



Belvedere  
Tiburon  
**Library**

# **REQUEST FOR PROPOSAL**

# **STRATEGIC PLAN CONSULTANT**

Issue Date: June 21, 2023  
Proposal Due: July 20, 2023, 4:00 pm

Crystal Duran, Library Director  
1501 Tiburon Blvd.,  
Tiburon, CA 94920  
[www.beltibrary.org](http://www.beltibrary.org)



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**REQUEST FOR PROPOSAL**  
**Strategic Plan Consultant**

**OVERVIEW**

The Belvedere Tiburon Library Agency (BTLA) seeks a consultant to develop the library's first strategic plan. The comprehensive plan should include a mission, vision, goals and priorities, measurable objectives, and strategies. The strategic plan should capture the community's evolving needs, improve alignment between the Library and Library Foundation, and address strategies through a triple-bottom-line sustainability framework that includes environmentally sound, economically feasible, and socially equitable practices. The plan will consist of recommendations in several areas, including but not limited to library collections, programs, capacity, and resources. The strategic plan should be achievable within three years and provide staff and the public with a document that demonstrates goals and priorities and informs financial planning. The cost to complete the project should not exceed \$40,000.

**I. LIBRARY BACKGROUND**

The Belvedere Tiburon Library Agency (BTLA) is a Joint Powers Agency of the City of Belvedere and the Town of Tiburon established in 1995. BTLA is the legal governing body of the library, consisting of seven trustees: three appointed by the Town of Tiburon ("Town"), three appointed by the City of Belvedere ("City"), and one appointed by the Reed Union School District. Prior to the JPA, the library was a branch of the Marin County Free Library; however, residents elected to separate from the County for local control of library activities and services. In 1997, a library facility was built at 1501 Tiburon Blvd., funded by a bond measure and private donations. In 2022, the library was renovated and expanded to include a Teen Room, Makerspace, more extensive program space, a used book store, staff work areas, an art gallery, and meeting rooms. The renovation also included a redesign of an outdoor plaza, park, and public parking lot shared with the Town of Tiburon. The \$18.3 million renovation was primarily funded by private donations and supplemented with contributions from the Town and City and a \$3 million loan. The Covid-19 pandemic and renovation design changes caused the expansion to last longer than planned, and the community had limited access to library services and programs from 2020 to 2022.

The library's mission is to *provide library services now and in the future that will encourage and support a literate, enlightened and cultured community*. The library primarily serves

approximately 11,100 residents of Belvedere and Tiburon. The collection includes over 50,000 physical items, including books, audiobooks, DVDs, vinyl records, laptops, and e-Readers. Cardholders can also access digital resources such as eBooks, digital magazines, popular online newspapers, movies, and research databases. Cardholders can reserve and use small study rooms, a memory digitization station, and a sound recording booth in the library. Educational and engaging programs for all ages are offered daily. The library is a member of [MARINet](#), a consortium of seven public libraries and two academic libraries in Marin County, which operates a shared library catalog and shares physical and digital collections.

The library is staffed by full and part-time librarians and paraprofessional staff for 18.5 FTE. Prior to the pandemic and construction, the library had a strong volunteer base involved with all aspects of the library, including programming. Now, volunteers staff the used book store, assist with sorting and book mending, and the library art gallery. The library's first director, Deborah Mazzolini, retired in 2022 and was succeeded by Crystal Duran.

The library is funded through dedicated property taxes and a special parcel tax. Annually, variable funding is available through ERAF, grants, and private donations. The Belvedere Tiburon Library Foundation, a 501(c)3 not-for-profit corporation, raises funds for the library through special events, annual giving, used book sales, and sales from the library art gallery. The library is within the top 10 libraries in California for per capita spending.

## **II. SCOPE OF WORK**

BTLA seeks a consultant to provide end-to-end project management for strategic planning across various activities. These include designing and implementing the process, keeping tasks on schedule, and providing subject matter expertise. Proposals must detail a work plan and methodology with the following major tasks; the proposer may include additional ideas for strategic planning to strengthen the overall approach.

