumulative experience of leadership would be leveraged for our project.
6. **Q: To demonstrate successful completion of comparable work, do you accept qualitative data as proof of past client success?**  
   A: Yes, we accept qualitative data, but we need sufficient information that will enable us to determine your level of experience and past success. Later in the selection process, we will conduct reference checks that would confirm and clarify the roles and responsibilities presented.
7. **Q: Do you have a preferred format for submissions? Is there a file size limit? Are there requirements around the layout of the response, or page limits?**  
   A: Proposals must be in an electronic format and sent via email, per the RFP. There is a 10 MB file size limit. Acceptable formats include PDF, Word, or PowerPoint. We prefer standard page or screen sizes (e.g., 11”x 17” is too large). See sections 7.5 and 7.6 of the RFP.
8. **Q: Can our response include links to multimedia assets?**  
   A: While you can offer links to additional multimedia assets as part of your proposal (e.g., to illustrate past experience), you should ensure that your complete response is fully documented and standalone. The Library does not guarantee all additional assets would be fully evaluated. If you are selected for an in-person presentation, you will have the opportunity to further elaborate and provide additional detail, information and samples.
9. **Q: When do we need to submit references, and how many are requested?**  
   A: You are not required to include references in the proposal. The Library will request and will contact any references later in the selection process.
10. **Q: When will the selected agencies be notified of the time and date of their in-person interviews? Likewise, when will agencies not selected be notified as such?**  
    A: The Library has set a tentative schedule for notifications by about August 8, 2014.
11. **Q: Contract Modifications: This section states that proposers agree to the contract without exception by submitting a response. However, the contract will not be provided until the consultant is selected for review and approval. Can you confirm that the contract includes quantitative liability limits? If not, is the Library willing to negotiate modifications to the contract?**  
    A: The following are the basic, standard City of Seattle insurance requirements for consultant contracts:

Commercial General Liability (CGL) or equivalent insurance including coverage for:

Premises/Operations, Products/Completed Operations, Personal/Advertising Injury  
Contractual and Stop Gap/Employers Liability (coverage may be provided under a separate policy). Minimum limit of liability shall be $ 1,000,000 each occurrence Combined Single Limit bodily injury and property damage (“CSL”) except:  
— $ 1,000,000 each offense Personal/Advertising Injury  
— $ 1,000,000 each accident/disease Stop Gap/Employers Liability.  
  
Upon selection of the consultant and a review of the final accepted Scope of Work, there is always the possibility that these coverages can be changed by the City’s Risk Management Office.

1. **Q: What is the expected feedback and approval process? How many rounds of edits? How many presentations are expected per phase.**  
   A: At this stage, we have identified two approvers for each phase and key deliverable. The project also will be resourced with a core project team and a steering committee.  
     
