

REQUEST FOR PROPOSAL
Strategic Planning
Lincoln City Libraries
Lincoln, Nebraska

Deadline for questions: 10-19-09
Deadline for submission: 10-30-09

Lincoln City Libraries fosters the power of reading and provides open access to all forms of information to enrich people's lives every day.

Introduction

Lincoln City Libraries (Lincoln, NE) seeks a consultant to develop a comprehensive strategic plan for the library. Specifically, LCL expects a service plan that includes goals, measurable objectives, and proposed activities to meet community needs for the next three years. The plan should also address the implications of the proposed goals for best use of the library's collections, technology, staffing and facilities. This plan will examine the City's growth patterns and demographics, and identify the need for service with respect to future trends and technologies. The strategic plan should point the library in the direction of meeting changing needs while maximizing available resources.

Library Background

Lincoln City Libraries (LCL) serves a population of 278,728 in the city of Lincoln and Lancaster County, spread over 839 square miles. Approximately 90% of the population resides within the city of Lincoln.

The Lincoln City Libraries is governed by a seven member Board of Trustees appointed by the Lincoln City Council. The system currently has a headquarters library, seven branches and one bookmobile.

The FY 2009-2010 LCL operating budget is \$7,480,598 with staffing of 107.46 FTE's.

In FY 2008-09, LCL circulated 3,345,724 items. There are 201,074 registered borrowers, or 73% of the population. Libraries are open a total of 450 hours per week, Monday – Sunday.

LCL owns 864,992 items. In FY 2008-09, staff presented or arranged 2,180 programs with an attendance of 76,739.

Financial Circumstances

LCL's FY 2009-10 operating budget of \$ \$7,480,598 represents a .01% increase over FY 2008-09. County funding accounts for about 10% of the operating budget.

Current Planning Issues

The most recent strategic planning document ended in 2002.

Need for the Project

The library needs to develop a new strategic plan to guide services and resource allocations at a time when the city population is growing and changing, new technologies and expectations are changing service demands, and libraries must adopt new delivery models.

Budget

It is anticipated that costs will not exceed \$25,000. This will include fees, travel expenses, the cost of information gathering and analysis, completion of a plan document (1 unbound, plus PDF), and all other reimbursable expenses.

Project Description

The Lincoln City Libraries is seeking a professional library consultant to:

- Facilitate the strategic planning process using a planning methodology useful to public libraries such as the approach provided in *Strategic Planning for Results*, American Library Association, 2008.
- Design an effective method(s) for data gathering/presentation, which may include, but not be limited to geo-coding of borrower patterns, focus groups and community meetings to identify needs over the next three year period, including those of families with young children, teenagers, older adults, immigrant populations, and lifelong learners of any age. This might include training library staff to perform these functions.
- Facilitate meetings of the planning committee(s).
- Assist in the identification of service priorities, goals, objectives and activities.
- Assist in identifying gaps where the current library operation is insufficient to meet the identified service priorities.

Through this process, LCL expects to have a Strategic Plan in place by April 2010 that will guide the activity and use of resources over the next three years. The process should ensure significant input from a wide range of stakeholders and the plan should reflect that input and idea generation.

Scope of Work

The consultant will assist the Board of Trustees and staff of LCL in:

- Determining current use and project future demand as affected by:
 - community needs and the opportunities they offer LCL
 - future trends in technology
 - trends affecting the future of public engagement generally and public libraries specifically
- Developing an overall structured outline and procedure that determines the type of data to be collected, and the appropriate measurement standards to ensure its usefulness in decision-making.
- Collecting, reviewing and analyzing data and making recommendations based on the data.
- Prioritizing current services and new services that will address the service priorities for the next three years.
- Identifying strategies to build organizational capacity to implement services.
- Addressing the financial implications of proposed recommendations with respect to the existing and future capital and operational models and budgets.
- Developing a plan to inform the community about the planning process and the results.

The consultant will be required to:

- Contribute substantively both orally and in writing to the LCL decision making process.
- Facilitate planning meetings and public input sessions.
- Meet with groups and stakeholders, or train LCL staff to do so.
- Work closely with designated staff on tasks related to the strategic planning project.