### **Major Tasks**

- Gain an in-depth understanding of the Library's organizational structure, capacity, resources, services, and programs. Assess the Library's inputs, outputs, and performance measures relative to public libraries serving communities of similar size, with similar demographics, and with similar socioeconomic and cultural dynamics.
- Perform an environmental analysis of the political, economic, and social factors affecting the Library.
- Facilitate an in-person strategic planning session with the Library Board, select staff, and Library Foundation members to define a new mission and vision.
- Design and implement an effective method to gather community input and data to identify community perspectives, needs, and opportunities. Data collection and analysis should include surveys, focus groups, stakeholder interviews, and library usage data. The community input process must target library users and non-library users. The proposed method should consider opportunities for staff to be involved in data collection.

Key stakeholders include but are not limited to library staff, BTLA, the Library Foundation, the Town of Tiburon, the City of Belvedere, Reed Union School District, The Ranch (Belvedere Tiburon Joint Recreation Committee), and the Tiburon Chamber.

- Evaluate data to identify goals and priority areas. Facilitate a planning session with library staff to determine measurable outcomes and strategies to achieve goals.
- Develop a communications plan addressing major strategic planning steps and results.
- Prepare and present the final strategic plan to the Library Board.

### **Deliverables**

- Finalized scope of work and timeline
- Data collection and evaluation plan
- Detailed communications plan
- Summary reports of library environmental assessment, key strategic planning sessions, and data analysis
- Draft and final executive summary and comprehensive three-year strategic plan that includes a mission, vision, goals and priorities, measurable objectives, and strategies. The plan should address strategies through a triple-bottom-line sustainability framework that includes environmentally sound, economically feasible, and socially equitable practices. The plan must be informed with data from the community, staff, BTLA, and the Library Foundation.
- Final presentation materials

### **Timeline**

The project should begin in August 2023, with a final strategic plan delivered to BTLA in January 2024. The in-person facilitated mission and vision planning session with the Library Board, select staff, and Library Foundation should take place in September 2023.

## **III. PROPOSAL REQUIREMENTS**

Proposers interested in providing the services described above are requested to submit the following complete information:

- A cover letter with a brief description of the firm or individual and the primary contact's name, address, telephone number, and email address. *Not to exceed one page.*
- An executive summary with proposal highlights that convey the proposers' understanding of the purpose and expected outcomes of the project. The summary should clearly state that the proposer has carefully reviewed the RFP and is willing to provide all necessary services and materials. *Not to exceed two pages.*
- A list of key personnel involved in the process and a summary of qualifications and experience related to the RFP. Successful proposers and their subcontractors will have demonstrated expertise in strategic planning, public library operations, government organizations, technology, and facilities. Experience with library Friends and Foundation groups is highly desired. *Summary not to exceed four pages. Include resumes of all key personnel, limited to three pages each.*

- A detailed work plan that describes the proposed methodology, tasks, deliverables, and timeline. *Not to exceed six pages.*
- An itemized schedule of costs for all services not exceeding \$40,000. The selected proposal should outline the strategy for reporting and billing costs to the library as the project proceeds. *Not to exceed two pages.*
- A minimum of three references for similar work, including the dates and types of services performed. Include the name, title, email, and telephone number of persons who may be contacted. *Not to exceed one page.*
- Provide two samples of an executed Strategic Plan where the proposer was the project lead; one example must be specific to libraries.
- Additional documentation - Proposers are welcome to provide other supporting documentation to assist in the selection process. *Not to exceed three pages.*

#### **IV. SELECTION CRITERIA**

The Long-Range Planning Committee and select library staff will evaluate proposals. The Committee reserves the right to ask clarifying questions of proposers. All proposers should be available to meet virtually during the review process if necessary.

