

RFP-2024-009 STRATEGIC PLANNING CONSULTANT QUESTIONS & ANSWERS

1. Does PGCMLS have a timeline for completing the strategic planning process?

RFP Schedule (subject to change):

RFP Release date: November 1, 2024
 Proposal Response date: December 2, 2024 (5:00 PM EDT)
 Interviews: December 9-December 20, 2024
 RFP awarded: January 3, 2025
 Project Commencement Date: January 13, 2025
 Target Completion Date: June 30, 2025

2. And is the timeline tied to any specific milestones? **The target completion date is tied to the LSTA grant received by PGCMLS to fund the strategic planning process.**
3. What is the budget range allocated for this project? **The budget for this project is not to exceed the \$30,000 LSTA grant received by PGCMLS.**
4. Are you able to share a weighted breakdown of the proposal evaluation? (i.e., 25% cost, 35% library service needs, etc.)

<u>CRITERIA</u>	<u>PERCENTAGE</u>
Firm history, experience, references and expertise	25%
Proposed Approach to the study	60%
Pricing –	15%

5. Are there any preconceived strategic opportunity areas or specific technology plans that you want vendors to be aware of or highlight in their responses? **The organization does not currently have a technology plan. One of our intentions in the simultaneous creation of a technology plan is to ensure that the technology landscape and needs of the organization/community are reflected in the overall strategic plan. Some potential opportunity areas related to technology could include digital equity, digital literacy, cybersecurity, and AI.**
6. Can PGCMLS speak to any driving forces, changes, or needs that have driven the requested refresh of the core strategy and values of the library system? **We recognize that our current strategic framework was developed in 2019-2020. Given the societal, community, and organizational changes that occur over any five-year period, we feel as though this is a good opportunity to revisit and refresh our values statement in addition to our overall strategic plan.**
7. The RFP mentions that there will be no site visits. Is there any possibility of scheduling a site visit upon request? **Site visits will not be permitted during the proposal submission**

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period. While you are welcome to visit any one of our facilities, since the Library is a public space, we ask that you refrain from engaging with Library staff regarding this RFP. Once awarded the contract the Consultant will have the opportunity to receive a tour of our facilities.

8. Additionally, in the Mission/Vision/Values discussion, aside from the seven Board Members, could you confirm how many additional stakeholders will participate? We would envision that the selected consultant in collaboration with our steering committee, would engage other key stakeholders including other library system staff members in gathering input related to the mission/vision/values.
9. What is the impetus for refreshing the mission, vision, and values? Is it driven internally (staff no longer resonate), or externally (patron participation and book circulation declining), or for another reason? We recognize that our current mission, vision, and values were developed in 2019-2020. Given the societal, community, and organizational changes that occur over any five-year period, we feel as though this is a good opportunity revisit and refresh our mission, vision, and values. There is not a specific internal or external impetus driving our intent to revisit these foundational statements.
10. ~~What is the expected timeline for the project?~~ What deliverables would you expect to receive?
 - Strategic plan to include organizational goals and objectives for the next three to five years that align with the library's mission and vision.
 - Revised mission, vision, and values statements.
 - An actionable implementation plan to achieve organizational goals and objectives with timelines, resource requirements, and suggested activities.
 - A review of staff created technology and diversity plans.
 - A comprehensive overview of the final product to key stakeholders, including library staff and the Board of Library Trustees in the form of presentations to those groups.
11. What degree of involvement does the Executive Team wish to have with the process? (For example, engage at key milestones or collaborative throughout the process) We are seeking a collaborative approach throughout the entire process. Select members of the Executive Team will serve on the steering committee but we envision that the entire Executive Team will be engaged at various key milestones.
12. We have found that in-person executive meetings result in the strongest outcomes for our clients. Is there any openness to on-site meetings with the Executive team, budget

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permitting? Yes, we would be open to/expect a combination of in-person and virtual engagement with the Executive Team and other key stakeholders.

13. What diversity and technology plans exist today? PGCMLS does not currently have a comprehensive diversity or technology plan.
14. What specific data and analytics tools or platforms will be made available to the consultant? PGCMLS has a Business Analytics Manager who will supply pertinent organizational and community data to the selected consultant. We use Tableau and make robust use of internal and external data such as Policy Map.
15. What data was leveraged in PGCMLS' previous strategic plan? Data leveraged during the last strategic planning process included program (event) data, reference question data, and net promoter score data (NPS).
16. How does PGCMLS currently engage with stakeholders (staff, Board of Trustees, library users / non users, etc.)? PGCMLS staff work closely with our Board of Trustees. For example, select members of the Executive Team deliver reports to and advise the Trustees committees. Likewise, Trustees attend library and staff events. We engage with library users everyday across our locations and via our digital library resources. We actively perform community outreach to reach non-users.
17. What level of access does PGCMLS currently have with each stakeholder group? E.g., does PGCMLS have existing access to library non-users? PGCMLS works closely with each of the key stakeholder groups that we envision engaging in the strategic planning process, with the exception of library non-users. While we actively perform community outreach to reach non-users, efforts to survey/engage them in this process could potentially be more labor intensive than other groups.
18. How will (if at all) the library support the consultants with the community engagement efforts? PGCMLS envisions working closely and collaboratively with the selected consultant to ensure robust community engagement. PGCMLS has a close working relationship with each of the key stakeholder groups, with the exception of non-users. We would anticipate PGCMLS staff conducting many of these efforts with support from the selected consultant.
19. Who is part of the Proposal Evaluation Committee? The proposal evaluation committee will include the library system's CEO, COO, Procurement Specialist, and member(s) of the steering committee.

