Naperville Public Library
Request for Proposal

Consultant Services: Strategic Planning

Submission Date/Time:
Wednesday, April 8, 2015
11:00 AM CDT

Nichols Library
Office of the Director
200 W Jefferson Ave
Naperville, IL 60540
March 5, 2015

Dear Prospective Respondent:

The Naperville Public Library is pleased to invite you to submit a sealed proposal for:

Consultant Services: Strategic Planning

This project will include an evaluation of community needs and will produce an outcome-focused strategic plan that will guide the activities of the Naperville Public Library for the next five years.

If you need additional information, please submit your questions in writing to the Library, either by fax at 630-961-4119 or by email to jscheuerman@naperville-lib.org by 12:00 PM on Friday, March 20, 2015. The Library will post a written response on our website — www.naperville-lib.org — in the form of an addendum by 5:00 PM on Friday, March 27, 2015.

**RFP Opening: Wednesday, April 8, 2015, 11:00 AM CDT**

Nichols Library, Office of the Director  
200 W Jefferson Ave, Naperville, IL 60540

The proposals will be reviewed and evaluated based on the criteria listed herein. The top proposal will be presented to the Library Board for final consideration and selection.

Please note the specific instructions for your proposal in the Proposal Requirements section below.

We sincerely hope that you take the time to review the specifications and submit a proposal.

Sincerely,

Lynn Hoffman  
Deputy Director
Overview
Naperville Public Library seeks proposals from qualified consulting firms to prepare for and facilitate a strategic planning process. This process will include an assessment of the needs of the community, including current library users and non-users, as well as other stakeholders such as local government entities and community organizations. The development of the strategic plan will support the Library’s core services, as well as identify community needs which the Library is well- and uniquely-suited to fill, and will be based on the community outcomes which the Library hopes to influence.

Library Background
Naperville Public Library serves a growing and dynamic community with a population of over 144,000 residents located in the far western suburbs of Chicago, Illinois. The city grew rapidly up until 2007, but although growth has slowed as the city approaches build-out, current projections suggest that Naperville might continue to grow to as many as 150,000 residents with most of the anticipated growth coming from expansion in the southwest quadrant of the city. The level of transient households has also diminished, with more households remaining in town longer.

A large percentage of residents are in professional and technical fields and enjoy a good standard of living. Naperville is a family-centered community that values a high quality of life with high expectations of all tax-based community services. Most children in Naperville live in two parent households. Many residents are highly active in civic life and service groups. The City has received several citations as one of the best places to live in the United States and as a great place to raise children. Naperville is also increasingly a vibrant and active community for older adults. It was named the number one community for early retirement by Kiplinger in 2013. The percentage of residents of DuPage County who are 60 years old or older is projected to rise from approximately 20% in 2015 to 27% in 2030.

The City Council generally reflects the fiscally conservative attitude of the community. Council works hard to keep tax levies flat or to reduce them, and since the levy for library tax revenue passes through Council, its perspective on finances, public service and public library service influences the Library’s tax rate. Over 93% of the Library’s $15 million budgeted revenue is based on property tax, and equalized assessed values are expected to remain flat for the next five years. While the Library is still well-funded, it will be critical to continue to evaluate spending and efficiency.

The Library is justifiably proud of its commitment to providing a very high return on investment to the community served for each Library tax dollar. The Library has been recognized as a 5-Star Library by Library Journal every year since the inception of the ratings, and before that was ranked #1 for nine years in a row in communities of comparable size in the Hennen American Public Library Rating (HAPLR).

The Naperville Public Library consists of three full-service facilities, staffed by 262 full- and part-time employees. Together, the Nichols, Naper Boulevard and 95th Street Libraries receive 1.5 million visitors annually, and demand on the Library’s facilities and services is typically very high. Naperville Public Library’s three full-service facilities include:
• The Nichols Library, opened in 1986, is a 63,300 square foot facility in downtown Naperville with holdings of approximately 315,000 items. The Nichols Library currently circulates approximately 1.1 million items per year.
• The Naper Boulevard Library, opened in 1992, is a 32,000 square foot facility located in the southeast corner of the city. It has holdings of approximately 150,000 items, and circulates approximately 500,000 items per year.
• The 95th Street Library is the Library’s newest facility, opened in 2003. This 73,000 square foot building located in the southwest quadrant of the city, has holdings of approximately 270,000 items, and circulates approximately 925,000 items per year.

A space needs study conducted in 2006 suggested that none of the facilities are large enough, especially to meet the high demand for public seating, meeting and study rooms, and programming space. The study found that Nichols Library could stand to be as much as twice its current size, and the Naper Boulevard and 95th Street Libraries could use another 20,000 square feet each. The climate in the community at the time was not conducive to funding a set of major capital improvement projects, and aside from replacement of worn finishes and furnishings at each facility over the next three years, there are no plans to pursue any building projects.

