

MINNESOTA LIBRARY ASSOCIATION

REQUEST FOR PROPOSAL: STRATEGIC PLAN UPDATE

The Minnesota Library Association issues this Request for Proposals for the purpose of facilitating an update to the organization's Strategic Plan.

If accepted, the contract will commence on the date it is signed by both parties. The performance period will be determined by the production schedule and approved timeline for delivery, but it will not extend beyond December 31st, 2018.

1. Organizational Overview

In existence since 1891, the Minnesota Library Association (MLA) works with its members to promote the work of all types of libraries within the state. To accomplish this, MLA, as outlined in its mission statement, facilitates education opportunities, supports strong ethical standards, and fosters connections between the library community and its constituencies. Its nearly 700 members comprise library staff from public, academic, school, and special libraries as well as friends of the library, trustees, and many other community members, as well as corporate friends.

MLA's main communication venue is its Web site, www.mnlibraryassociation.org, which provides information about key parts of the organizational structure (www.mnlibraryassociation.org/committees; www.mnlibraryassociation.org/subunits), advocacy and legislative initiatives (http://www.mnlibraryassociation.org/?page=advocacy_legislation), and the annual conference (<http://www.mnlibraryassociation.org/?page=2018AnnualConference>). In addition to the MLA Roundup electronic newsletter, the organization has expanded into social media as well with Facebook, Twitter, and Flickr accounts.

2. Project Description

The project is to facilitate an updating of the organization's Strategic Plan. The current plan was created in July 2013 and is included with this RFP as Attachment A. The MLA Board considers the current Mission and Vision to be clear, compelling, and still relevant. As a Board, we recognize that the world in which we exist is changing and it is important that the Association remain relevant to its current members, attract new members, and remain financially sound. To that end, we are requesting proposals that address the following:

- Update/refresh the SWOT analysis, keeping in mind that the mission/vision are unchanged. Where we are today as an organization and how MLA is perceived by both internal and external stakeholders. Are there threats from other associations? Lack of membership? What else?
- Update the environmental scan – where does MLA fit? Potential for growth?
- Address current "Underlying Contradictions;" keep the existing "Strategic Directions."
- Analysis of where MLA has met its 1st Year Accomplishments & Two-Year Success Indicators in the current plan.
- Recommend Milestones for current and new Strategic Directions.
- Additionally, the plan should take into consideration the transient nature of MLA leadership— how will this be addressed in the planning process, interviews, etc.

- Explore potential income possibilities beyond membership dues and increases.
- Plan for increasing member recruitment, including addressing why some people choose not to join the organization.

3. Expectations

- An opportunity for all MLA members to participate in the update through focus groups, surveys, or a combination thereof.
- An in-person retreat/workshop for a subset of members.
- Recognition of, and compatibility with, the transient nature of a volunteer-led, nonprofit organization whose leadership serves terms of one to three years.
- Other suggestions will be considered.

3.1 Project Deliverables

- A complete plan, including a brief explanation of the process, defining and explaining the elements of the plan.
- Recommended timeline and actions for a 12 month Work Plan, including ways to measure the progress toward accomplishments and milestones.
- A visually appealing, concise version of the plan that membership will consult and engage with.

4. Source Selection and Deadlines

4.1 Method of Source Selection

The Minnesota Library Association is using a competitive proposals method of source selection for this service. An award, if made, will be made to the responsible vendor whose proposal is most advantageous to the Minnesota Library Association, taking into consideration price and the other factors set forth in this Request for Proposal. The Minnesota Library Association will not use any other factors or criteria in the evaluation of proposals received.

The Minnesota Library Association may, as it deems necessary, conduct discussions with responsible vendors determined to be reasonably susceptible to being selected for this project. These discussions will be for the purpose of clarification to assure a full understanding of, and responsiveness to, the solicitation requirements.

This project will be awarded upon signing of an agreement or contract, which outlines terms, scope, budget, and other necessary items. All contracts are subject to review by legal counsel. The vendor will be considered an independent contractor of the Minnesota Library Association, and not an employee. As such, the contractor is responsible for all applicable taxes associated with the payments.

