

**Strategic Planning
Request for Proposal**

June 18, 2018

Project

The Enoch Pratt Free Library seeks a consultant experienced working in a large metropolitan setting to assist the Board, staff, and community in developing a strategic plan.

Deadline for Receipt

Proposals must be received via email by 5:00 p.m, Wednesday, July 11, 2018, addressed to Jennifer Mange, Planning Coordinator, Enoch Pratt Free Library, and emailed to jmange@prattlibrary.org.

Contact Person / Inquiries

Inquiries must be made via email to jmange@prattlibrary.org. Please put the words “Strategic Planning RFP” in the subject line. Telephone inquiries will not be addressed. Answers will be provided within three (3) business days. All questions must be received no later than Monday, July 2, 2018.

Background

Established in 1882 as one of the nation’s first free public library systems, the Enoch Pratt Free Library serves Baltimore City (population 620,691) through its Central Library, 21 neighborhood branches, two Bookmobiles, Mobile Job Center, and other outreach services. Each year, 1.6 million people visit a Pratt location and nearly 130,000 participate in Pratt programs. Pratt’s Central Library is also Maryland’s State Library Resource Center.

The Pratt Library serves a diverse City population: 63 percent African-American, 31 percent White, and 8 percent Hispanic and Asian. 23 percent of the population lives below the poverty level, and 35 percent of households earn less than \$25,700 per year (well below the median household income of \$42,241). 85 percent of Baltimore City public school students qualify for free or reduced price meals, a measure of poverty.

In service to the Pratt Library’s mission *to provide equal access to information, services, and opportunities that empower, enrich, and enhance the quality of life for all*, within the past year, Pratt Library has expanded service hours by 30 percent with State and City funding commitments, and eliminated fines for overdue materials, the first major East Coast urban library system to do so.

Historically, the Pratt Library has developed three-year strategic plans. Currently, however, leadership is considering a plan of up to five years.

Methodology

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

- How the process will be structured, including reference to any specific planning method
- Detail of how the public, staff, and Board will be engaged in the process

Scope of Work

The consultant will solicit, collect, analyze, and interpret input from the community at large, Library staff, and the Board of Director and Trustees regarding people's aspirations for their community and the current state of Library service. The consultant will facilitate a consensus-building process and assist the organization in addressing the Library's vision and setting strategic goals.

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

In addition, it will be helpful if the strategic planning process also help provide direction, in terms of future programs and services, for a master facilities plan or capital building program.

Proposal Format

The proposal must be delivered in Microsoft Word or PDF format, and shall include, at a minimum:

- Work Tasks: The specific approach and methods the firm will use to complete the project, proposed work schedule, timeline for deliverables, and a list of any products
- Staffing and Management Plan: Staff persons or subcontractors who will be responsible for carrying out the specific work tasks, project manager who will be responsible for assuring that all work tasks are completed on schedule, and relevant qualifications of personnel to be assigned to the project
- Qualifications: The firm's experience with comparable projects: include resumes for all principal members of the project team and any proposed subcontractors, contact information for at least three reference organizations for which the consultant has provided strategic planning services, and one sample of a complete report that the consultant has prepared for a similar project
- Cost: The total "not to exceed" cost for completing all individual work tasks included in the proposal. Include any direct, indirect, or reimbursable costs. A proposed billing schedule should include the total cost of services, supplies, materials, travel, and any other relevant expenses

Selection Criteria / Evaluation

Proposals will be evaluated based on the consultant's experience working in large metropolitan settings, methodology, proposed cost, and relevance and thoughtfulness of approach. A strategic plan leadership team will make a recommendation to the CEO.

The Pratt Library reserves the right to accept or reject any or all bids. All material that is submitted in response to this RFP will become the sole property of the Pratt Library. The Pratt Library expressly reserves the right to use any ideas submitted in the proposals received unless covered by legal patent or proprietary rights, any of which must be clearly indicated in the proposal submitted in response to the RFP.

Final Product

The Enoch Pratt Free Library expects the following key deliverables from the consultant at the conclusion of the project:

- A written strategic plan integrating the elements described in this RFP
- A data package which incorporates all statistics, reports, surveys, technical evaluations, facilities data, drawings and any other supporting data used during the planning process
- A presentation to the Board of Trustees and Directors 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 Enoch Pratt Free Library.

Payment

The Enoch Pratt Free Library will make periodic payments during the course of the project. Costs specified in the response must remain valid for at least six months from the date of the Proposal being received.

Timeline

June 18, 2018	RFP distributed and posted
July 2, 2018	Last day for RPF questions to be received
July 11, 2018, 5:00 p.m.	Proposals due
July 16-20, 2018	Interviews / selection
July 30, 2018	Work commences
June 5, 2019	Consultant presents to Board of Trustees and Directors
July 1, 2019	Strategic Plan implemented

The Enoch Pratt Free Library will notify all respondents in writing of the outcome of the proposal within 30 days after the final decision is made.