

**Strategic Planning
Request for Proposal**

March 24, 2023

Project

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

Deadline for Receipt

Proposals must be received via email by **5:00 p.m., Monday, April 17, 2023**, addressed to Gordon Krabbe, Chief Operating Officer, Enoch Pratt Free Library, and emailed to gkrabbe@prattlibrary.org.

Contact Person / Inquiries

Inquiries must be made via email to gkrabbe@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 Friday, March 24, 2023.

Background

Established in 1882 as one of the nation’s first free public library systems, the Enoch Pratt Free Library serves Baltimore City (population 585,708) 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 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: 57 percent African-American, 30 percent White, and 8 percent Hispanic and Asian. Twenty-eight (28) percent of children live below the poverty level line, and 27 percent of households earn less than \$25,000 per year (well below the median household income of \$52,318).

The Pratt Library’s mission is to empower, enrich, and enhance the quality of life for all through equitable access to information, services, and opportunity. To that end, the 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, although the current strategic plan covers a period of five years, FY 2020-FY 2024. Currently, Pratt Library leadership is requesting a five-year plan, scheduled to be in effect between FY 2025 and FY 2029

Methodology

The Pratt Library requests details concerning the methodology the consultant will use to generate the strategic plan. The proposed methodology must include:

- How the process will be structured, including reference to any specific planning method
- Feasible approach to engage library staff and the library boards in the strategic planning process.

Scope of Work

The consultant will solicit, collect, analyze, and interpret input from Library staff and the Board of Director and Trustees regarding their aspirations for the Pratt Library as a vital community resource and the current state of Library services. The consultant will facilitate a consensus-building process and assist the organization in reviewing and revising the Library's vision and current 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 throughout the process. The consultant will prepare a final version of the strategic plan, including goals and objectives.

The strategic plan will provide direction, in terms of future programs and services, with consideration of the recently completed a master facility plan for the Pratt Library.

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 similar metropolitan settings, methodology, proposed cost, and relevance and thoughtfulness of approach. A strategic

plan leadership team will review all applications and they will make a recommendation to the Library's 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

March 24, 2023	RFP distributed and posted
March 31	Last day for RFP questions to be received
April 17, 5:00 p.m.	Proposals due
April 24-28	Interviews / selection
May 15	Work commences
December 13	Consultant presents to Board of Trustees and Directors
April 1, 2024	Strategic Plan finalized

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.

