



REQUEST FOR PROPOSAL

Strategic Planning—Group Facilitation Services

REQUEST FOR PROPOSAL DATE: July 15, 2020

PROPOSALS DUE NLT: 3:00 pm local time July 29, 2020

RFP # 4-2020

1. General Information:

A. Overview: The Pueblo City-County Library District, herein after (“PCCLD”) is soliciting proposals from qualified firms or individual(s) to lead a series of activities to gather information from various stakeholder groups for the purpose of informing the development of a new strategic plan for the District.

B. RFP Schedule:

RFP issued:	<u>July 15, 2020</u>
Questions Due by 3:00 pm local time:	<u>July 22, 2020</u>
Proposals due by 3:00 pm local time:	<u>July 29, 2020</u>

C. RFP Submittal: Proposals are to be submitted via email, clearly identified with the RFP number and RFP title plus the word “Submittal” or “Proposal” in the email subject field, with all attachments, **no later than 3:00 pm local time on July 29, 2020** to:

Alexandria Romero, Controller
Pueblo City-County Library District
Email: alexandria.romero@pueblolibrary.org

Submittals without this subject identification may be considered routine emails, and may not be properly addressed. Each complete proposal should include a scanned copy of the signed original with all required attachments. All proposals are to be created using a recent version of Microsoft Office Word and/or .pdf file. Proposals received after the above required date and time will be received, but will not be considered and will be rejected for lateness.

All proposals submitted will become property of the PCCLD and will be considered a public document under applicable Colorado State law.

D. Points of Contact: Questions and requests for clarification regarding this RFP must be emailed **no later than 3:00 pm local time July 22, 2020** to:

Sherri Baca, Associate Executive Director
Pueblo City-County Library District
Email: sherri.baca@pueblolibrary.org

Questions and requests for clarifications may be sent via email, provided that the RFP number, Title, and the words “Question” and/or “Clarification” are identified in the subject area of the email. Questions and requests without this subject identification may be considered routine emails, and may not get properly addressed.

All questions and requests for clarification will be responded to on PCCLD’s web site <http://www.pueblolibrary.org/about/requests> (click on request for bids) to **all** respondents by July 24, 2020. Any responses by the PCCLD that are considered to be a change in the terms, conditions, and specifications of this

RFP will be posted on the web site as an addendum. No communications of any kind may be considered a change to the terms, conditions, and specifications in this RFP unless posted as an official addendum on the web site.

Communication from any other source, other than the above, should be considered as invalid with regard to this RFP.

2. General Terms & Conditions:

- A. Interested Parties:** All interested firms/individuals are invited to submit a proposal in accordance with the terms, conditions, and specifications contained herein.
- B. Tax Exemption:** PCCLD, as a local government entity, is exempt from sales and use taxes. Bidders shall inform all prospective subcontractors and suppliers from whom they expect to obtain services or supplies of the tax-exempt status of PCCLD. Following the contract award, an exemption certificate will be furnished by PCCLD if the vendor requests.
- C. Expenses:** PCCLD assumes no liability for payment of expenses incurred by vendors in the preparation and submission of proposals in response to this invitation.
- D. Non-Discrimination:** The vendor agrees not to refuse to hire, discharge, promote, or demote, or to discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, gender, age, military status, sexual orientation, marital status, or physical or mental disability.
- E. Governing Law:** The laws of the State of Colorado shall govern any contract executed between the successful vendor and PCCLD. Further, the place of performance and transaction of business shall be deemed to be in the County of Pueblo, State of Colorado, and in the event of litigation, the exclusive venue and place of jurisdiction shall be Pueblo County in the State of Colorado.
- F. Confidentiality:** Proposal submitted to PCCLD for consideration shall be subject to Colorado Open Record Law, Section 24-72-201, et seq., C.R.S., after award is made.
- G. Termination of Contract:** PCCLD may, by written notice to the successful vendor, terminate the contract if the vendor has failed to perform its service in a manner satisfactory to PCCLD per specifications defined in the contract and/or RFP. The date of termination shall be stated in the notice. PCCLD may cancel the contract upon thirty days written notice for any reason other than cause. This may include, but is not limited to PCCLD's inability to continue with the contract due to the elimination or reduction in funding.
- H. Non-Appropriation:** PCCLD presently intends to carry out and perform all of the terms and conditions of an awarded contract, and reasonably believes that

