

**Request for Proposal**  
**Strategic Planning Services**  
**Waukesha Public Library**  
**City of Waukesha, Wisconsin**

The Waukesha Public Library, in the City of Waukesha, is requesting proposals from qualified firms to work in conjunction with staff for strategic planning services for the Library. This is a qualifications-based selection process.

Sealed proposals are to be delivered to:

Library Strategic Planning Services  
Waukesha Public Library  
321 Wisconsin Avenue  
Waukesha, WI 53186

Proposals are due by **5 p.m. on February 16, 2018**. Submissions received after this date may not be considered.

All submissions must be prepared according to the instructions provided.

The contractor shall submit a list of his subcontractors as a part of his or her proposal, which shall not be added to nor altered without the written consent of the Waukesha Public Library.

The Board of Trustees of the Waukesha Public Library reserves the right to reject any or all bids, to waive irregularities, or to accept such bids, as in the opinion of the Library, will be in its best interests. Proposals will be judged on overall merit; the lowest cost proposal will not necessarily be awarded a contract.

Bruce Gay, Director  
Waukesha Public Library

## **Scope of Services**

### **Purpose**

The purpose of these services is to assist the Waukesha Public Library in establishing a long-term strategic plan, which will include vision and mission statements as well as goals for Library operations.

### **Background**

Waukesha, population 72,363, is a community located in Southeastern Wisconsin and is the county seat of Waukesha County. Waukesha is a diverse community incorporating many socio-economic groups, including a significant and underserved Hispanic population.

The Waukesha Public Library was founded in 1896, and serves as the municipal Library for the City of Waukesha, as well as the resource Library for the Bridges Library System. The Library is a 71,000 square foot space in downtown Waukesha amid a heavily used city park. The Library collection holds more than 315,000 items and has more than 60 public access internet workstations. Annual Library circulation is over one million items. There are approximately 51,000 registered borrowers. Annually, the Library spends about \$4 million, primarily from local and county support. The Library is located at 321 Wisconsin Avenue, Waukesha, Wisconsin, 53186.

Consultants should consider several local issues when considering planning for the Waukesha Public Library:

- The Library wishes to explore other, additional sources of funding, up to and including the creation of a Library Foundation.
- The Library has insufficient meeting and programming space in the building to meet current and anticipated future needs.

The Library seeks to provide quality facilities, collections, programs, and outreach for a diverse local population. Library officials are now interested in generating public opinion as to what should happen next in terms of Library service in Waukesha. The Library is seeking a strategic plan that helps it pursue excellence by being a public-facing institution, responsive and adaptive in all services to the needs of the community.

### **Preferred Qualifications**

- Previous experience working with public libraries of similar size
- Previous experience facilitating the strategic planning process in a wide variety of organizational settings
- An understanding of current national trends in Library service, including recent initiatives such as the Aspen Institute reports and the ALA “Libraries Transform” initiative, and an understanding of how these impact strategic plans
- An understanding of current developments in Wisconsin libraries and their potential impacts on local libraries and resource libraries

### **Desired Objectives and Process**

- Explain strategic planning process to staff and board, including the development of a planning committee.
- Gather data about existing Library operations and community indicators including census data, community feedback surveys and other essential information. Analyze data in preparation for the planning committee meetings.
- Conduct a staff focus group which includes a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.
- Facilitate community focus groups. The successful respondent will work with Library staff and the planning committee to move the community through a process in an effort to answer the following questions:
  - What are the present and future uses of the Library that the City should support?
  - What amenities do citizens want now and in the future? (For example, is there a desire for more public computers?)
  - What other improvements are needed to best serve the public?
  - Other questions as identified during the process.
- Facilitate Planning Committee meetings.
- Guide the planning committee meetings and staff meetings needed to draft a new mission statement, goals and objectives for a 3-year strategic plan.
- Facilitate an action/implementation and communication plan as part of the strategic plan.
- Draft a final plan to be presented to the Library Board for adoption.
- Be available to the Library for follow-up questions as needed.

### **Timeline**

The planning process should begin in March or April, 2018, with a final plan to be presented to the Library Board by October 31, 2018.

### **Regulatory Requirements**

Your firm will need to be familiar with State of Wisconsin, Waukesha County and City of Waukesha codes, restrictions and processes throughout the project.

### **Deliverables**

All deliverables will be submitted to the Library in hard copy and original electronic format (for example, Excel, Word, etc.). All submissions will become the property of the Waukesha Public Library.