Naperville Public Library’s technology services are very strong and well-used. From basic public computing to diverse media conversion and creation tools, the Library offers a wide array of technology resources to members of our community, supported by a team of staff who regularly provide high quality just-in-time and classroom-based technology training. The Library scored 850 points (out of 1000) on recent completion of the Edge Assessment. The area where the Library scored the lowest was in Engaging the Community; this project will provide community feedback on technology services that will push the score even higher.

Project Description
Naperville Public Library is approaching this strategic plan with an eye toward outcomes – the positive changes in the community the Library hopes to influence. In addition to helping the Library set service priorities, the strategic plan should also describe why those priorities are important in terms of specific community outcomes. The plan will support the Library’s core services, as well as identify community needs which the Library is well- and uniquely-suited to fill.

This project will require the following work:
1. Collaborate and communicate with the Strategic Planning team or designated members at all points of the process, conducting status meetings in person or by telephone on a monthly or more frequent basis as requested by designated library staff, and providing written progress reports outlining work accomplished on a regular basis (schedule to be determined by successful respondent and staff; a minimum monthly for Library Board meetings).

2. Recommend methodology for and conduct a survey of community needs as they relate to public library service.
   Findings from this process may include:
• How current Library customers use the Library
• How well the Library is currently meeting the community’s needs for library service
• Customer opinions regarding priorities for library programs and services
• Conditions in the community that reveal areas in which the Library can have a positive impact (possibilities include voter participation rates, participation in neighborhood associations and/or civic organizations, reading proficiency of third grade students, new business startups, households in which English is not spoken, rate of community aging, etc.)

3. Facilitate additional information gathering with Library Board members, library administration, library staff, library customers, City of Naperville officials, and other key stakeholders to collect data, input, ideas, and reactions.
   Other data sources may include:
   • Customer Satisfaction Survey (conducted April 2014)
   • Trends in various output measures, including collection performance data
   • Edge Assessment of the Library’s technology preparedness and offerings
   • Survey of the strategic priorities of other community organizations and non-profits

4. Meet with individual staff members, as necessary, to obtain detailed information, workflow, priorities, issues, and service methodologies that embody the current services provided by the Naperville Public Library.

5. Review and assess current Library services and programs, focusing on community needs, trends in technology, and community organizations that supplement, support, and complement library services in Naperville.

6. Facilitate SWOT (Strength, Weakness, Opportunity, Threats) analysis of the community, and Political, Economic, Social and Technological (PEST) or other relevant analysis of the Library and its relationship to the Naperville community.

7. Identify strengths of current library operation which adequately meet and will grow to meet the service priorities of the Naperville community.

8. Identify gaps where the current library operation is insufficient to meet identified service priorities of the Naperville community.

9. Analyze data and results from previous library strategic plans and strategic plans from the City of Naperville and other stakeholders.

10. Identify conditions in the community that indicate a current or potential need which the Library may be well-positioned to fill.
11. Work in partnership with the Strategic Planning team, Library Board members, Library administration and Library staff to facilitate work sessions to set priorities and identify long-term outcomes.

12. Develop a Strategic Plan document that adheres to the Library’s mission, vision and values, and outlines goals and objectives for the Library.

13. Analyze organizational ability to implement the strategic plan options that include, but are not limited to, a financial analysis of implementing the strategic plan and a long range outlook.

14. Provide self-assessment methodology, including appropriate tools for ongoing milestone measurement, goal achievement, and future strategic planning.

Deliverables will include:

- Analysis of stakeholder groups, focus groups, and survey results
- Analysis of projected trends identifying strengths, weaknesses, opportunities and threats to the Library
- Timeline reflecting short-term (one to three years) and longer-term (three to five years) projects
- A strategic planning document that reflects service priorities in the short-term (one to three years) for the Naperville Public Library, as well as potential longer-term (three to five year) needs
- Executive Summary of Strategic Planning Document

**Project Timeline**

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<tr>
<th>Date</th>
<th>Activity</th>
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<tr>
<td>Wednesday, April 8, 2015</td>
<td>Proposals due no later than 11:00 AM CDT</td>
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<tr>
<td>Tuesday, May 5, 2015</td>
<td>Presentations to Library administration by finalists</td>
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<tr>
<td>May 2015</td>
<td>Contract awarded to successful respondent</td>
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<tr>
<td>June 2015</td>
<td>Planning meetings with Library administration and Strategic Planning team</td>
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<td>Information-gathering</td>
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<td>July 2015</td>
<td>Community survey</td>
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<td>Focus-groups with public, community groups</td>
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<td>Meetings with staff, Library Board</td>
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<td>August 2015</td>
<td>Identify desired long-term outcomes</td>
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<td>Develop core services and target service areas</td>
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<td>September 2015</td>
<td>Flesh out goals and objectives</td>
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<tr>
<td>Wednesday, September 16, 2015</td>
<td>Approval of strategic plan by Library Board</td>
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<td>October 2015</td>
<td>Plan takes effect</td>
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NOTE: This timeline should be considered a draft. The Library reserves the right to deviate from this schedule.