funds in amounts sufficient to pay all amounts payable hereunder can legally be provided and made available for that purpose, and PCCLD shall include in its annual budget request amounts sufficient to pay all sums payable pursuant to an awarded contract. Notwithstanding the foregoing, the parties hereto recognize that it is possible that in any given fiscal year of the PCCLD funds might not be available. PCCLD shall have the right to cancel any awarded contract at the end of any calendar year during the term hereof that governmental funding from Pueblo County, Colorado is not granted for the subsequent calendar year. PCCLD shall advise vendor of its intention to cancel the awarded contract due to lack of funds on or before the end of any such calendar year and submit therewith to vendor satisfactory evidence showing PCCLD's inability to obtain the required revenues for the coming calendar year. Upon such cancellation PCCLD shall be released from all further liability under any awarded contract. The right granted to PCCLD by this provision may only be exercised for the express reason stated and for no other reason.

- I. **Confidentiality of Information:** The vendor acknowledges that the vendor will, or may, be making use of, acquiring or adding to information about certain matters and things which are confidential to PCCLD and which information is the exclusive property of PCCLD, including, but not limited to: Internal personnel and financial information, vendor names and other vendor information (including vendor characteristics, services and agreements), purchasing and internal cost information, internal services and operational manuals, and the manner and methods of conducting PCCLD's business.

3. Proposal Preparation:

- A. **Exceptions and Deviations:** Any exceptions to or deviations from these Terms & Conditions must be identified, in writing, on an attachment to the proposal submission. PCCLD reserves the right to accept or reject, at its sole discretion, any exceptions or deviations by the vendor.
- B. **Substantive Proposals:** By submitting a proposal, the vendor guarantees that (1) its proposal is genuine and is not made in the interest of, or on behalf of, any undisclosed person, firm, or corporation; (2) it has not directly or indirectly induced or solicited any other respondent to put in a false or sham bid; (3) it has not solicited or induced any other person, firm, or corporation from proposing; and (d) it has not sought by collusion to obtain for itself any advantage over any other vendor or over PCCLD.
- C. **Minimum Qualifications:** To be considered for selection, vendors must meet at least the following minimum qualifications:
 - (1) **Established Business.** Vendor or individual must have been engaged as a place of business or professional service provider 3 years prior to the release date of this RFP.
 - (2) **Customer Satisfaction, Financial Resources and Ability to Perform.** Vendor must be able to show proof that they have an established

satisfactory record and have sufficient financial support, equipment, and organization to ensure that they can satisfactorily execute the services to be performed per this RFP.

(3) Legal Compliance. Vendor must be in compliance with all applicable laws, rules, regulations, and ordinances of the City of Pueblo, the State of Colorado and the United States.

(4) Insurance:

The vendor shall not commence work until it has procured, maintains, and provides proof of the policies of insurances and liabilities listed below. The vendor will not be relieved of any liability, claims, or other obligations in conjunction with the signed agreement with the Library by reason of its failure to procure or maintain the necessary insurance and liabilities. Failure on the part of the vendor to obtain such insurance and liabilities prior to, and during the term of the contract, will constitute a breach of contract in which the Library has the right and may immediately terminate the signed agreement. The Library reserves the right to request and receive a copy of any policy related to services provided to the Library.

(a) *Commercial Professional Liability*: The vendor shall secure and maintain, during the term of agreed contract and for such additional time for service being performed, Commercial Professional Liability/Errors & Omission Insurance issued to and covering the liability of the vendor with respect to all work performed by vendor and its third party vendors under the contract, to be written on a comprehensive policy form. This insurance shall be written in amounts not less than \$1 million for each occurrence and aggregate of \$2 million for each occurrence. This policy of insurance shall name the Pueblo City-County Library District, its agents, officers and employees as additional insured. This policy shall have all necessary endorsements to provide coverage without exclusion for errors and omissions. The policy shall also provide coverage for contractual liability assumed by vendor under the provisions of the contract and "Completed Operations and Projects Liability" coverage.

(b) *Workers Compensation Insurance*: The vendor shall procure and maintain Workers Compensation Insurance, fully complying with the provisions of the Worker's Compensation Act of the State of Colorado, during the period of this contract and for such additional time as work on this project is being performed

D. Submission Information and Documents: The following information and documents shall be included in the proposal submission:

(1) Name of company, address, telephone number, facsimile number, email address, website URL, and contact person's name.