4.2 Proposed Timeline for RFP

The following projected timetable should be used as a working guide for planning purposes. The Minnesota Library Association reserves the right to adjust this timetable as required during the course of the RFP process.

- **RFP Release Date:** March 28, 2018
- **Submission of Questions on RFP:** April 6, 2018
- **Notification of Intention to Bid:** April 13, 2018

- **Answers to Questions E-mailed to All Bidders:** April 13, 2018
- **Proposals Due:** April 25, 2018
- **Complete Evaluation of Proposals:** May 9, 2018
- **Finalist Interviews:** As needed
- **Finalist Recommended to MLA Board:** May 18, 2018
- **Proposal Award Date:** Week of May 21, 2018
- **Complete Contract Negotiations and Execute Contract:** Week of May 28, 2018
- **Initial Meeting:** June 15, 2018

4.3 Proposal Guidelines

- This is an open and competitive process.
- Proposals received after midnight on April 25, 2018 will not be considered.

4.4 Proposal Submissions

- Consultants, agencies, and firms with strategic planning experience are welcome to submit a proposal.
- Proposals are due no later than midnight on April 25, 2018.
- Proposals will be submitted only in electronic format to mcco0303@email.arizona.edu
- Those submitting a proposal must meet the following minimum requirements:
 - Demonstrate a thorough understanding of the Minnesota Library Association's vision;
 - Have a thorough understanding of, and experience with libraries, library staff members, and their patrons.

4.5 Evaluation Criteria for Proposals

- Portfolio Review
- Qualifications and Recommendations
- Strategy Assessment
- Intended Approach
- Projected Timeline and Budget
- Detail Level Provided in Consultant's Work Plan
- Demonstrated Understanding of the Library Environment in which MLA Currently Exists

5. Audience(s) and Organizational Peers

Our target audience for the Strategic Plan is primarily composed of our 700 members, followed by all employees of Minnesota libraries -- public libraries, academic (university) libraries, school libraries, and special libraries. (Note that not everyone who works in a library is a librarian.) Other individuals and organizations, such as Friends of the Library (fundraising) groups, Boards of Trustees, community members, and corporate sponsors, are also members of our intended audience.

Our secondary audiences include members of such national organizations as the American Library Association, as well as Minnesota legislators, and administrators of organizations, such as schools and corporations, that include librarians on their staff.

Our organizational peers are other state library associations, such as the Wisconsin Library Association (<http://wla.wisconsinlibraries.org/>), the Iowa Library Association (www.iowalibraryassociation.org/), and the Indiana Library Federation (www.ilfonline.org/).

6. RFP Response Format and Project Budget

6.1 RFP Deliverables and Response Format

1. Describe who you are and what your best asset is. Include the size of your company and your specialty.
2. Provide substantial information that documents your qualifications to produce the required outcomes: your ability, your capacity, your credentials, and your number of years of experience in the field.
3. Provide a detailed Project Plan that describes how you will develop and implement the process for this project. Describe each stage and include a timeline.
4. Identify and describe the project's Deliverables.
5. Provide a Project Budget that includes (a) a line-item budget for the stages of development in which your firm will provide the work described in this RFP, and (b) an hourly rate for subsequent work that may be required or deemed necessary.
6. Include a list of other organizations you have assisted with Strategic Planning processes.
7. Include the name, title, and contact details of the person(s) who are submitting the proposal and who, if needed, can be approached for clarification on the submitted proposal.

6.2 Project Budget

Being a not-for-profit organization, the Minnesota Library Association must diligently consider all project costs. Please be mindful of budgetary limitations in proposals.

7. Contact Information and Deadline

7.1 Delivery of Proposals

Proposals are due and should be submitted no later than midnight on April 25, 2018. In the e-mail subject line, please write **MLA - RFP Strategic Plan Submission**.

Please do not submit hard copies. The Minnesota Library Association will not return any such submissions.

7.2 Point of Contact

Any questions or comments, as well as complete proposals, should be directed by e-mail to:

NAME: Ryan McCormick

TITLE: Minnesota Library Association, President

EMAIL: mcco0303@email.arizona.edu