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20. Are there key interim dates in the strategic planning window, such as Library Board of Trustee meetings or staff retreats that need to be considered in the project timeline? **At this time there are no key interim dates that need to be taken into consideration. Library Board of Trustees typically meets bi-monthly on the third Thursday of the month (January, March, May, July, September, November). Library system holidays can be found here: <https://ww1.pgcmls.info/upcoming-library-holidays>**
21. The proposal format also requests a contract, retainer letter, or other such agreement which we may require. Does PGCMLS have a standard contract or are we expected to provide the contract language? **PGCMLS has a contractual agreement that the selected bidder must sign. Each proposal that is submitted must include a service agreement detailing the expectations for the support to be provided and how it will be delivered.**
22. What roles are represented on the Internal Strategic Planning Committee? **We are in the process of forming an internal steering committee. Roles that will be represented include the CEO, COO, Director of IT, Staff Development Coordinator, and a Branch Manager.**
23. What level of engagement does PGCMLS hope to see? What capacity exists in staff to participate in the process? **PGCMLS intends to be highly engaged in the process. We envision for this to be a collaborative process in which the selected consultant provides support and expert guidance to the internal steering committee and related planning committees (diversity, technology, and assessment). We would anticipate that all staff would be engaged through a survey or similar process and select staff would participate in more comprehensive focus groups/interviews. PGCMLS staff would be available to conduct community engagement efforts including surveys and focus groups.**
24. "Experience: Five years or more experience preferably working with government agencies and non-profit organizations." - Does the five years of experience need to be as the Company - or is the experience count relative to the contractors that would be performing the services? We founded Good Governance Consulting last year - after my co-founder and I gained more than 25 combined years in government, non-profit, and contract work focused on data, change management, and strategic planning and operations - however the entity has only been around since January 2024. **See Addendum 2 on website <https://ww1.pgcmls.info/procurement-opportunities>.**
25. References - Do References need to be organizations that Good Governance Consulting performed services for, or can it also include references from prior work experience? **References submitted should be work that the current consulting firm is submitting not**

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work completed from another firm. That can be showcased in a bio or resume that you are welcomed to include.

26. First, how many people will be on the internal steering committee? Will this committee be made up of representatives from branches across the county? Will the members of this committee be library leadership or librarians who actively interact with library patrons? **We are in the process of forming an internal steering committee. We anticipate that the committee will have approximately seven members. Roles that will be represented include the CEO, COO, Director of IT, Staff Development Coordinator, and a Branch Manager. Staff on the committee will include those who actively interact with library patrons on a regular basis. Additional staff will be engaged in the process through related planning committees (diversity, technology, and assessment).**
27. Secondly, will consultants be able to visit branches to observe their operations directly? Is it preferred that community engagement activities are planned outside of the library, or will library spaces be made available? **Consultants will have access to our branches in order to observe operations and conduct community engagement activities.**
28. Is the PGCMLS seeking innovations more to the vision and mission of the organization, or to the operational processes and technological offerings? How heavily should planning for budget allocations and donation campaigns be prioritized? **We recognize that our current mission and vision were developed in 2019-2020. Given the societal, community, and organizational changes that occur over any five-year period, we feel as though this is a good opportunity revisit and refresh our mission and vision. We do not have preconceived notions of where innovation will be prioritized in the final product. In order to make our strategic goals and objectives realistically achievable, budget limitations should be taken into consideration. Donation campaigns are handled by the library system's Foundation.**
29. On page 13, the RFP also notes, "Delivering a comprehensive overview of the final product to key stakeholders, including library staff and the Board of Library Trustees," is a consultant responsibility. Is this presentation preferred as an onsite visit or virtual meeting? **The presentation to staff would most likely be virtual given the staffing size and number of branches in our library system. The format for the Board presentation has not been determined. We will defer to their preference.**
30. Does the PG library system see itself as part of a larger offering of community education, culture, arts, etc.? If so, should consultants approach this project as part of the County's broader goals for residents and the ecosystem of community development? **PGCMLS is**

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a quasi-county agency. While we have our own mission, vision, values, and strategic plan, we are part of the broader community's education, cultural, and arts ecosystem. The County's broader goals should be taken into consideration but will not necessarily be a driving force behind the final product.