(2) Vendor awarded the contract must submit a completed and signed IRS Form W9 to PCCLD before contract begins.

E. Signatures: The proposal must be submitted in ink, signed by an officer or person qualified to bind the proposing company.

F. Withdrawal of Proposal: A Vendor may withdraw its own proposal at any time prior to the proposal due date and time as identified herein. After that date and time, no vendor may withdraw its proposal for any reason. All proposals shall be valid for a period not less than 90 calendar days after the proposal due date.

4. Selection:

A. Vendor Selection: No proposal will be considered unless it is complete. All proposals submitted will be first screened to determine minimum vendor qualifications as outlined in this RFP. The proposals will be ranked, based on total cost and the ability of the proposing vendor to provide the required services effectively. Proposals that do not meet these minimum requirements will automatically be rejected and shall not undergo further evaluation.

B. Right of Acceptance and Rejection: PCCLD reserves the right to accept or reject any or all proposals and to waive any formalities, informalities, and deviations, which, in its opinion, best serve the interests of PCCLD. PCCLD is not bound to accept the lowest priced proposal, but will select the proposal that represents the best value for PCCLD.

C. Negotiation: Subsequent to the Proposal due date, PCCLD reserves the right to negotiate terms and conditions with vendors. PCCLD reserves the right to negotiate modifications to a proposal with a single vendor without obligation to negotiate similar modifications with other vendors.

5. Key Personnel: PCCLD prefers a single account relationship manager. In the vendor's proposal, list names, titles and locations of the primary and backup individuals who will be assigned to PCCLD's account. Also include certifications, education, experience and qualifications of personnel. The vendor must establish one person to serve as project manager and liaison to the PCCLD project manager. PCCLD looks to the vendor to inform the needs of the project, maintain a cohesive schedule, and coordinate, oversee and manage work produced. Therefore, the vendor must establish a work schedule for all parties to ensure timely completion of the project. In addition to the start and completion of various construction stages, the schedule shall also show percentages of work to be completed at any given time, as well as significant dates that will serve as check points to determine compliance with approved schedule.

6. Competitive Position: Describe what differentiates the vendor's service from that of other competitors. Include in the discussion how the vendor keeps abreast of current and future trends. Discuss the vendor's approach to communication.

7. Customer References: Provide references from at least three (3) customers to which the vendor has provided the services required under this RFP. These should be recent customers with needs comparable to those of PCCLD. Select a mix of long-standing and new customers. Library or other governmental references are preferred. References should include a contact name and phone number and address of reference.

8. Scope of Work: PCCLD subscribes to a philosophy of looking beyond its own operations and at our community's landscape and the issues that our community is experiencing. It is our desire to gather feedback through community conversations, to identify ways that the library can support and help fulfill the needs that our community is facing within the scope of the library's mission. We are seeking a facilitator to assist us in identifying our community's aspirations and concerns and finding strategies that fit with where our community is in its stage of transformation. We are seeking to identify how the library's mission can assist our community in achieving success.

The scope of this proposal is to assist PCCLD by facilitating various information gathering and planning activities to ensure that strategic planning efforts are informed by stakeholder ideas, preferences and input. PCCLD is focused on planning well and creating a new strategic plan that guides institutional objectives which fulfill the informational, interpersonal and educational needs of Pueblo County, Colorado residents.

The following group facilitations make up the scope of services for this RFP:

A. Facilitate Focus Groups: The facilitator will lead various stakeholder groups in order to gather input. It is imperative that the facilitator works with library leadership to craft questions for the focus groups that solicit relevant input from stakeholders.

- a. **Community Focus Groups**—this includes 5-7 specific groups including, but not limited to, donors, community leaders, library patrons, geographically represented groups, topical groups, Friends of the Pueblo Library, Pueblo Library Foundation board of directors, etc. Dates will likely span **August-September, 2020**.
- b. **All Staff Development Day**—this is a 3-hour session within the training day for approximately 135 library employees from all library departments on **October 12, 2020**.

B. OPTIONAL—Facilitate a Leadership/Governance Strategic Planning Retreat—The facilitator will lead a full-day discussion among library leaders and trustees to consider the data gathered via the focus groups and by PCCLD and synthesize it into strategic objectives for the institution. Facilitator will assist leadership and trustees in identifying thematic clusters. We are open to suggestion regarding this step and its design. **This is not a required component of the RFP. This group facilitation will likely take place near the end of October, 2020.**

PCCLD's action plan is included as an Addendum. This document details the data gathering components that PCCLD is accomplishing in this strategic planning effort. The data components will be provided to the facilitator as they become available to supplement the data gathered through the focus group facilitation.