**Proposal Requirements**

Questions regarding this RFP are to be submitted in writing by 12:00 PM on Friday, March 20, 2015 by fax or email to:

Jeff Scheuerman  
jscheuerman@naperville-lib.org  
fax: 630-961-4119

Responses to questions will be compiled and posted in the form of an addendum on the Library’s website — www.naperville-lib.org — by 5:00 PM on Friday, March 27, 2015.

In order to fully respond to this RFP, each proposal must include:

- A cover letter providing a description of the respondent, including the name and address of the vendor submitting the proposal, and the name, address, telephone number and email address of the person who will serve as the vendor’s principal contact.

- An executive summary of the highlights of the proposal which should not exceed one page in length and which summarizes the benefits of the proposal to the Naperville Public Library.

- A summary of qualifications for the respondent which includes recent and relevant experience. Specifically, please include experience with similar work in public libraries over the last five (5) years.

- A list of key personnel who would be associated with the proposal. For each person listed, include the relationship with the respondent, including current job title and employment history with the respondent. Include the type and length of any relevant experience.

- A description of the process to be used to meet the requirements of this RFP.

- A work plan that includes a description of the methodology, timeline, and estimate of the amount of time and cost for each component of the project, and the amount of data required to provide statistically valid information for this population. The timeline should demonstrate that the work will be completed within no more than one hundred eighty (180) days of the execution of a signed contract. Alternate timelines may be considered with appropriate rationale as it pertains to the gathering of information and Library Board deadlines.

- References of a minimum of three (3) previous clients in the area of strategic planning in the last 24 months and permission to contact them. For each reference, include the company name, contact name, contact phone number, the type of work done and the scope of the project.

- Pricing by phase and/or project component, including optional aspects of the proposal. Include all supplies, travel time, mileage and other costs associated with the project (i.e. telephone vs. mailer vs. online survey; survey vs. focus groups; etc.). Progress payments will be allowed over the term of the work.

- Any possible optional alternates for gathering data, including the rationale for need, the desired benefit and a description of the proposed instrument.

- The completed and signed Proposal Form included at the end of this RFP.
Five (5) complete copies of the proposal and one electronic copy.

NOTE: A proposal missing any component of the deliverables listed above may be disqualified or have points deducted in the evaluation process.

Evaluation Process

Proposal Review Schedule

- Questions regarding the RFP will be accepted in writing through 12:00 PM CDT on Friday, March 20, 2015.
- Responses to questions and any addenda will be posted on the Library’s website by 5:00 PM CDT on Friday, March 27, 2015.
- Proposals are due no later than 11:00 AM CDT on Wednesday, April 8, 2015.
- The finalists may be invited to make brief presentations to the Library’s Executive Team at their regular meeting on Tuesday, May 5, 2015.
- A contract will be awarded by May 31, 2015.
- The Library reserves the right to deviate from this schedule.

Rating Criteria

Comparison of proposals is a subjective process requiring evaluation of multiple factors including price, accuracy, quality and completeness of the proposals, references, recommendations, and input from third parties. The following qualifications will be considered by the Library:

1. The ability, capacity, and skill of the respondent to perform the contract or provide the service required
2. Whether the respondent can perform the contract or provide service promptly, or within the time specified, without delay or interference
3. The character, integrity, reputation, judgment, experience, and efficiency of the respondent
4. The quality of performance of previous contracts or services
5. The previous and existing compliance by the respondent with laws and ordinances relating to the contract or service
6. The sufficiency of the financial resources and ability of the respondent to perform the contract or provide the service
7. The quality, availability, and adaptability of contractual services to the particular use required
8. The respondent's record of experience in this field of endeavor, especially as it relates to the size and scope required in the proposals specifications

Specific criteria that will be used when evaluating proposal for this project include:

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<th>Experience, including references</th>
<th>25%</th>
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<tr>
<td>With strategic planning consulting</td>
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<td>With public libraries</td>
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<td>With facilitating work groups, both staff and public</td>
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<th>Cost</th>
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Proposal Quality
- Completeness
- Organization
- Attention to the project description
- Proposed work plan  

The Library may select one or more top-scoring proposals for further evaluation. This second phase of evaluation will be comprised of brief in-person presentations to the Library’s Executive Team, and interviews with references.

