

Fargo
North Dakota



Fargo Public Library
Request for Proposal
July 10th 2017

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Request for Proposal

Fargo Public Library

General Information

General Information

Project Objective: To develop a three-year strategic plan.

Issuing Organization: Fargo Public Library
102 3rd St. North
Fargo, ND 58102

RFP Issued: July 10, 2017

Due Date for Proposals: 5:00 p.m., CDT, August 4, 2017

The policy of the Fargo Library Board is to solicit proposals with a bona fide intention to award a contract. This policy will not affect the right of the Fargo Library Board to reject any or all proposals.

Contact for Further Information: Timothy S. Dirks, Director
Fargo Public Library
tdirks@fargolibrary.org
Ph: 701-241-1493

Intro Summary

Fargo Public Library is seeking consultant services for the development of a **three**-year strategic plan that will be developed through community research and organizational analysis. The project has a budget not to exceed \$50,000. The plan should address all aspects of the Library operational systems including, but not necessarily limited to: user services, programs, public relations, staffing, and facilities. The Fargo Public Library will select one consultant firm to negotiate a single contract for the project. Qualities that will receive consideration include the breadth of related project experience; the inclusion of references for such projects; approach and methodology; experience, expertise, and accessibility of the proposed Project Manager and other key personnel; the demonstrated ability to work with the public, community members, and governmental bodies; understanding of applicable laws or regulations that relate to the project; and the ability to manage a project of this scale, including realizing timetables and quality control objectives.

Community Profile

Population Growth in Fargo

Fargo and the metro have a long history of strong population growth. Based on estimates from multiple sources, the City has averaged more than 2,500 additional residents per year after 2010. The annual average growth between 2000 and 2010 was 1,500 residents. Fargo is expecting to add more than 10,000 people between 2017 and 2020. If calculated on an annual average, this is more than 3,300 people per year, so recent population growth is occurring at a significantly greater level than in the past.

Projected household growth is also strong. The City expects to add more than 4,500 households between now and 2020. Households in Fargo also rent at a greater rate. The distribution of new housing constructed over the past five years indicates the rate of renter-occupancy continues to increase. Today, the tenure distribution between home ownership and rental is 56% and 44%. In 2020, the projected tenure distribution is 42% home ownership and 58% rental housing (2015 Fargo Housing Market Study).

Age-based estimates show that more than 64% of Fargo’s population growth since 2010 is due to an increase in people age 44 and younger. This growth is being led by young families. In addition, prime baby boomer age ranges between 55 and 74 represent more than 32% of the gain. Other age groups, including senior citizens age 75 and older, show limited population change over the past five years. Forecasts show the strongest household growth in Fargo over the next five years in age groups between 35 and 44 years, and 65 to 74 years. The expected increase in these two age groups will represent more than 54% of the net household growth in the City. Although the order is reversed, the same two age groups are projected to represent the greatest net growth in the entire metro area. Historically, Fargo has attracted a greater number of younger headed households, while the remainder of the metro is stronger with senior-headed households.

Population	2010 Census	2014 Estimate	2019 Forecast
Metro Total Population	208,777	220,134	236,255
Fargo Median Age	31.7	32.6	34.6
US Total Population	308,745,538	317,190,947	329,562,705
US Total Median Age	37.5	37.8	38.8

Economy: Fargo’s economy consistently ranks among the highest of 381 metropolitan areas in vitality, according to Moody’s Economy.com. Gains in overall income and employment have exceeded the national average for the past five years, and the region has one of the lowest unemployment rates in the nation. In fact, during our nation’s most recent period of jobless recovery, while most communities were losing jobs, Fargo grew employment.

Local, State, & National Labor Market	Non-Farm Labor Force	Employed Persons	Unemployment Rate (%)
Fargo-Moorhead MSA	138,588	136,041	1.8
Minnesota	2,974,717	2,879,207	3.2
North Dakota	428,444	419,207	2.2
United States	159,783,000	152,335,000	4.7

Cost of Living	Overall	Grocery	Housing	Utilities	Transportation	Health Care	Misc. Goods/Services
Fargo-Moorhead	98.4	105.1	93.7	95.4	98.3	111.0	99.1
Boise	92.0	86.3	83.2	84.1	119.0	101.6	93.9
Denver	112.6	110.4	134.3	94.7	104.1	107.8	104.2
Chicago	117.6	103.5	140.9	87.1	113.0	103.3	109.7
Minneapolis	104.8	106.6	107.7	93.8	101.5	106.8	106.0
100 = national average							

Library Background

The Mission

The Fargo Public Library provides effective and efficient library services to meet our patrons' personal, professional, and lifelong learning needs.

The Vision

The Fargo Public Library will be a model of excellence in library services and the primary place in the community for people of all ages to fulfill their informational, recreational, and lifelong learning needs.

