



December 7, 2023

Request for Proposals: Strategic Plan for Community Libraries of Providence

Community Libraries of Providence has initiated a Request for Proposal (RFP) process to identify a consultant with experience in non-profit, preferably public library, strategic planning to design and facilitate a participatory planning process with staff, board, and community stakeholders to create a 3- 5 year strategic plan. The desired strategic planning process will be inclusive; creative; open-minded; optimistic; educational; relevant (and, hopefully, fun!). Responses to this RFP are due on or before January 16, 2024.

The experienced consultant should be excited to engage with diverse, multilingual constituencies; prioritize diversity, equity and inclusion in all endeavors; and be deeply committed to building environmentally sustainable, equitable communities.

Dates of Engagement:

- Questions submitted by 1/5/2024 will be answered in an FAQ document posted on CLPVD website.
- Proposals due by close of business on January 16, 2024.
- Interviews with finalists will be January 18-24, 2024.
- Consultant hired by January 31, 2024
- Active Engagement: February 1, 2024 - June 30, 2024 (could be extended to July 31, 2024)

About Community Libraries of Providence

[FY23 Annual Report](#)

[CLPVD Website](#)

Community Libraries of Providence (CLPVD) was founded in 2009 by a group of community members dedicated to assuring the continued operation of all nine of our community libraries. CLPVD immediately became the largest library system in the state and, in effect, the city's second largest free educational institution after the Providence Public School Department. Today, and in the future, Community Libraries of Providence will continue to be a vital part of our neighborhoods.

Community Libraries of Providence is composed of nine neighborhood libraries. Three of these are larger libraries serving an entire region of the city; Rochambeau Library on the East Side, Mt. Pleasant Library on the West Side, and Knight Memorial Library on the South Side. The six additional libraries serve their immediate neighborhoods; Fox Point, Smith Hill, Washington Park, South Providence, Olneyville and Wanskuck. The individual libraries are linked into a comprehensive library system.

Community Libraries of Providence is governed by a board of up to 25 members. In order to ensure broad-based representation and accountability to both patrons and taxpayers some board members are elected by each library's Friends group, others are appointed by the Mayor and the City Council, and some are elected by the Board itself.

SCOPE OF WORK

CLPVD is eager to develop a 3-5 year strategic plan that is mission-driven, engaging, concise, and straightforward; a guiding document that will inform all programming, service, staffing, and budget decisions. The final plan should excite the Providence Community and reflect the shared aspirations of the city's diverse residents.

The selected consultant must be available to facilitate at least one in-person meeting with each group: the strategic planning committee; CLPVD staff, and the CLPVD Board of Directors. Other meetings may occur on a virtual platform.

What follows is an example of the level of engagement sought by the library. However, CLPVD is open to an alternative, streamlined process due to budget considerations and the consultant's established process.

Research & Training: February

CLPVD Staff:

- Research, collect, and share relevant library and community data.
- Provide information on current/potential collaborators in the community; develop a list of organizations to contact as part of the strategic planning process.
- Review and revise the current Mission and Vision statements, and add a Values statement to guide the strategic planning process.

Strategic Planning Consultant:

- Conduct interviews with local elected officials; synthesize and report findings to the Strategic Planning Committee/Board to inform the plan.
- Conduct interviews with a curated list of current/potential library program/service partners; synthesize and report findings to the Strategic Planning Committee and Board to inform the plan.
- Determine a process for gathering broad community feedback, focusing on community aspirations.
 - Train library staff and board members to conduct community meetings providing templates, questions, and an outreach plan.
 - Synthesize all feedback and share back with staff and board.
 - Use the community aspirations to guide the priority areas of the strategic plan.

Collecting Community Aspirations: March/April

CLPVD Staff:

- Conduct targeted community meetings.
- Share data with Strategic Planning Consultant.

Strategic Planning Consultant:

- Receive and synthesize community input.

Conduct meetings: February/March/April/May/June

- Convene **5 monthly, hour-long, meetings** with the **Strategic Planning Committee**: create agendas, generate work plans and provide notes.

- Facilitate at least one **half day retreat** with the **library staff** and a **1-hour feedback session** when the draft plan is complete.
- Facilitate at least one **half day retreat** with the **CLPVD Board** and **select administrators** and a **1-hour feedback session** when the draft plan is complete.
- Provide **written updates to the Board monthly**, to be distributed at the Board meetings.

Write the strategic plan with the following elements included: May/June

- Planning Summary
- History of CLPVD & Landscape Review
- Community Aspirations
- Strategic Directions: Three to five overarching areas of focus.
- Outcomes, Goals & Objectives
- Resource Identification

Selection Criteria

The criteria below will be used to assess proposals. In addition to availability and cost, the successful consultant has experience or relevant qualifications in:

- Delivering work products in each of the categories listed in the scope of work as outlined, or proposing an alternative scope of work to accomplish the strategic planning process.
- A demonstrated focus in the non-profit sector, preferably with mid-sized urban public libraries.
- Experience with incorporating DEI into a strategic planning process.
- Experience with multilingual, diverse community engagement.
- Experience with prioritizing climate justice and resiliency.
- Willing to conduct in-person meetings with library staff and board members.
- Willing to train library staff to conduct community feedback meetings.

Application Process and Budget

Please submit the following information, no more than 5 pages total:

- Description of how the consultant plans to undertake the described scope of work.
- Description of the consultant's qualifications to undertake the work and examples of similar projects.
- Cost proposal; upper limit is \$20,000.
- Description of the consultant's personal and/or organizational commitment and approach to including DEI and climate justice in a strategic planning process.
- One - two examples of completed strategic planning documents facilitated by the consultant.

Resumes/CVs of the consultant's team, if applicable, may be attached to the proposal.

Note: All proposals and documents submitted to the Community Libraries of Providence will be kept confidential. Please submit all documents by close of business on January 16, 2024. Please submit all materials to Library Director, Cheryl Space: cspace@clpvd.org. Thank you for your interest in this important process.