### **Community Outreach**

Your firm will be expected to prepare a community outreach strategy (in partnership with Library staff) for the community focus group meetings in compliance with open meeting requirements. This process will include engaging:

- Library staff
- City government stakeholders
- The Library Board members

- Community groups, diverse stakeholders and individual residents

In the Proposal, please provide examples of innovative measures your firm has used to generate public attendance for community outreach and stakeholder opinions.

### **Information for Prospective Service Contractors**

- 1) Proposals will be accepted until 5 p.m. on February 16, 2018.
- 2) A complete application will include:
  - a) The Proposal,
  - b) Statement of Qualifications,
  - c) Subcontractors and Suppliers Listing,
  - d) Qualification Evaluation Checklist, and
  - e) References.
- 3) The Library Board and Director will consider complete applications, reference checks, and interviews (at the option of the Library) to identify the most highly qualified firm(s). The Library reserves the right to identify highly qualified firm(s), as in its opinion, will be in its best interests.
- 4) The Waukesha Public Library Board will review the proposals and select the most highly qualified firm(s) to contact for further screening as it deems appropriate.
- 5) The RFP will detail costs, terms, and conditions. The Library reserves the right to amend the Request for Proposal and will provide a written amendment to all known parties receiving the request. Respondents shall acknowledge all addenda received.
- 6) Firms not returning the completed RFP within the specified time frame may be disqualified. Irregularities in the completed RFP documents may be considered sufficient cause for disqualification.
- 7) After the RFP deadline, the Library Director will prepare a recommendation as to which proposal to award, if any.
- 8) The Consultant will be required to sign a standard contract and provide proof of insurance for errors and omissions, property damage, public liability and workman's compensation.
- 9) Proposals may be amended and/or withdrawn prior to the bid opening time. Proposals may not be withdrawn for a period of ninety (90) days after the submission deadline.
- 10) Proposals are prepared and submitted at the sole cost and expense of the respondent, and shall become the property of the Waukesha Public Library; proposal documents will not be returned.
- 11) Respondents will indemnify the City of Waukesha and the Waukesha Public Library from any and all debts, claims, and liabilities arising out of the proposal or the performance of the project as a result of the consultant's error, omissions, neglect, etc.

- 12) The Library reserves the right to negotiate with respondents on the scope of the project, fees, timelines, and all other components of the project, whether or not the proposal was deemed the lowest cost to the Library.
- 13) Firms may not subcontract any work without prior written authorization by the Library.
- 14) This shall in no way bind or prevent the Library from performing, requesting quotes or proposals, bidding, or contracting any services separately.
- 15) Questions regarding this RFP may be directed to Bruce Gay, Library Director, [bgay@waukesha-wi.gov](mailto:bgay@waukesha-wi.gov). Questions are due by Friday, February 2; answers will be emailed to all consultants the week of February 5-9.

### **Evaluation Criteria**

Proposals will be evaluated on:

- Depth of knowledge of Library strategic planning;
- Ability of respondent to deliver a realistic, time-sensitive, and useful proposal for the Waukesha Public Library Board to approve and accept;
- Experience at soliciting public input in the process and incorporating suggestions that embrace the priorities of the public input;
- Success in eliciting and utilizing public and other stakeholder input, using multiple communication platforms;
- Previous successful experience with similar projects;
- Experience and success with post-planning implementation and communication plans;
- Completeness of proposal;
- The cost of the proposal;
- Any other items that the Waukesha Public Library deems appropriate.

## **a) The Proposal**

The Consultant shall submit a complete description of the planning process proposed to meet the Library's needs. The proposal may be in any written format the consultant feels best expresses the firm's intent, purpose, and understanding of the project.

The proposal should include complete descriptions of the major phases of the plan for the Library from contract award date to implementation. The Proposal may include complete descriptions of the following potential planning activities:

- 1) Initial meeting plans;
- 2) Proposed information and data gathering;
- 3) Planned data assessment provided by consultant;
- 4) Community input recommendations, including focus groups, surveys, etc. You may include information on how you plan to gather information from underserved or underrepresented parts of the City;
- 5) Methodology to be used to write the plan, including proposed revision process;
- 6) Description and responsibility of any planning committee(s);
- 7) Description of any proposed meetings with staff, stakeholders, committees, etc.;
- 8) Description of follow-up implementation and communication plans;
- 9) Description of deliverables;
- 10) Proposed timeline of planning activities;
- 11) Any terms or conditions.

