

### A. INTRODUCTION

Hartford Public Library (“HPL”) is a vital civic anchor for the City of Hartford. HPL’s history spans more than 235 years, tracing its origin to the Library Company, which was organized in 1774. Since 1893, the library has offered free and open access to educational programs and materials for the people of Hartford. The Library offers circulating collections and programs in seven locations across the city. Programs include afterschool homework help; support for jobseekers; immigration services; and concerts, exhibitions, and lectures. HPL is the home of the Hartford History Center, an archive of special collections spanning the city’s 300-year history.

In 2016, the Library embarked on a strategic planning process to address HPL’s long-term sustainability. Based on the recommendations from the 2018-2020 strategic plan the library restructured its service model and it’s operating model from 10 to 7 library locations throughout the City, a library on wheels, and operates the school library with limited public access at the Rawson school with the Hartford Public Schools as part of the Boundless collaborative educational partnership.

Hartford Public Library is seeking proposals from qualified firms or consultants (“Consultant”) to conduct and facilitate a comprehensive strategic planning process for the Hartford Public Library. The Library is seeking the assistance of a Consultant to work with the HPL Strategic Planning Committee, Senior Leadership, library staff, library supporters and community stakeholders to create a strategic plan for the next 3 years of library service.

The Library expects a strategic plan that includes prioritized goals, measurable objectives and activities to meet community needs and a direction forward for the next three years. The plan should address the specifications of the proposed goals for the overall library service model, including collections, programming, technology, staffing and facilities. It will also identify the financial impacts of the proposed goals, objectives and activities, and develop an annual assessment methodology. A communications plan for the plan will also be developed.

The plan will examine the community’s growth patterns and demographics and identify the service needs associated with future trends and technologies for libraries. Data gathered through this strategic planning process should present a comprehensive overview of the library service needs of the overall community, focusing both on currently known users and non-users. The purpose of the strategic plan is to position the library to continue as a national recognized institution which provides services that meet the changing library services needs of community.

### B. LIBRARY BACKGROUND

Hartford Public Library is a nonprofit corporation that receives a significant amount of its funding as well as support services from the City of Hartford. The population of City of Hartford is 123,400. HPL operates seven branch locations throughout the City and a library on wheels. In addition, HPL operates in collaboration with the Hartford Public Schools the **Boundless Library @ Rawson** HPL is open 2,934 hours and 52 weeks of the year. HPL is open on Sundays from November to April. Three locations are open on Saturdays, and 6 locations open two nights a week.

## Request for Proposal – Hartford Public Library Strategic Planning RFP 2020-2025

Annual library statics for the period ending June 2019:

Description	Amount
No. of Library Visits	837,949
Registered Library Users	64,440
No. Program Offerings	5,088
No. of Employees	136 (FT 71,PT45)
FY 2020 Operating Budget	\$10,928,406

### C. SCOPE OF WORK

Consultant will work cooperatively with the President and Chief Executive Officer and the Strategic Planning Task Force, and Internal Work group to develop a strategic planning document.

The goal is to engage a Consultant that will inspire trust; provide a strong sense of purpose and importance to the strategic planning process and involve the relevant stakeholders appropriately and effectively.

The plan will be driven by input from the Board of Directors, various constituents, staff expertise and experience and be based on a thorough understanding of the City. The strategic planning process should provide a blueprint for maintaining and revising existing services and/or creating new services and identified strategic plan initiatives. The plan should incorporate needs in the community, where the Library can have the greatest impact, opportunities for collaboration, and what would be required from an administrative aspect to execute the strategy.

All deliverables for this project are to be provided in electronic format. Consultant will work with the President and Chief Executive Officer or her designee to agree upon the exact timeline and format of the deliverables of the project. Delivery is complete upon recommendation of President and CEO, recommendation by Strategic Planning Committee to Board of Directors, and adoption of Board of Directors.

#### Data Analysis

The work shall leverage the existing eco system map and community data for prioritization and identification of service needs.

Design and implement an effective method for data gathering and presentation for input for the planning process that will:

- Conduct a SOAR (strengths, opportunities, aspirations and results) assessment focus on the organizations current strength and vision for the future.
- Incorporate a Community Engagement Process. This should be a collective process involving all the various community stakeholders, to develop a sense of the community vision and shared purpose for the Library's future including both current users and non-users.

The process should include the following: formal and informal surveying instruments, community meetings, focus groups, stakeholder interviews and other standard needs assessment methodologies.

## Request for Proposal – Hartford Public Library Strategic Planning RFP 2020-2025

- Leverage existing library data, and determine any additional data required for analysis to provide statistically relevant information for the strategic plan development.

### Strategic Planning Document

HPL wants to ensure that the new strategic plan will address the current and future library service needs of the Hartford community and will enable the Library to make thoughtful service and resource allocation decisions.

The plan should be easily adaptable and nimble enough to be reviewed often; where progress on goals and objectives are tracked and measured.

The Strategic Planning Task Force will work closely with the Consultant on the development of the plan. The plan should include:

- A new mission statement and values statement.
- Clear, concise, and attainable library service goals, objectives and activities.
- A 3 year plan clearly identified strategic initiatives including prioritized implementation and key identified milestones for each initiative.
- Prioritization of current services and new services that will address the service priorities for the next 3 years.

Consultant services will include but not be limited to the following:

- Facilitate Strategic Task Force meetings.
- Review, collect and analyze data related to the planning effort and recommendations.
- Conduct stakeholder interviews focus groups (internal and external), surveys and other community needs assessment meetings as required.
- Work closely with designated staff on tasks related to the strategic planning project.
- Create strategic planning document.
- Presentations to the Library Board of Directors, staff, and public.