31. Do you want evidence of "necessary licenses/documents" to be submitted with the proposal? If so, which licenses and documents do you consider necessary? Any documentation that you may deem of importance should be included. For this RFP there is not a specific license needed other than proof that your firm is a legitimate business.
32. How much of the Library's technology stack do you expect the consultant to advise regarding? We anticipate the selected consultant will advise us on the best ways to incorporate components of our technology plan into the larger strategic plan. Library staff will make recommendations about the organization's technology stack.
33. We have reviewed your current strategic plan. Has this document been an effect tool to guide the organization over the past three years? The current plan has yielded mixed results in terms of being an effective tool. We have been more successful in achieving deliverables in some focus areas than others. Other organizational factors including leadership changes have impacted this as well.
34. Do you feel you have accomplished all you set out to do in your current strategic plan? We have been more successful in achieving deliverables in some focus areas than others. Factors including key leadership changes impacted our ability to meet all that was outlined in the current plan.
35. Have you done any recent constituent research from which we could build for the strategic planning process? If so, understanding the audience, format and types of questions would be extremely helpful to ensure our approach is not duplicative of previous efforts. We have not recently done a comprehensive survey of library customers. However, we do survey a subset of users every month using net promoter score (NPS) questions. We have a database of our cardholders and make periodic use of Market Watch data via one of our vendors (OrangeBoy/Savannah). We also utilize robust data available via Policy Map to better understand constituent/community demographics.
36. As part of the community research, we anticipate conducting focus groups, town halls, interviews, and a broad-based survey of constituents. Is this consistent with your

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expectations? If not, please explain. **Yes, this is consistent with the robust community engagement we would anticipate with the strategic planning process.**

37. Does the strategic plan submission need to include or address the diversity plan and technology plans separately? **No. We would anticipate that the selected consultant would advise on these plans that will be primarily developed by internal staff committees.**
38. Do they have any preferences on the approach to distributing a community and/or staff survey? If so, how many communities, and how many staff would be included in the survey? **We have great response rates from utilizing digital surveys with our customers. We would anticipate surveying all current library cardholders and staff members.**
39. Can we propose an optional or alternative services and associated fees in addition to the base fee? **Our focus given our grant-funding and timeline for this project are the deliverables outlined in the RFP. The library may solicit additional services outside the range of this proposal.**
40. **Scope of Work-** please provide how many Library facilities under Prince George's County Memorial Library System (PGCMLS) and any anticipation of adding more facilities, as this could be critical to assess our overall effort and associated fee. **PGCMLS currently operates 19 branch libraries in addition to the law library at the County's Correctional Center. During the three-to-five-year period of the new strategic plan we could be opening our 20th branch to be located in Langley Park. Additionally, significant progress will be made in this time frame on a planned Central Library and Cultural Arts Center to be located on the [Blue Line Corridor](#).**
41. The goal is to create a roadmap for the library's growth and development over the next three to five years. In addition to addressing this scope, would it be beneficial to include a proposal for a future-focused innovation plan that extends beyond the initial three to five years? This would align with the practice of public libraries incorporating long-term visions for continuous innovation into their strategic planning. If so, should we include this as an optional service, along with the associated fee structure? **Our focus given our grant-funding and timeline for this project are the deliverables outlined in the RFP. The library may solicit additional services outside the range of this proposal.**
42. Advising on the creation and implementation of diversity and technology plans to support the strategic plan. Given that public library systems in the U.S. frequently incorporate strategic planning processes aimed at aligning their operations with

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evolving community needs, technological advances, and resource accessibility, should we assume that part of this advisory role includes developing a strategy to progressively adopt digital platforms, AI tools, and automated systems to enhance library services? If so, should this be included as a core service or presented as an optional component with an associated fee? **We anticipate the selected consultant will advise us on the best ways to incorporate components of our technology plan into the larger strategic plan. The technology plan will be primarily developed by our internal staff team. This advising should be included as a core service.**

43. Conducting a thorough analysis of the library's current operations and services. To conduct a comprehensive analysis of the library's current operations and services, it would be beneficial to include an evaluation of existing facilities, operational processes and procedures, staffing, organizational structure, and technology use. Should we therefore assume that the consultant team will need to assess all current library facilities, spaces, square footage, staffing levels, organizational efficiency, and technology implementation, in comparison to the population and customer base served? **Yes, the selected consultant will be provided with the required data on current library facilities, spaces, square footage, staffing levels, technology provided, customer/population, etc., to aid in their analysis.**
44. What staffing resources will be available from PGCMLS? **PGCMLS envisions a collaborative process between library staff and the selected consultant. We would anticipate that library staff would be highly involved in conducting community engagement, providing data, etc.**