Proposed Activities

Activities related to the proposed strategic plan should include, but not be limited to the following:

- Ongoing meetings with the Board of Trustees, library director and staff, and strategic planning team. Initial meeting should include a discussion of the roles and responsibilities of the consultant, the work to be completed, and the projected timetable/schedule for completion.
- Assist with the development of the stakeholder list identifying individuals and groups that should provide input in addition to the Library Board and staff.
- Assist the library in developing a plan to obtain community input.
- Meet with key stakeholders and groups, facilitate a limited number of public input sessions and train staff to conduct focus discussion groups and public meetings.
- Review and analyze existing data provided by the library.

- Prepare analysis of market areas and demographic profiles.
- Assist the staff with the development of a vision statement and action plan that respond to assessment analysis.
- Assist the library in identifying services that will best address new service priorities.
- Develop quantitative output measures.
- Develop a strategic planning document that reflects this process.

Project Timeline

It is anticipated that the project can begin in January 2010, and be fully completed by April 15, 2010.

Selection Criteria:

LCL reserves the right to select a planning consultant based directly on the proposal or to negotiate further with one or more respondents.

LCL reserves the right to reject any and all proposals.

The Library Board and staff Strategic Planning Steering Committee will evaluate the proposals in accordance with the following criteria:

- Experience and success in library planning, (80%)
(preferably with product such as Strategic Planning for Results)
including positive experience of completion
on time and within budget.
- Cost to complete the process (20%)

RFP Availability:

The RFP will be posted on the Lincoln City Libraries Web site: www.lincolnlibraries.org

And will be sent to the Library Consultants Directory www.libraryconsultants.org

Questions should be submitted in writing to:

Pat Leach, Director
Lincoln City Libraries
136 S. 14th St.
Lincoln, NE 68508

Email: p.leach@lincolnlibraries.org

The library must have questions by 12 noon CT, Monday, October 19, 2009. Answers will be sent out in a Q & A format to all known and interested parties and posted on the Lincoln City Libraries Web site.

Proposal Content Requirements

Respondents shall have:

- A cover letter providing a brief description of the firm or individual, name, address of consultant, telephone number, e-mail, and fax of principal contact person.
- Brief synopsis of the highlights of the proposal, which should not exceed one page in length, that conveys the consultant understands the purpose and expected outcomes of the project.
- A list of key personnel who would be involved in the process and their expertise/experience.
- A summary of the consultant's qualifications and experience. Professional degrees in library and information science as well as experience in the administration of libraries are desirable. Successful firms and their subcontractors will have demonstrated expertise in library operations, technology and facilities. Evidence of successful experience in planning is crucial to the selection.
- A work plan that includes a description of the methodology, tasks, timeline, and estimated amount of time that would be spent on the project.
- Exclusions or exceptions – Note any parts of the proposal that are beyond the expertise of the consultant, or better handled by local library staff.
- A schedule of costs for providing planning services, including supplies, number of onsite visits and cost per trip, data gathering and analysis, and other costs associated with the planning process.
- References of at least three (3) previous public library systems for which consultant has provided strategic planning service and contact information.
- Additional Documentation - Consultants are welcome to provide additional documentation that will help LCL in the selection process.

RFP Standards

- The library will not reimburse costs of preparing the consultant proposals.
- Lincoln City Libraries reserves the right to cancel the award of contract any time before the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for costs incurred in the preparation and mailing of the proposal.
- LCL reserves the right to reject any or all responses to this Request for Proposal.
- The consultant must comply with all applicable requirements of Federal and State Civil Rights laws and statutes and the Americans with Disabilities Act.
- No LCL Board or staff member shall have a financial interest in this proposal.
- In cases of disputes over differences of opinions as to the services in the proposal, the decision of LCL shall be final.

- LCL reserves the right to ask for clarification in the proposal if the need arises.
- The successful respondent agrees to comply with all Fair Labor Standards and Prevailing Wage Laws where applicable, and assumes all responsibility for fair and equitable hiring practices.
- The respondent is expected to provide evidence of professional liability insurance in the amount of not less than \$1,000,000.

Respondents must submit the original and one unbound copy of the proposal to:

Pat Leach, Director
Lincoln City Libraries
136 S. 14th St.
Lincoln, NE 68508

Proposals must be received in a sealed package appropriately marked with the proposal title and name and address of the respondent by 12 noon CT on Friday, October 30, 2009. Proposals not received by that date will be returned unopened. The library director will notify the consultant chosen within 30 days after the proposal deadline.