



DATE: May 3, 2017

SUBJECT: Letter of Clarification

RE: Multi-Year Strategic Plan for the Heritage Society (“THS”) RFQ

TO: All Prospective Proposers

Houston First Corporation (“HFC”) issues this Letter of Clarification as part of the referenced solicitation for the purpose of answering questions timely received:

1. **Question:** What does the phrase “programming plan” mean?

Answer: The intent of the programming plan is to review the current programs offered by THS as well as recommend new or modified programs to provide comprehensive offerings that will further the goals and objectives of the site. This would include the type of program, the target audience, detailed description, staffing requirements, budget implications and a discussion of how each program would have a measurable impact on achieving THS’s goals.

2. **Question:** Does THS have a system-replacement plan or other analysis of known maintenance work in place?

Answer: Yes

3. **Question:** Are you looking for a description of recommended capital improvements – perhaps including pricing?

Answer: THS would appreciate suggestions for capital improvements that would upgrade the site and surrounding “campus” if needed, allow for additional programming, and make the site more attractive to ultimately increase the number of visitors. A budget estimate range for each suggested improvement will also be requested.

4. **Question:** What questions would you like to answer through the analysis of facility obligations and administration?

Answer: THS requests an analysis of the existing facility obligations and administration and recommendations on best practices to achieve the goals and objectives of THS.

5. **Question:** Will you elaborate on the reference in the RFP to “collaboration opportunities across organizations”?

Answer: The consultant selected will be asked to recommend any collaborations that would support the mission of THS and potentially broaden the appeal of the site and the financial stability of the organization.

6. **Question:** Will the consultant selected be required to travel to Houston?
Answer: Yes.
7. **Question:** May a company based outside of the U.S. submit a proposal for this project?
Answer: Yes.
8. **Question:** How much is your budget?
Answer: The project budget will be determined as an outcome of the study. Consultant fees will be negotiated with the team selected.
9. **Question:** Are you looking for a complete strategic planning process, or an update to the current plan with supplementary evaluations and assessment?
Answer: The current THS strategic plan should be used as one resource to the creation of a comprehensive strategic plan for the organization and site.
10. **Question:** Will development of the strategic plan require the consultant to undertake an assessment of the buildings at the Sam Houston Park Campus?
Answer: No. Assessment of the park buildings is not part of this project. A multi-year maintenance plan exists and is being implemented by THS.
11. **Question:** What do you consider a “market analysis/feasibility study” for purposes of responding to the “Experience” requirement?
Answer: Respondents are asked to include information on other completed assignments that involved multi-year strategic plans for cultural heritage sites.

When issued, Letters of Clarification automatically become a part of the RFQ and supersede any previous specifications and/or provisions in conflict therewith. By submitting their SOQ, Respondents are deemed to have received all Letters of Clarification and to have incorporated them into their proposal.