



Request for Proposal
Strategic Planning Facilitator
& Library Building Feasibility Study for
The Leanna Hicks Inkster Public Library

Section I: Introduction

The Leanna Hicks Inkster Public Library (IPL) is seeking consultant services to assist the Board, staff, and community in developing a comprehensive strategic plan. The plan will include a governance structure, feasibility study for a new library building, funding strategy for the new building, mission statement, goals, measurable objectives, and proposed activities to meet community needs for the next five years. The Strategic Plan will examine our community's growth patterns and demographics, and identify the need for service with respect to future trends and technologies. It will also identify funding needs to respond to service demands.

Plan objectives:

- Ensure that Library services and resources are in line with user needs and expectations.
- Ensure long-term viability.
- Boost visibility, awareness, and patronage among residents.
- Evaluate facility and space needs, location possibilities, and estimate capital and operating costs for a new building.
- Develop a funding strategy for a new facility.
- Become better recognized as a community partner organization, particularly with local schools and businesses.
- Create a vibrant workplace that attracts and retains talented, creative, and service-oriented employees.
- Evaluate governance structure of the Library and compare different organizational models.
- Develop a Library slogan and other basic marketing tools.
- Create a strategic plan that stakeholders are supportive and aware of, that outlines service goals the community desires.

Section II: Background

The Leanna Hicks Inkster Public Library is located in and serves the city of Inkster Michigan. According to the 2010 US Census, Inkster has a population of 25,369. This figure is down 15.8% from Inkster's 2000 US census which was 30,115. The Library is primarily supported by a millage of 2.0 mills and governed by an elected six-member Library Board of Directors under Public Act 164 of 1877. The millage was approved by the electorate in 2010 and will be voted on in 2019. The Library was a branch of the Wayne County Library System before 2010.

The Library is located at 2005 Inkster Road, just north of Michigan Avenue at the center of the city of Inkster. The Library building is owned by the city of Inkster and leased by IPL. The building was built in 1960, and is one of few round library buildings. The Library is 5,900 square

feet. Currently, there are five staff members, all of them being part-time employees except the director who is a full-time employee. The Library is open five days a week for 40 hours from Labor Day until Memorial Day, and 32 hours weekly in the summer.

Based on the Library's most recent audit for the FY2013, the Library's revenues were \$542,552 and expenditures were \$242,417. Since 2011, the Library Board has saved over \$900,000 in order to build a new library.

The Library's current mission statement is:

"The mission of the Leanna Hicks Public Library is to be an informational, intellectual and cultural resource for all people. This service is to be provided in a professional and welcoming manner.

The Leanna Hicks Public Library hopes to inspire the spirit, educate the mind, and to be a center of community pride."

IPL is facing a number of challenges: The current building is outdated and too small to provide the level of service needed and expected within the community. There are building maintenance issues (including roofing, HVAC, and structural issues). The city of Inkster has not invested the money needed to renovate or maintain the building properly.

The Library's collection is 45,000 items, and about 25,000 items are circulated annually. Seventeen thousand patrons visit IPL annually. The Library houses 11 public internet computers and five laptop computers. IPL circulates fewer items and the building is much smaller than the average class IV library. Space is extremely limited. A larger facility is necessary to increase the Library's collections, add more computers, increase programs and activities, and offer more services to the community.

The city of Inkster would like to sell the property that the Library currently sits on. Earlier this year a Request for Proposal was issued, hoping to find a developer for the area. The Library Board is considering the current location as well as other locations in the city of Inkster.

The largest challenge facing IPL, the city of Inkster, and the surrounding area is declining revenues. Inkster has been hit hard with population loss, declining property values, and a high delinquency rate for property tax collections. The Inkster Public Schools District was dissolved in 2013 due to a \$12 million deficit and declining enrollment. The city of Inkster has been under a consent agreement with the state of Michigan since 2012 due to severe financial problems. This has a negative impact on the Inkster Public Library. The Library Board has been forced to implement new revenues while making steep and difficult cuts to the Library's budget in order to save money for a new building. The ability to set aside necessary funds is quickly declining.

Section III: Project Scope

The Leanna Hicks Inkster Public Library is seeking an experienced, professional facilitator to perform the following:

- Facilitate the strategic planning process using a methodology effective for public libraries.
- Conduct a feasibility study as to the needs of the community to build and maintain a new Library.
- Gather data through community research that focuses on Library users, non-users, and stakeholders to identify needs over the next five-year period.
- Facilitate planning meetings and public input sessions.
- Identify service priorities, goals, objectives, and activities.
- Identify gaps where current Library operation is insufficient to meet those service priorities.
- Keep the process as cost-effective as possible, using Library staff and volunteers to collect and compile data as appropriate.
- Write and present the strategic plan that will be communicated to the Library's stakeholders.