9. Proposal Requirements

- A.** Describe your qualifications and experience in providing group facilitation for similar institutions and similar circumstances.
- B.** Describe your firm's approach to providing services to PCCLD as described in the "Scope of Work" and elsewhere in this RFP.

It is likely that the facilitated focus groups, all staff development day and the strategic planning retreat will be held virtually due to COVID-19 health concerns. Please specify the methods and/or tools that will be employed during the facilitation process. Please include in the proposal examples of the use of these methods and tools and the outcomes achieved.

- C.** Provide a sample engagement document to include costs to PCCLD for the services as proposed. Please break out fees individually among the focus group activities (a. and b.) and the strategic planning retreat (optional).

9. Evaluation and Selection

PCCLD will review proposals submitted by the RFP deadline and selecting a winning firm. PCCLD reserves the right to interview a short list of proposing firms. PCCLD will negotiate a contract with the selected firm. PCCLD will select the proposed services and terms that are most advantageous to it.

10. Right of Acceptance and Rejection

PCCLD reserves the right to accept or reject any or all proposals and to waive any formalities, informalities, and deviations, which, in its opinion, best serve the interests of PCCLD. PCCLD is not bound to accept the lowest priced proposal, but will select the proposal that represents the best value for PCCLD.

ADDENDUM TO RFP 4-2020

PCCLD Strategic Planning Components

The accompanying document is the action plan which PCCLD is following to gather the necessary data and synthesize it into strategic objectives for the institution. The items gathered will be shared with the facilitator as they become available.

PCCLD Strategic Plan 2021-25

Components needed to create and launch a new strategic plan.

PLAN

COMPONENT	OPPORTUNITY/ASSIGNMENT	WHO LEADS	TIMING
DESIGNATE STRATEGIC PLAN WORK GROUP	Add input & direction, monitor progress, etc.	Jon, Sherri, Amy, Nick, Jill, Trustees input as determined	June
DRAFT and ISSUE RFPs		Sherri & Jon	July 1-8
AWARD CONTRACTS		Jon & Sherri; work group will act as needed	By July 31

GATHER

COMPONENT	OPPORTUNITY/ASSIGNMENT	WHO LEADS	TIMING
STAKEHOLDER INPUT			
Donors, Community Leaders, Library Patrons, Community Groups	Focus groups (likely virtual)	Consultant	Aug/Sept
Community members	Scientific poll	Polling company	Aug/Sept
PCCLD Employees	2020 Staff Day (likely virtual)	Consultant/Leadership	Oct 12
DEMOGRAPHICS	Pueblo County GIS/other sources	Librarian/Researcher	July/Aug/Sept
EMERGING TECHNOLOGY	Review of developing opportunities	IT Director	July/Aug
RESOURCE ANALYSIS	Review HR, Finance & Facilities, IT resources	START Leader Team	Aug/Sept/Oct
CURRENT LIBRARY USE DATA	PCCLD circulation data	Technical Services	July/Aug
	BI Generator Data/LRS Data/Other Surveys	Community Relations	July/Aug
	Virtual outreach data	Community Relations	July/Aug
	2019 ballot outcomes	Consultant	July/Aug

LIBRARY TRENDS

Identify pertinent trends in public libraries

PCCLD librarians

July/Aug

CREATE**COMPONENT****OPPORTUNITY/ASSIGNMENT****WHO LEADS****TIMING****STRATEGIC PLANNING RETREAT**

PCCLD Trustees, managers, Foundation and Friends boards participate; takes place of annual planning retreat

Consultant

Late Oct

COMPILE INFO AND DRAFT PLAN

Sherri & Amy

Nov

EXECUTIVE DIR REVIEW

Jon

Dec 1

EXECUTE**COMPONENT****OPPORTUNITY/ASSIGNMENT****WHO LEADS****TIMING****TRUSTEE REVIEW & APPROVAL**

Review at work session, approve at meeting

Dec 8 & 10

ANNOUNCE & COMMUNICATE THE PLAN

Community Relations

Nick

Dec 2020

Staff Day 2021

Jon / HR

Feb 2021

Date: 7/14/2020