Organizational Profile:

Number of Employees: 40.6 FTE

2017 Budget: \$4.2 Million

Sources of Revenue: 97% from the City of Fargo, 3% from the State of North Dakota

2016 Circulation: 982,851 Items

2016 Public Computer Use: 105,198 Sessions

2016 Visits: 517,154

Number of Registered Patrons: 40,000

Current Collection Size: 275,000 items

Total Weekly Service Hours: 186 hours (3 locations)

Adult Program Attendance 2016: 3,809

Children's Program Attendance 2016: 17,388

Stand Alone ILS with ByWater Koha

Situational Analysis

Measurement of Services & Usage:

The Fargo Public Library has averaged just under 1 million circulations a year over the last three years. Circulation surpassed 1 million in both 2014 and 2015. In 2016, adjacent road construction impacted circulation at both the Main Library and the Northport Branch Library. Library programming attendance has averaged just under twenty-one thousand attendees over the last three years. Library visits have steadily increased over the past three years, with visits in 2016 being the highest ever. The Dr. James Carlson Library saw the greatest increase with a 4% increase over 2015.

The Library's Outreach program provides library materials to twenty-four locations on a monthly or biweekly basis. This program is maintained by one full-time staff person, one part-time staff person and eleven volunteers. In 2016, Outreach Services provided just under sixteen thousand items to over seven thousand residents at the member sites.

Staffing:

The Fargo Public Library has experienced incremental increases in staffing with an increase of 4.5 FTE since 2012. The Library has achieved a high level of continuity at the Administrative Team level with only one new department head

since 2010. The library has also experienced stability with its fulltime professional positions with only one Librarian I changing since 2010. The Library Associate I and Page positions continue to see turnover.

Budget:

The overall budget has increased by \$867,000 since 2012. The Books and Materials line in the budget has increased by over \$130,000 since 2012.

Purpose of Project

The purpose of the desired research services is to obtain information from library users, non-users and newer community members that will be integral for the development of a three year strategic plan for the Fargo Public Library. Salient findings regarding the desires and needs for library services by our community are essential in the development of organizational goals and the proper allocation of resources to meet those goals.

In the simplest terms we need to know how our users use our current services, what they desire for the future from the library, why some citizens don't use the library, and what are the expectations of newer citizen regarding library services.

General Scope of Desired Services

The specific activities conducted under this request for proposals (RFP) will be determined jointly with the successful proposer. However, in general, the Scope of Services for which proposals are being solicited is viewed as follows: The Fargo Public Library Board is seeking a consultant to lead the Strategic Planning Steering Committee, and the staff of the Fargo Public Library, through the process of developing a three-year strategic plan. Community research focusing on library users, non-users, and newer citizens (defined as having lived in Fargo five years or less) will be utilized to develop the goals, objectives, and actions steps that will guide the organization for the next three years. It will include a strategy for moving forward during times of significant technological change.

Step 1: Evaluation of Current Programs and Services

The Fargo Public Library is open to considering other approaches by proposers on the condition that the approaches provide the library with reliable information including but not limited to:

1. The current desires library users have specifically regarding:
 - Electronic Book Collections
 - Streaming Audio/Video
 - Adult & Children's Programming
 - Electronic Databases
 - Additional Technologies
 - Print Collections
2. The overall library experience of users (if positive why, if negative why)
 - Overall Customer Service Experience
 - Convenience/Adequacy of Library Locations
 - Adequacy of Print Collections
 - Adequacy of Internet Access
 - Adequacy of Electronic Content

- Adequacy of Audio Visual Collections
- Relevance and level of library programming (Children's, Teen & Adult)
- The level of satisfaction regarding hours of operation

Step 2: Analysis of Community Needs

The intent of this survey step is to determine the needs/desires of the users and non-users to gain a better understanding of community perceptions of the library's programs and services.

Specific research services being sought include, but are not limited to:

1. Provide pre-survey strategy and preparation
2. Provide questionnaire design and revisions, including conferring with Fargo Public Library representatives and incorporating their input, where appropriate, into the process
3. Provide pretest of questionnaire
4. Provide final questionnaire preparation
5. Ensure a statistically valid sample to achieve at least a 95% confidence level
6. Provide an executive summary explaining the findings
7. Incorporation of findings into the development of the strategic plan

The outcomes of the research services should provide, but are not limited to:

1. The identification of the reasons and/or barriers contributing to non-use by those who don't use the library
2. The identification of the level of awareness of library services of non-users and newer community members
3. Identification of the expectations of newer community members (five or less years) for the library and library services
4. The level and patterns of library use by library users:
 - i. Number of visits on a weekly/monthly basis
 - ii. Most frequently utilized library service and why
 - iii. Most visited library location and why
 - iv. Community usage identified by zip code
5. The current and future desires library users have specifically regarding:
 - i. Electronic Content Collections
 - ii. Library Programming (Children's, Teen & Adult)
 - iii. Next Generation Technologies
 - iv. Print Collections
 - v. Library Facilities
6. The overall library experience of users, (if positive why, if negative why)
 - i. Overall Customer Service Experience
 - ii. Adequacy of Print Collections
 - iii. Adequacy of Internet Access
 - iv. Adequacy of Electronic Content
 - v. Adequacy of Audio Visual Collections
 - vi. Adequacy/Convenience of Locations

Step 3: Development of a Three-Year Strategic Plan

The plan will identify service priorities and will be designed to provide direction to the Library Board and staff for the next three years.