All fees for the project must be clearly broken out. Any optional consultant planning services should be priced individually and clearly understood as optional and additional costs to the Library.

The proposal must be signed and dated by a principal of the consulting firm.

**b) Statement of Qualifications Requirements (to be submitted with proposal)**

- 1) State the name, address, and brief history of the firm.
- 2) Include a résumé of the key personnel to be involved in strategic planning.
- 3) Provide examples of related experience performed by the firm during the previous three (3) years. The firm must have no less than three (3) years actual business experience in the services to be provided.
- 4) Provide a statement describing your approach to project management, including engaging stakeholders, communication strategies, risk management, cost control, quality assurance, and other factors that impact a project.
- 5) Include a statement that you have read and understood all conditions of the proposal.

**c) Subcontractors and Suppliers Listing (to be submitted with proposal.)**

Following is a list of subcontractors the vendor plans to employ to complete work related to strategic planning. The vendor agrees not to alter or add to such list without the written consent of the Waukesha Public Library. Use separate sheet as necessary.

	<u>SUBCONTRACTOR</u>	<u>CLASS OF WORK</u>
1)	_____	_____
2)	_____	_____
3)	_____	_____
4)	_____	_____
5)	_____	_____

Following is a list of **suppliers** to be used on the above listed project (if applicable). Use separate sheet as necessary.

	<u>SUPPLIER</u>	<u>TYPE OF SUPPLY</u>
1)	_____	_____
2)	_____	_____
3)	_____	_____
4)	_____	_____
5)	_____	_____

Submitted by:      COMPANY \_\_\_\_\_



#### **d) Qualification Evaluation Checklist (to be submitted with proposal)**

**Instructions:**

1. Please answer each question below. You may add comments beneath any question that needs further explanation.
2. Determination of Contractor qualifications will be determined using this checklist along with the proposal, references, and information provided in the Statement of Qualifications.
3. Firms are expected to answer “YES” to some, but not necessarily all of the checklist items.

YES	NO	Library Strategic Planning Consultant
<input type="checkbox"/>	<input type="checkbox"/>	1. Number of years your firm has been engaged in the consulting business under the present firm name.
<input type="checkbox"/>	<input type="checkbox"/>	2. Has your firm ever failed to complete any work awarded to it? Comments:
<input type="checkbox"/>	<input type="checkbox"/>	3. Has your firm ever defaulted on a contract? Comments:
<input type="checkbox"/>	<input type="checkbox"/>	5. Does the firm have experience working with municipal libraries? Comments:
<input type="checkbox"/>	<input type="checkbox"/>	6. Is your firm willing to provide (at no cost to the Library) an “on-site” or “video-based” presentation to the Waukesha Public Library Board regarding the firm’s qualifications and/or proposal if requested? Comments:
<input type="checkbox"/>	<input type="checkbox"/>	7. Has your firm performed Library strategic planning for other municipalities in Wisconsin in the year 2015, 2016, or 2017? Comments:
<input type="checkbox"/>	<input type="checkbox"/>	8. Has your firm demonstrated success in strategic planning services? Comments:

**YES**

**NO**

☐☐

9. Does your firm have experience in soliciting community input in the planning process:

Comments:

☐☐

10. Does your firm have experience using multiple communication platforms (for example: social media and online surveys) for public input solicitations?

Comments:

☐☐

11. Is your firm familiar with Library-specific planning strategies?

Comments:

☐☐

12. Have you reviewed the example of the service contract attached and are you willing to sign a similar agreement?

Comments:

**e) References (to be submitted with proposal)**

Name of the Firm: \_\_\_\_\_

**Reference #1**

Library Name: \_\_\_\_\_

City, State, and Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Type of Service(s) Provided: \_\_\_\_\_

Calendar Year(s) of Service(s) Provided: \_\_\_\_\_

**Reference #2**

Library Name: \_\_\_\_\_

City, State, and Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Type of Service(s) Provided: \_\_\_\_\_

Calendar Year(s) of Service(s) Provided: \_\_\_\_\_

**Reference #3**

Library Name: \_\_\_\_\_

City, State, and Zip Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

Contact Person: \_\_\_\_\_

Type of Service(s) Provided: \_\_\_\_\_

Calendar Year(s) of Service(s) Provided: \_\_\_\_\_