Hartford Public Library will provide the following resources to this project:

- Coordination and logistics for meetings of Strategic Task Force
- Coordination and logistics for community meetings related to planning
- Access to library data
- Dissemination of consultant materials to Strategic Task Force and others, as needed
- Public communications relating to planning process

#### D. PROPOSAL FORMAT AND SELECTION CRITERIA

Proposers should provide an electronic version of their proposal to:

Mary Tzambazakis  
Hartford Public Library  
500 Main Street  
Hartford, CT 06103  
Electronic copy to: [HPLStrategicPlan@HPL.org](mailto:HPLStrategicPlan@HPL.org)

Each proposal must be submitted in PDF form, **12-point font** single space and is limited to a maximum of 15 pages for all materials and contain, in the following order:

1. Letter of transmittal, addressed to Mary Tzambazakis, Chief Administrative Officer, as above. The letter should identify the submitting firm or consultant as well as the name, title, telephone, fax number and email address of the person authorized to contractually obligate the firm or consultant. The letter should be signed by the named person.
2. Executive summary of proposal, not to exceed 2 pages in length.
3. A document outlining the qualifications of the firm or consultant including the firm or consultant's history, its capabilities and relevant experience. Included should be demonstrated experience with large urban library systems and any qualifications such as professional licenses or certifications.
4. A description of the project team along with resumes for each person. Please describe in appropriate detail the role each person will perform on this project. Project team members should be available for the duration of the project or alternates should be named in the proposal, along with their qualifications.
5. A list of three business/library references for which you have recently provided similar services. Include contact names, phone numbers and email addresses for each reference.
6. A Project Work Plan/Approach which describes your understanding of the project, methodology, tasks, an outline for meeting the timeline and an estimated amount of time for each task. Include your deliverables, project schedule and milestones, assumptions and any variables that could delay the project. List any resources you expect the Hartford Public Library to provide that have not been previously described.
7. A Cost Proposal including total fee, cost by proposed task and individual expenses for each project team member. These should include costs for providing planning services, including supplies, an estimate of hours, rate schedule for project staff, estimated reimbursable expenses, number of onsite visits and cost per trip, and other costs associated with the planning process.

Each proposal may contain:

- Sample material such as a strategic plan document.
- Any additional documentation or information that the firm or consultant deems necessary to assist Hartford Public Library in the selection process.

## Request for Proposal – Hartford Public Library Strategic Planning RFP 2020-2025

All proposals meeting the RFP requirements will be evaluated using the following criteria:

- Relevant experience and success in strategic planning facilitation, including the level of satisfaction of current and past clients.
- Experience of firm or consultant in understanding latest library trends and issues.
- Proven ability and experience in expertly facilitating large and small staff and public discussions and providing a concise synopsis of the proceedings.
- Flexibility, creativity and responsiveness outlined in the Project Work Plan/Approach to the project.
- Cost and demonstrated ability to meet deadlines and operate within budget.
- Three references by former clients on similar projects, preferably in diverse communities similar to City of Hartford.

### E. LIBRARY CONTACT

The Library has designated Mary Tzambazakis, Chief Administrative Officer Director as its contact for this RFP.

Contact information is listed below:

Mary Tzambazakis  
HPLStrategicPlan@hplct.org

### F. COMMUNICATION PROTOCOLS

Upon release of this RFP, any inquiries or requests regarding this project should be directed to Mary Tzambazakis at [HPLStrategicPlan@hplct.org](mailto:HPLStrategicPlan@hplct.org). Contact with other than authorized personnel may result in disqualification. Written questions about this RFP should be submitted by email February 14, 2020 by 12:00 p.m.

Responses to questions will be posted on the HPL website at [www.hplct.org](http://www.hplct.org) by **February 18, 2020**.

### G. SUBMISSION DEADLINES/TENTATIVE PROJECT SCHEDULE

- Library issues RFP February 7, 2020
- Deadline for Written Questions February 14, 2020, 12:00 p.m. EST  
Library issues Responses to Questions (Q& A will be posted on HPL website RFP section consultants responsible to check website for responses.)
- Deadline for Proposal Submission February 24, 2020, 12:00 p.m. EST
- Consultant Interviews Week of March 9, 2020
- Consultant Selection Week of March 16, 2020
- Anticipated Contract Start Date April 6, 2020
- Anticipated Contract End Date November 30, 2020

#### H. PROJECT EVALUATION/NOTICE TO PROPOSERS

All proposals received by the deadline for submission will be evaluated for adherence with the requirements and criteria outlined in the RFP. The proposals will be reviewed and evaluate the proposals and will select and interview up to the three top firms or consultants.

Additionally, the Library reserves the right to select a proposal without conducting interviews. When selecting the Consultant, the skill and ability of the entity or person/s performing the services is a key component of the selection criteria. The Library will select a Consultant based on demonstrated competence and on the professional qualifications necessary for the satisfactory performance of the services required. Cost will be only one factor in determining the selection.

Upon selection of the successful firm or consultant, the Hartford Public Library Agreement shall be used. The firm or consultant shall meet the requirements of this agreement and shall submit any required documents with the agreement.

This RFP does not commit the library to award a contract, to pay any costs incurred in the preparation of a proposal for this RFP, or to procure or contract for any services. The Library reserves the right to waive any irregularities or informalities contained within this RFP, accept and/or reject any or all proposals received as a result of this request; negotiate with any qualified source or to cancel the RFP in part or whole. The Library and Consultant may agree to add additional areas to the contract by mutual agreement at a later date. The Library may elect to stop work at any time in the contract and will pay for work completed to that point on a time and material basis. The Library also reserves the right to amend this RFP as necessary. All proposal and materials submitted will become the property of the Hartford Public Library.