The contract will be awarded to the respondent determined by the Naperville Public Library to be in the best interest of the Library, and who best meets or exceeds the Library’s criteria. The Library reserves the right to reject any or all proposals or to waive any details in proposals received whenever such rejection or waiver is in the best interests of the Library. The Library also reserves the right to reject the RFP of a respondent who has previously failed to satisfactorily perform, has not completed contracts on time, or whom, upon investigation shows is not in a position to perform the contract.

Request for Proposal Standards

Cost of Preparation. Costs incurred in the preparation of a response to this Request for Proposal are the responsibility of the respondent and will not be reimbursed by the Naperville Public Library (hereafter, “the Library”).

Indemnification. The respondent shall indemnify, hold harmless and defend the Library, its trustees, officers, employees, and its agents from any and all claims, suits, actions, costs, and fees, including reasonable attorney’s fees, of every nature or description arising from, growing out of, or connected with the performance of this contract, or because of any act or omission, neglect, or misconduct of the respondent, its employees and agents, or its subcontractor(s). Such indemnification shall not be limited by reason of the enumeration of any insurance coverage herein provided.

Nothing contained herein shall be construed as prohibiting the Library, its trustees, officers, agents, or its employees, from defending through the selection and use of their own agents, attorneys, and experts, any claims, actions, or suits brought against them. The respondent shall be liable for the costs, fees, and expense incurred in the defense of any such claims, actions, or suits.

Cancellation. The Library reserves the right to cancel award of the contract any time before execution of the contract by both parties if cancellation is deemed to be in the Library’s best interest. In no event shall the Library have any liability for the cancellation of award. The respondent assumes the sole risk and responsibility for all expenses connected with the preparation of its proposal.

Assignment. Neither the resultant contract nor any of the requirements, rights, or privileges demanded by it may be sold, assigned, contracted, or transferred by the respondent without the express written consent of the Library.
**Collusion.** A respondent submitting a proposal hereby certifies that no officer, agent, or employee of the Library has a pecuniary interest in this proposal and that the proposal is made in good faith without fraud, collusion, or connection of any kind with any other respondent. The respondent is competing solely on its own behalf without connection with, or obligation to, any undisclosed person or firm.

**Disputes.** In case of any doubt or differences of opinions as to the items or service to be furnished hereunder, or the interpretation of the provisions of the RFP, the decision of the Library shall be final and binding on all parties.

**Clarification of Responses.** The Library reserves the right to obtain clarification of any point in a respondent’s proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure to respond to such a request from the Library or its agent for additional information or clarification could result in rejection of that proposal.

**Publicity.** Any publicity referring to this project, whether in the form of press releases, brochures, photographic coverage, or verbal announcement, shall be only with the general or specific approval of the Library.

**State and Federal Law Compliance.** The successful respondent agrees to make payment promptly as due to all persons, co-partnerships, associations, or corporations supplying such respondent with labor, services or materials for the prosecution of the work provided for in the contract, and that said respondent will not permit any lien or claim to be filed or prosecuted against the Library on account of any labor or materials furnished. The successful respondent agrees further to comply with all federal and state laws, including the Fair Labor Standards Act, Prevailing Wage laws, and civil rights laws, where appropriate, and assumes all responsibility for fair and equitable hiring practices.
Naperville Public Library
Proposal Form

Request for Proposal: Consultant Services: Strategic Planning

Proposal Due: Wednesday, April 8, 2015, 11:00 AM CDT

Nichols Library, Office Of The Director
200 W Jefferson Ave, Naperville 60540

The undersigned respondent, having examined the specifications and other documents, hereby agrees to supply the product as per the attached specifications and to provide the service or perform other work stipulated in, required by and in accordance with the proposal documents attached for and in consideration of the proposed price, and certifies that it meets minimum bidder qualifications.

The undersigned acknowledges receipt of addenda No(s). __________________________.

(Each addendum number must be listed separately.)

Please Submit: Five (5) complete copies of your proposal
and One (1) complete electronic copy of your proposal

To be considered, all proposals must:

_____ Be signed
_____ Include all forms and worksheets
_____ Be received prior to the due date and time

Vendor Name: ____________________________________________________________

Address: ________________________________________________________________

________________________________________________________________________

Telephone: ____________________    Fax: ________________________________

Principal Contact Name: ________________________________________________ (typed)

Principal Contact Email: ________________________________________________
### Naperville Public Library – Proposal Form

**Lump sum cost for basic proposal as recommended:** $____________________

**Breakout of Phases and/or Components as recommended:**

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**Optional alternate or additional components for Strategic Planning:**

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The undersigned, having examined the specifications, hereby agrees to supply the services and to perform other work stipulated in, required by and in accordance with the proposal documents for and in consideration of the proposed price. The price quoted will remain firm for a minimum period of ninety (90) days following the opening of the proposal.

**Authorized Representative Name:** ________________________________

**Title:** ________________________________ *(typed)*

**Signature:** ________________________________ **Date:** ________________