1. Develop goals and objectives to meet priorities
2. Develop Implementation timetable
3. Preparation of draft report
4. Review of draft report by Fargo Public Library representatives
5. Provide an executive summary report to Fargo Public Library Representatives
6. Provide a presentation of the strategic plan to the Library Board
7. Provide electronic copies of executive summary, presentation, and related documentation

Elements of RFP/Deliverable

The proposal shall include the following information:

A. General Firm Information

- 1) Name and address of firm.
- 2) Type of firm. (e.g. corporation, partnership, sole proprietorship, etc)
- 3) Number of years your firm has been in business under its present business name.
- 4) As applicable, other names, including parent company name(s), by which your organization has been known and the length of time known by each name.

B. Experience of Firm

- 1) State the number of years your firm has been involved in writing strategic library plans.
- 2) State the number of years your firm has been involved in writing and conducting surveys specifically related to library usage.
- 3) State the number of strategic library plans your firm has written from 2010 to present.
- 4) State the number of full-time and part-time personnel employed by your firm and the location of their offices.

C. Qualifications of Key Personnel

- 1) Name, title, resume and contact information of principal(s) to be in charge of project.
- 2) Provide a description of skills, experience, credentials, and unique attributes, the multi-disciplinary nature of the team assembled for this project, and a listing of personnel (as applicable) that would be assigned to work on this project.
- 3) Include an organizational chart of all team members, with a brief description of their role in the project, percentage of time dedicated to this project, and hourly rates of principle team members.

D. Description of Approach and Methodology

- 1) Describe your understanding of the Fargo Public Library, its goals, and your approach and methodology to this project to include a marketing plan.
- 2) Describe your approach/methodology to projects similar to this one and reasons behind it.

- 3) Describe your approach/methodology toward public participation and extent of public involvement.
- 4) Describe your approach/methodology to increase public awareness of the Public Library.

E. Budget

- 1) As listed in Section C.3 above, please identify the percentage of time each team member will be dedicated to this project, and the hourly rates of principal team members.
- 2) Please provide a detailed cost breakdown of the proposal.

F. Project References

- 1) Please provide links or hard copies of three (3) surveys that your firm has conducted within the last five (5) years.
- 2) Please provide links or hard copies of three (3) strategic plans that your firm has conducted within the last five (5) years.
- 3) Include the name of community/library and general description of each project along with current contact information for each reference.

Selection Process

The Strategic Planning Steering Committee will review all proposals. The Committee will recommend to the Library Board the consultant that best meets the evaluation criteria be awarded the contract. The final decision rests with the Fargo Public Library Board. The criteria listed below will be used to evaluate written proposals and the subsequent interviews. The scoring weight is listed for each criterion. These criteria will be applied and interpreted solely at the discretion of the Fargo Public Library. The proposal should include all necessary information that is pertinent to these evaluation criteria. Additional information required for proper assessment of the proposal may be requested from the proposer at the discretion of the Fargo Public Library. The final results will be based on the scoring system, other information obtained or requested by the Selection Committee, and references. Failure to meet all procurement policy requirements shall not automatically invalidate a proposal.

1. Demonstrated understanding of the scope of work, approach and methodology of the project. While this request provides the general scope of expected deliverables, the Fargo Public Library encourages the consultant to be creative and forward-thinking in its approach and methodology to provide the requested services. (30 percent)
2. Quality of previous strategic plans for libraries produced by the consultant of similar nature and scope. (30 percent)
3. Experience, expertise, and capabilities of consulting firm, project manager, and key personnel. (20 percent)
4. Fee structure and overall cost of the project. (20 percent)

Submittal Requirements

Please submit one digital and ten (10) paper copies of the Proposal to the Fargo Public Library by Friday August 4th no later than 5:00 p.m. CST. Packets should be mailed or hand delivered to:

Fargo Public Library
Attn: Tim Dirks
102 3rd Street North
Fargo, ND 58102

All cost associated with preparation and submittal of qualifications shall be borne by the submitting firm. The Fargo Public Library reserves the right to reject any and all proposals.

Tentative Schedule

Items	Date
Post RFP	Monday July 10 th (no later than 5:00 p.m. CST)
Proposal Due	Friday August 4 th (no later than 5:00 p.m. CST)
Completion of Proposal Review/Select Top Firms	Friday August 11 th (no later than 5:00 p.m. CST)
Phone/Onsite Interviews	Week Ending August 18 th , 2017
Reach Award Decision	Friday August 18 th (no later than 5:00 p.m. CST)
Execute Contract	Wednesday August 23 rd
City Commission Approval of Contract	Tuesday August 28 th
Planning Activities	August – October 2017
Plan Draft Completed	October - November 2017
Plan Adoption	December 2017

Additional Information

For additional information, please contact Tim Dirks, Library Director, at tdirks@fargolibrary.org or by calling (701) 241-1493.