



**Dexter District Library**

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## **Request for Proposal Strategic Planning**

### **PROJECT**

The Dexter District Library is seeking consultant services to assist the Board, staff, and community in envisioning a new comprehensive strategic plan. The Library's last strategic planning window took place in 2017. The new plan will include goals, measurable objectives, and proposed activities to meet expressed community needs for library service over the next three to five years. It will examine community growth patterns and demographics and identify the need for service with respect to future trends in collections, programming services and technologies as well as take into account changes in public library services in a post-pandemic environment. It will also analyze funding needs to respond to goals.

### **BACKGROUND**

The Dexter District Library is located in Washtenaw County, Michigan. The Library was founded in 1927 and became a District Library in 1966. The Library is governed by an eight member Board of Trustees appointed by founding municipalities. The Library is an independent unit of local government, responsible for levying operational funds and providing Library service to a population of 21,616 residents within an 85 square mile service area. The Library currently services approximately 11,500 active card holders with a collection of 114,000 items housed in a single service point. Annual circulation for the recently concluded 2021-22 fiscal year was 402,165. The number of materials borrowed annually has substantially returned to pre-pandemic levels and this level of use continues to make the Dexter District Library one of the highest circulating Class IV library in the State of Michigan. The Library's current annual operational budget is approximately \$1.77 million.

In 2005, the Library was successful in securing bonds to build a new facility. The new building on Alpine Street was opened in March 2009. While the Library saw a 60% increase in circulation and a 77% increase in the number of annual visitors between 2008 and 2015, use plateaued after recovery from the 2008 housing market crash. Due to the 2020-21 COVID-19

pandemic, related closures and use restrictions, the Library experienced times of reduced access to the facility and collections as well as reduced attendance at Library sponsored programs. One main goal of this process will be to determine which of the prior strategic planning goals are still valid in relation to new habits community members have developed over the course of the last three years.

The Library is seeking to update its strategic plan and address its mission as well as ensure facilities, collections, services, technology, staffing and funding will meet the needs expressed by the community. The current Library vision statement is “A community path to imagination, creativity, and learning” and the current mission statement is “As a community gathering place, the Dexter District Library inspires literacy, provides engaging programming, facilitates access to information and serves as a gateway to lifelong learning.” Confirmation or change to these statements will be part of the process.

#### CONTACT PERSON:

Chief contact person for this contract is Paul McCann, Library Director, Dexter District Library, (734) 426-4477, [pmccann@dexter.lib.mi.us](mailto:pmccann@dexter.lib.mi.us).

#### SCOPE OF WORK

Grounded in statistical comparisons of peer libraries, the consultant will solicit, collect, analyze and interpret input from the community at large, the Library staff, Board of Trustees and Friends of the Library regarding the current state of Library services with the goal of identifying services to continue, develop, drop or improve. The consultant will analyze and interpret findings and present these to the Library Director and Board of Trustees. The consultant will facilitate a consensus building process and assist the organization in revising the Library’s mission statement and setting strategic goals.

Based on a mutually agreed upon timetable, the consultant will provide the Library Director and Library Board with a plan to gather information, synthesize responses and provide regular updates throughout the process. The consultant will prepare a final version of the strategic plan including goals, objectives, and strategies.

#### METHODOLOGY

The Library is not committed to any particular methodology for generating the strategic plan. The method proposed by the consultant response must include:

1. How the process will be structured, including reference to any specific library planning method.
2. Descriptions of methods, both in-person and remote, that will be used to engage community members, the Library staff and the Board of Trustees and gather input.

## PROPOSAL FORMAT

The proposal shall include, at a minimum, the following:

- Project Work Tasks: Describe the specific approach and methods the firm will use to complete the project. A proposed work schedule, timeline for deliverables and a list of any products must be included.
- Project Staffing & Management Plan: Identify the staff persons or subcontractors who will be responsible for carrying out the specific work tasks. Identify the project manager who will be the person responsible for assuring that all tasks are completed on schedule. Describe the relevant qualifications of personnel to be assigned to the project.
- Cost Proposal: Identify the total “not to exceed” cost for completing the individual work tasks included in the proposal. Include any direct, indirect or reimbursable costs. Include in the budget an itemized cost for each staff member assigned to the project and subcontractor (if applicable) including the hourly/daily rate to be charged. The proposal should include the total cost of services, supplies, materials, travel and any other relevant expenses.
- Qualifications of Firm and Prospective Team Members: State the firm’s experience with comparable projects. Include resumes for all principal members of the project team and any proposed subcontractors. Include contact information for at least three organizations for which the facilitator has provided previous strategic planning services and one sample of a complete report which the facilitator prepared for a similar project.

## EVALUATION

Proposals will be evaluated based on methodology, proposed cost and company experience. The Library Director will analyze the proposals received and make a recommendation to the Library Board. Final contract approval is made by the Library Board of Trustees.

## FINAL PRODUCT

The Dexter District Library expects the following key deliverables from the consultant at the conclusion of the project:

- 1) A written strategic plan which integrates the elements described in this RFP.
- 2) An implementation plan with timelines to achieve recommendations contained in the strategic plan.
- 3) A data package which incorporates all statistics, reports, surveys, technical evaluations, facilities data, drawings and any other supporting data used during the planning process.
- 4) A multi-media presentation to the Board of Trustees and other stakeholders to communicate highlights of the Strategic Plan.

All project deliverables will be provided in printed and electronic formats. All electronic material shall be provided in mutually agreed upon software formats. The final product and all related materials shall be the sole property of the Dexter District Library.

## PAYMENT

The Library will make periodic payments during the course of the project. A billing schedule will be included in the response to the RFP. Costs specified in the response must remain valid for at least six months from date of Proposal being received.

## SCHEDULE TO RECEIVE AND ANALYZE PROPOSALS.

**Proposals shall be submitted to the Library Director no later than Wednesday, May 10, 2023 by 4:00 pm EDT.** Proposals may be delivered to:

Paul McCann, Library Director  
Dexter District Library  
3255 Alpine St.  
Dexter, MI 48130  
Or e-mailed to [pmccann@dexter.lib.mi.us](mailto:pmccann@dexter.lib.mi.us)

A walk through of the RFP will be conducted at the Library and via Zoom on Wednesday, April 26, 2023 at 3:00 pm. A Zoom link will be e-mailed to all prospective responders requesting remote attendance at the walk through. Depending on responses, this may be exclusively via Zoom. Please respond with statements of interest and attendance preference by April 24, 2023. The walk through will review the Library's previous strategic planning process, provide a more detailed overview of Library expectations and allow interested proposers to ask questions about the process prior to submitting. Copies of the Library's previous strategic plan are available on the Library web site at <https://dexter.lib.mi.us/about/strategic-plan/>.

A written response, specifically stating your interest and any other information or statements called for in the Request for Proposals, must be received by the submission deadline. Digital submission must be in Windows compatible Microsoft Word or pdf format.

## Timeline:

April 18, 2023: RFP distributed and posted  
April 24, 2023: Expression of interest and Zoom links mailed  
April 26, 2023 at 3:00 pm: Walk through of RFP  
May 10, 2023 at 4:00 pm: Proposals due  
May 11 – 19, 2023: Initial review of received proposals  
May 22 – 31, 2023: Follow-up and interviews with proposers  
June 5, 2023 at 7:00 pm: Final selection at Library Board meeting  
Summer 2023: Work to commence