The following criteria will be utilized to review proposals:

- Compliance with the RFP.
- Responsiveness to and understanding the Scope of Work, Deliverables, and Timeline.
- Quality of work plan, methodology, and overall approach, integrating a triple-bottom-line sustainability framework that includes environmentally sound, economically feasible, and socially equitable practices.
- Demonstrated experience in conducting successful strategic planning projects for libraries.
- Expertise in public library operations, trends, technology, facilities, and Friends and Foundation groups.
- Proven ability to meet deadlines and overall timelines and operate within budget.
- Strong community group facilitation skills and experience facilitating workshops with diverse stakeholders.
- Cost to complete the project is not to exceed \$40,000.
- Readability and organization of the proposal.
- References, contacts, and provided samples.

#### **V. CONTRACT AWARD**

The award, if made by BTLA, will be to the proposer offering the proposal deemed to provide the best value to BTLA, with price and other factors listed in the Selection Criteria considered. The selected proposer must agree to enter a contract for professional services with BTLA. A sample contract for services is attached.

## VI. RFP STANDARDS

The following standards and special conditions apply:

- All materials submitted in response to the RFP shall become the property of Belvedere Tiburon Library Agency. The organization's Proposal and the RFP shall become part of any contract negotiated with the successful organization unless modified in writing by the contract.
- By submitting a proposal, each proposer understands and agrees that BTLA is subject to the California Public Records Act, which provides that proposals submitted to public agencies are disclosable public records once a contract award has been agendized for consideration at a public meeting. Proposals shall not contain trade secrets.
- BTLA will not reimburse the costs of preparing any proposals.
- BTLA reserves the right to cancel the contract award at any time before the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for costs incurred in preparing and submitting the proposal.
- BTLA reserves the right to reject any or all responses to this Request for Proposal.
- No Library board or staff member shall have a financial interest in this proposal.
- In disputes over differences of opinions as to the services in the proposal, the decision of BTLA shall be final.
- BTLA reserves the right to negotiate and may ask for clarification in the proposal if needed.

### Schedule

The following schedule has been set for the RFP process:

RFP Issue Date	June 21, 2023
Deadline to submit requests for clarification	June 30, 2023, 5:00 pm
Responses to clarification posted online	July 5, 2023
Proposals due	<b>July 20, 2023, 4:00 pm</b>
Proposal review and selection	July 28, 2023
Contract award	August 2023

### Requests for Clarification

Questions and requests for clarification concerning the RFP shall be submitted by email no later than 5:00 pm on June 30, 2023, to Crystal Duran, Library Director, [cduran@beltiblibrary.org](mailto:cduran@beltiblibrary.org), with the subject line "RFP Strategic Plan Consultant." Confirming receipt of questions is the responsibility of the submitting proposer. BTLA shall not be responsible for any errors or

ambiguities in the RFP. Any proposer shall not consider a failure of BTLA to respond to any request for clarification that BTLA agrees or disagrees with any statement which may be contained in the request for clarification.

All clarifications to the RFP will be posted online at <https://www.beltiblibrary.org/about-us/board-meetings/financial-organizing-documents> by July 5, 2023. Any information provided after the distribution of the RFP is for clarification only and not binding on BTLA.

### **Submission**

Proposals can be submitted by email to Crystal Duran, Library Director, [cduran@beltiblibrary.org](mailto:cduran@beltiblibrary.org), or in hard copy by mail. The deadline for all proposals is **4:00 pm on July 20, 2023**.

Hard copy submissions must be submitted to:

Crystal Duran, Library Director  
Belvedere Tiburon Library  
1501 Tiburon Blvd.,  
Tiburon, CA 94920

If submitting a hard copy, five copies must be received by the deadline. Hard copy submissions must be received in a sealed package appropriately marked with the proposal title and name and address of the proposer by **4:00 pm on July 20, 2023**. Any proposals received after the deadline will not be reviewed or returned.



