

The Library Foundation of Delaware County (PA)
Strategic Plan Request for Proposal (RFP)

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Table of Contents

Section 1: Executive Summary

Section 2: Introduction

Description of the project

The Foundation history

Section 3: Goals and Scope of Work

Tasks

Expectations of Consultant including reports, meetings, presentations

Section 4: Consultant Proposed Work Plan

Methodology for information gathering

Report Preparation

Support Required of System or Foundation

Timeline with milestones

Communication with Foundation

Section 5: Consultant qualifications and experience

Qualifications of key personnel

References

Criteria for evaluation and selection of submissions

Section 6: Project Costs

Line item breakdown of costs

Section 7: Submission Procedures

Response deadline for electronic submissions

Point of contact for questions

In person or telephone interviews if necessary

Section 1: Executive Summary

The Library Foundation of Delaware County seeks to contract with an experienced library consultant(s) to assist the Board in creating a visionary plan that identifies strategic priorities that will ensure its success over the next 5-10 years. The goal of this planning initiative is to obtain input from key stakeholder groups that will inform such critical issues as:

- Identifying appropriate roles for public library foundations pertinent to the DELCO Library Foundation;
- Increasing the visibility of the Foundation and of Delaware County public libraries
- Identifying common needs of the System's 26 member libraries the Foundation is well positioned to address;
- Identifying best practices for cultivating donors and securing revenue from diversified sources;
- Making recommendations regarding the future development of the Library Foundation.

Section 2: Introduction

In the early 1990s, Delaware County Library System (DCLS) board and staff members initiated efforts to establish an independent, non-profit foundation that would raise funds for system-wide programs and services. In 1995, the County of Delaware approved the addition to the DCLS staff of a Development and Communications Officer. In the spring of 1996, a candidate was hired whose duties were to set up the Foundation and implement its fundraising initiatives.

That same year, The DCLS Foundation Task Force was created and proceeded to meet on a regular basis to define the purpose of the Foundation, write bylaws, and establish the Foundation as a 501(c) (3) organization. In 1997, the Foundation submitted Articles of Incorporation to the Commonwealth of Pennsylvania. Bylaws and a mission statement were drafted and adopted.

Over the next decade financial pressures coupled with decreased state and local funding to public libraries impeded the success of the Foundation. Finally, an Employer Identification Number was assigned in 2010 and the Application for Recognition of Exemption under Section 501(c) (3) was submitted and awarded in 2011.

At this time, there was a renewed effort to revitalize the Foundation and leverage its potential for expanding and enhancing public library services in Delaware County. Subsequently, the Foundation has received multiple grants as well as corporate and individual donations. The Foundation currently has assets of approximately \$400,000 which are in an investment account with Edward Jones. An online presence includes a web site that features electronic donation opportunities. Most recently, The Library Foundation has recruited an active and engaged board, elected new officers, and launched the strategic planning process described in the following RFP.

Section 3: Goals and Scope of Work

The consultant(s) will be responsible for:

- Designing a project methodology that solicits input from important stakeholder groups including DCLS staff, community leaders, and trustees and directors of DELCO Library System members;

- Organizing and facilitating all research activities which may include but are not limited to executive interviews, focus groups, review of DCLS reports and statistics, environmental scan of initiatives of other public library Foundations, etc. (Note: the scope of this project does not include conducting research with the general public);
- Developing a timeline with milestones for completion of the project;
- Communicating with the designated Foundation liaison to report progress on the project;
- Preparing executive reports for all research activities;
- Preparing a draft of the consultant's proposed strategic plan;
- Meeting with the Foundation Board to discuss the plan;
- Submitting a revised version of the plan to the Foundation Board for approval;

Section 4: Consultant Proposed Work Plan

Please provide a detailed explanation of the consultant's plan for achieving the goals of the project. The explanation should include a description of the research methodologies (executive interviews with county leaders, and focus groups with member library directors and trustees.) An online survey limited to directors and trustees would also be considered appropriate in lieu of focus groups. Please indicate the respective roles or responsibilities of the consultant, and if necessary, the members of the Foundation Board and the DCLS staff.

Section 5: Consultant qualifications and experience

Provide a brief narrative description of the professional qualifications and experience of the (consultant(s). The narrative should emphasize relevant experience creating strategic plans for public libraries, library boards and library foundations. Experience with other non-profit boards that oversee fundraising efforts is also considered relevant.

Section 6: References

Provide three references for each consultant who will be participating in the project. Include a description of the work performed in the past 3 years, date when services were provided and contact information for each reference.

Section 7: Project Costs

Provide a cost proposal which includes a menu of the costs for specific tasks. Include the projected costs of travel and other out of pocket expenses. The total amount of the budget for the work should not exceed \$22,000.

Section 8: Submission Procedures

Response deadline for electronic submissions is October 15, 2018 and should be sent to davis@ivygroup.com.

Point of contact for questions: Nancy Davis at 484-420-7471

Submissions will be reviewed by the Executive Committee of the Board of the Library Foundation of Delaware County and the Director of Delaware County Libraries. When evaluating the proposals, the reviewers will focus on the project work plan, experience of bidders, and cost/value of submissions.