   The Library project manager will act as the single point of contact for the project (along with a project coordinator). We anticipate needing presentations of key deliverables to both the project team and the steering committee. Follow-up feedback would be consolidated and prioritized as needed. Our goal would be a two week-turnaround time, with two rounds of edits/reviews, dependent on scheduling. Scheduling and coordination may require additional time.
2. **Q: Do you have preferred market research partners we should include in our proposal?**  
   A: We have not established a list of preferred partners. It is our expectation that the selected agency would identify the strongest partnership firms, if needed. We would evaluate any partners you propose as part of our selection process and reference checks.
3. **Q: As part of the Discovery Phase, will you be able to share previously conducted research with us? How recent and how much would be shared?**  
   A: Yes, we can share as much as needed for the project that we have and still find to be valid. The research ranges from about four years ago to present.
4. **Q: What do you mean by statistically significant focus groups and interviews? What else can you tell us about your internal communication strategies and vehicles for brand adoption or training?**  
   A: The Library can plan to offer details around these and similar questions during the extensive Discovery Phase.
5. **Q: What is included in the “testing component” that is described after Research?**  
   A: The proposed scope offers a framework for beginning requirements and expectations. The testing component will be determined by your proposal and the findings of the Discovery phase. We assume that firms will create proposals according to their strongest process.
6. **Q: How comprehensive is the “brand management toolkit”?**  
   A: Within the indicated budget, your proposal should be sufficiently detailed and comprehensive to support the goals and objectives indicated in the RFP. (See page 5 of RFP.)
7. **Q: What kind of brand management tools do you use now?**  
   A: We use a variety of tools and are evaluating where we may need to make changes. We are willing to consider alternatives that the consultant may propose.
8. **Q: Do you use a digital asset management (DAM) system?**  
   A: Currently, we use mostly a file-based system but have a variety of tools. More information about historical use of a DAM can be described as part of Discovery phase. We are evaluating this and willing to consider alternatives that the consultant may propose.
9. **Q: Clarify what type of motion graphics application deliverable you require for YouTube.**  
   A: This refers to brand applications used within video and/or other digital experiences. We would like to explore using more than static identity. For example, we may consider potential mark(s) that includes motion or possibly audio.
10. **Q: Clarify what type of application do you anticipate for the audio brand?**  
    A: We may explore the need for a distinct audio cue (tone, music, chime, other) that brands audio-only content such as Podcasts, intros to author readings (recordings), SoundCloud content, in-library PA announcements.
11. **Q: Assets: Are you expecting photographic guidelines or something more like an art-directed photo shoot?**  
    A: We require photographic guidelines and styles be documented and illustrated as part of the deliverables.
12. **Q: Iconography, audio brand and motion graphics may be cost prohibitive given the project budget. Are you flexible with these pieces?**A: If you think these pieces are separate projects or optional alternatives to the success of the project we have outlined, please propose that for our consideration. For example (similar to the photographic guidelines in previous question), you could propose to include guidelines for iconography and audio in keeping with the new strategy within the deliverable set. We have stated that we would “like to see” motion graphics application for YouTube videos as an application, but that that “both the Library and agency determine [what] will best exemplify visual implementation of the brand” (see section 4 -- Scope of Work). This type of additional work is expected to be covered in a separate implementation project/budget process.
13. **Q: In your RFP, you mention "Applications for a few key items." Can you specify what those few key items might be?**   
    A: As stated in the RFP, the Library would like to work with the agency over the course of the project to determine what those additional key applications may be. At minimum, we would like to see “a basic identity system package of business card, letterhead, email signature and a motion graphics application for YouTube videos.” The scope of this project does not include a website rebrand/redesign, however, we may need to look at social media applications, such as general profile imagery or brand statements as key applications example that could then be applied more broadly across channels.
14. **Q: How many in-person meetings and presentations are anticipated?**  
    A: Firms are required to be on-site for all major deliverable presentations and meetings. For some communications and for budget/scheduling purposes, we anticipate and encourage the use of some form of remote working meetings and communication.
15. **Q: Can you tell us more about your “target audiences?” Who are your competitors? What do you consider “best in class”?**  
    A: The Library’s challenge is that we try to be all things to all people (all cultures, all phases of life from 0-100…). As part of the brand strategy work, we are looking for the consultant to help us identify the targets. The Library also is simultaneously working on a series of strategic initiatives that would help us to focus the brand strategy. We expect that competitors would be explored in a Discovery Phase, as well as identification of “best in class” examples. You can find the strategic initiatives described on the Library’s website: spl.org.
16. **Q: Are there any areas of expertise in terms of clients/audiences we should focus on in our response?**  
    A: We’d like to see what experience you think is most relevant to our project. As stated in the RFP, we are looking for a mix “of client variety (non-profit, for-profit, B2C, product and service providers)” and “experience working with public organizations, non-profits, or organizations that have a foundation or fundraising entity as a part of their brand family” --- for more information, see page 4 of the RFP.
17. **Q: Who is on the Library RFP evaluation committee?**  
    A: Responses will be evaluated and ranked/scored by a Library RFP evaluation committee. For more information, see page 12 of the RFP.
18. **Q: Can the Library supply a list of patrons' email addresses?**  
    A: The Library does have patron email addresses. We can consider using them for research purposes. We do have a privacy policy for patron accounts and records that we will have to follow.
19. **Q: Is there a particular margin or error the Library would prefer to use? Do you have expectations about sample size and populations? Certain research methodologies?**  
    A: No, no particular margin of error or methodologies has been identified for this proposal stage. We do not have expectations on sample size at this time, other than it must be statistically significant. We will rely on the selected vendor to help determine these factors.
20. **Q: Research: Who will participate?**  
    A: We expect that all audience types would participate as prioritized and identified as appropriate through preceding phases of work. We anticipate that likely we would conduct research using patrons, staff, donors, volunteers, as well as potentially those who are not current patrons but fit some target criteria. However, we would rely on the consultant’s expertise to advise on the most effective mix.
21. **Q: Will the Library be introducing new services or products with the brand launch?**  
    A: No, at this time, we are not planning specific services or products to launch simultaneously with the brand. The Library continuously trials and pilots new products and services and may incorporate selected elements of the branding strategy as appropriate.
22. **Q: Please describe the in-house creative team. Who may need training as brand ambassadors? What are the Library’s resources for managing the brand?**  
    A: We consider all 680 Library employees of all types to be brand ambassadors who will need various kinds of training. In-house creative work is currently handled by a centralized small, internal marketing team that is responsible for most of the marketing and promotion work, as well as programmatic materials. Additional resources are used as needed on a project-by-project basis. Brand implementation may require additional external partners to help implement. Brand management is owned by the Marketing and Online Services group.
23. **Q: Naming: What naming may be involved in the brand architecture?**  
    A: As part of this project, we should consider the naming of existing sub-brand library programs and services, as well as third-party services that we provide within context of a larger program. We expect that we also will need to look at naming strategies for some future programs as part of that work.
24. **Q: Naming: What current names are up for a name change?**  
    A: We don’t foresee name changes for The Seattle Public Library, The Seattle Public Library Foundation, and Friends of the Seattle Public Library. However, we are open to losing the “The.” There is some nomenclature used in the system that we may need to explore changing as part of the identity, such as “branches” vs “pop-up” vs virtual experiences.
25. **Q: This project includes The Seattle Public Library, The Seattle Public Library Foundation, and The Friends of The Seattle Public Library. Are there differences in the needs of these groups as far as brand deliverables? Are there distinct deliverables that only apply to one or the other of the groups?**  
    A: A common brand strategy is needed that unifies the three, while evolving the Library as a whole. How that is articulated in each deliverable and the requirements would need to be determined through later phases of the project.
26. **Q: Are you looking for three distinct visual identities or updating one or more in the group or something to visually tie the existing identities together, or some combination of the above? Is that something you are looking for us to decide?**  
    A: Please see Section 1 (Purpose and Background) of the RFP. We are looking for common brand strategy that unifies the three entities.
27. **Q: Brand guidelines: Can you clarify the desired format?**  
    A: Guidelines should be presented in a digital format that can be used by various brand ambassadors, designers, partners, etc. They should help us with internal and external roll-out, future implementation projects, and so on. We prefer templated graphics applications and so on. The specifics of this deliverable depend on how you propose to allocate the budget, and further definition through the phases of work.