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## **EXHIBIT A**

# **SAMPLE CONTRACT FOR PROFESSIONAL SERVICES**



**BELVEDERE TIBURON LIBRARY AGENCY**

**CONTRACT FOR SERVICES**

**1. Parties and Effective Date**

This contract (hereinafter referred to as "Contract") is by and between THE BELVEDERE TIBURON LIBRARY AGENCY (hereinafter referred to as "BTLA") and \_\_\_\_\_(hereinafter referred to as "Contractor"). BTLA and Contractor may hereinafter be collectively referred to as the "Parties."

This Contract shall commence on the date that the Contract is fully executed by the Parties, and shall remain and continue in effect until tasks described herein are completed, unless sooner terminated pursuant to the provisions of this Contract.

**2. Services to be performed and Price**

The services (hereinafter "Services") to be performed by Contractor, and the price to be paid by BTLA, are described in **Exhibit A** attached hereto and incorporated as though fully set forth herein.

**3. Indemnification**

Contractor shall indemnify, defend and hold harmless BTLA, its assigns, officers, officials, directors, employees and agents, and each of them harmless from any and all actions and causes of actions, claims, demands, liabilities, losses, judgments, damages or expenses, of whatsoever kind and nature, including interest and attorney's fees and all other reasonable costs, expenses and charges that the indemnified party shall or may at any time, subsequent to the date of the Contract, sustain or incur, or become subject to by reason of any claim or claims for any reason resulting from Contractor carrying out or failing to carry out the terms and conditions of this Contract and/or performing the Services.

**4. Termination**

This Contract may be terminated in whole or in part, in writing, upon 30 days written notice to the other party at their usual place of business.

**5. Insurance**

Contractor agrees to provide adequate Worker's Compensation Insurance on any and all of its employees. Contractor agrees to provide general and automobile liability insurance indemnifying and holding the BTLA, its agents, employees and tenants harmless, with no less than one million dollars (\$1,000,000.00) per occurrence of combined bodily injury and property damage coverage. Contractor shall name BTLA officials, agents, employees and volunteers as additional covered parties on all insurance policies.

All of Contractor's insurance policies shall be issued by companies authorized to do business under the laws of the state in which the work or any portion of the work is performed, shall be in form satisfactory to BTLA, shall be primary to any other insurance, and shall contain a provision prohibiting cancellation, termination, or modification except upon at least 30 days prior written notice to BTLA.

## **6. Subcontracting**

Contractor is responsible for the performance of Contract in its entirety and shall not subcontract any of the Services without written consent from BTLA.

## **7. Fair Employment**

Contractor shall neither fail to hire nor dismiss from employment on the work herein specified any person because of race, national origin, sex, sexual orientation, or creed.

## **8. Survival**

All obligations arising prior to the termination of this Contract and all provisions of this Contract allocating responsibility or liability between Contractor and BTLA shall survive the completion of Services hereunder and the termination of this Contract.

## **9. Interpretation, Severability**

The headings used in this Contract are for convenience only and shall not be construed in interpreting this Contract. Whenever the context so requires, the masculine shall include the feminine and neuter, and the singular shall include the plural and conversely.

If any portion of this Contract shall be held invalid or inoperative, then, so far as is reasonable and possible:

1. The remainder of this Contract shall be considered valid and operative; and
2. Effect shall be given to the intent manifested by the portion held invalid or inoperative

## **10. Binding Effect, Assignment**

This Contract shall bind the successors and permitted assigns of Contractor. Neither party may assign this Contract without the prior written consent of the other party.

## **11. Entire Contract**

The Parties acknowledge that each has read this Contract, understands it, and agrees to be bound by its terms. The Parties further agree that this Contract, including exhibits attached to it, and any modifications made pursuant to it, constitute the complete and exclusive written expression of the terms of the Contract between the Parties and supersedes all prior or contemporaneous proposals, oral or written, understandings, representations, conditions, warranties, covenants, and

all other communications between the Parties, by any usage of trade or custom or by any prior or existing course of dealings between the Parties pursuant to this Contract or otherwise.