The proposed plan should include:

- An up-to-date community profile and identification of community markets
- An assessment of the Library's environment, including evaluations of strengths, weaknesses, quality of services, reputation, management, budget, etc.
- Peer comparisons to other libraries of similar size and service population in the area of program, services, Human Resources, finances, resources, space, etc.
- A review of current trends in library service and technology and an analysis of user expectations in regard to those trends.
- An evaluation of the governance structure of the Library and comparison of the different organizational models (e.g. city library, district library, etc.).
- Specification of guiding principles or core values of the organization and clearly defined, meaningful priorities, goals and objectives that are measurable and for which the Library will hold itself accountable.
- Recommendations for improvements to services, finances, collection, technology, marketing, staffing, and facility configuration.
- Methods of keeping the process and participants focused and on-task, ensuring that the hard questions are asked, addressed, and resolved

- Specification of a built-in process of regular review, evaluation and adjustment to the plan resulting from changes in the economic, demographic or political climate.
- Recommendations for establishment of a mechanism for regular evaluation of customer needs, concerns, and satisfaction with service.

Section IV: Proposal Content Requirements

Proposals shall include the following elements:

- 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.
- Executive summary of the highlights of the proposal, which should not exceed one page in length but convey the facilitator's understanding of the purpose and expected outcomes of this project.
- A list of key personnel who would be involved in the process, with a description of their backgrounds and areas of expertise.
- A summary of the consultant's qualifications and relevant experience. The Leanna Hicks Inkster Public Library seeks a facilitator who has considerable experience in the development of strategic plans. The facilitator must also possess knowledge of modern public library services, trends, and functions.
- A work plan that contains a description of the methodology, tasks, timeline, and an estimate of the amount of time that would be spent on the project.
- Exclusions or exception: Note any part of the proposal that is beyond the expertise of the consultant, or would be better handled by local library staff.
- A project budget which includes consulting costs, clerical costs, and data analysis costs: Indicate a "not-to-exceed" total cost. Provide an estimate of the number of facilitator hours to be provided and the rate per hour. Any travel required by the facilitator, which is a part of the normal scope of work, will be at the facilitator's expense.
- A statement of the insurance carried by the facilitator and a signature by an individual authorized to bind the proposer, with a statement that the proposal is a firm offer for a 90 day period.
- References. Contact information for at least three organizations for which the facilitator has provided strategic planning services, and one sample of a complete report which the facilitator has prepared for a similar project.

Section V: Selection Criteria

The proposals will be reviewed and evaluated by the Library Director and the Library Board of Directors. Criteria for evaluation will include:

- Responsiveness of the written proposal to the purpose and scope of the project.
- Demonstrated knowledge, skills, and experience in conducting strategic planning projects for public libraries and other non-profits.
- Methodology for carrying out tasks in the scope of the work.
- Reasonable proposed fees.
- Satisfactorily completed performance record.
- Ability to meet deadlines and operate within budget.
- Excellent written and oral communications skills.

The Library Board of Directors may, at its discretion, request one or more consultants attend a meeting, make a brief presentation, and answer questions posed by the Library Board.

IPL reserves the right to select a strategic planning facilitator based directly on the proposal or to negotiate with one or more respondents.

IPL reserves the right to reject any and all proposals.

IPL will not reimburse costs of preparing the RFP responses. The Library reserves the right to cancel the award of contract at any time prior to 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.

Any information submitted shall be public record and subject to disclosure pursuant to the Michigan Freedom of Information Act.

No Library Board or staff member shall have a financial interest in any proposal.

Section VI: Submission Information and Timeframe

Respondents must submit one (1) original and four (4) copies of the completed proposal to:

Denise M. Bearre, Library Director
Leanna Hicks Inkster Public Library
2005 Inkster Rd
Inkster, MI 48141

Proposals are due by Monday, September 8, 2014, by 3:00 pm EDT and shall be submitted in a sealed envelope marked with the name and address of the consultant and **STRATEGIC PLAN BID PROPOSAL**.

Electronic submission is also acceptable, and is due by Monday, September 8, 2014, by 3:00 pm EDT. Proposals may be e-mailed to: dbearre@inksterlibrary.org with the subject line **“STRATEGIC PLAN BID PROPOSAL.”**

From responses to this Request for Proposal, IPL may select facilitators to be interviewed in person or by telephone on or before September 18, 2014. The Library Board is expected to name a firm by its October 16, 2014, Board of Directors meeting.

The facilitator is expected to present an orientation to the strategic planning process to one or two separate groups of the IPL board and staff in October 2014.

The facilitator will perform the identified research and execute the process between October 2014 and March 2015.

The draft report/plan and executive summary are to be submitted to the Library Director in March 2015. The Facilitator shall provide one unbound original and eight copies of the draft report.

The final strategic plan and executive summary are to be presented by the facilitator in person no later than April 2015 during the Library Board of Directors meeting. The facilitator will provide one unbound original and eight copies of the final report. A copy of the final report must also be provided electronically.

All raw and summary data are to be delivered to IPL at the conclusion of the strategic planning process.

Section VII Technical Assistance/Clarification

Any request for clarification of the information contained in this RFP must be submitted in writing by the deadline of 3:00 pm, September 8, 2014, to

Denise M. Bearre, Library Director
Leanna Hicks Inkster Public Library
2005 Inkster Rd
Inkster, MI 48141
E-mail: dbearre@inksterlibrary.org

An interpretation of this RFP given by any person other than the Library Director shall be invalid. Interpretations may be given orally or in writing dependent upon the nature of the inquiry.