## **12. Amendments**

This Contract may be amended in whole or part only by an agreement in writing signed by both BTLA and the Contractor.

## **13. Duplicate Counterparts**

This Contract may be executed in counterparts, each of which shall be an original and all of which together shall constitute one and the same instrument.

## **14. Governing Law**

This Contract and the rights of the Parties hereunder shall be governed by and construed in accordance with the laws of the State of California, including all matters of construction, validity, performance, and enforcement, and without giving effects to principles of conflict of laws.

## **15. Dispute Resolution**

All claims, disputes, or any other matters in controversy between the Parties arising out of or in any way related to this Contract shall first attempt to be resolved by informal telephonic or written communication between the Parties. In the event that informal techniques do not resolve a dispute, all Parties agree that any dispute will be submitted to mediation, prior to pursuing any other remedies provided by law.

## **16. Cost and Attorney's Fees**

In any action between the Parties arising out of or connected with this Contract, including any arbitration proceeding, the prevailing party in such action shall be awarded, in addition to any damages, injunctions, or other relief, its costs and expenses, not limited to taxable costs, and reasonable attorneys' fees.

## **17. Independent Contractor**

(a) Contractor is and shall at all times remain as to the BTLA a wholly independent Contractor. The personnel performing the services under this Contract on behalf of Contractor shall at all times be under Contractor's exclusive direction and control. Neither BTLA nor any of its officers, employees, or agents shall have control over the conduct of Contractor or any of Contractor's officers, employees, or agents, except as set forth in this Contract. Contractor shall not at any time or in any manner represent that it or any of its officers, employees, or agents are in any manner officers, employees, or agents of the BTLA. Contractor shall not incur or have the power to incur any debt, obligation, or liability whatever against BTLA, or bind BTLA in any manner.

(b) No employee benefits shall be available to Contractor in connection with the performance of this Contract. Except for the fees paid to Contractor as provided in the Contract, BTLA shall not pay salaries, wages, or other compensation to Contractor for performing services hereunder for BTLA. BTLA shall not be liable for compensation or indemnification to Contractor for injury or sickness arising out of performing Services hereunder.

## **18. Legal Responsibilities**

The Contractor shall keep itself informed of State and Federal laws and regulations which in any manner affect those employed by it or in any way affect the performance of its service pursuant to this Contract, including, but not limited to, all provisions of the Fair Labor Standards Act, the Americans With Disabilities Act, the federal Family and Medical Leave Act, the California Labor Code, the California Fair Employment and Housing Act, and the California Family Rights Act. The Contractor shall at all times observe and comply with all such laws and regulations.

The Contractor shall indemnify, defend, and hold harmless the BTLA and its agents, officers, and employees from any and all liability, including, but not limited to, wages, overtime pay, liquidated damages, penalties, court costs, and attorneys' fees arising out of or connected with any and all work performed by the Contractor's employees and/or independent contractors for which the BTLA may be found jointly or solely liable. The BTLA, and its officers and employees, shall not be liable at law or in equity occasioned by failure of the Contractor to comply with this Section.

## **19. Undue Influence**

Contractor declares and warrants that no undue influence or pressure is used against or in concert with any officer or employee of the BTLA in connection with the award, terms or implementation of this Contract, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the BTLA will receive compensation, directly or indirectly, from Contractor, or from any officer, employee or agent of Contractor, in connection with the award of this Contract or any work to be conducted as a result of this Contract. Violation of this Section shall be a material breach of this Contract entitling the BTLA to any and all remedies at law or in equity.

## **20. No Benefit to Arise To Local Employees**

No member, officer, or employee of BTLA, or their designees or agents, and no public official who exercises authority over or responsibilities with respect to the Services during his/her tenure or for one year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for work to be performed in connection with the Services performed under this Contract.

## **21. Permits and Licenses**

At all times during the term of this Contract, Contractor shall have in full force and effect, all licenses required of it by law for the performance of the Services.

At all times during the term of this Contract, Contractor shall have in full force and effect, all permits required of it by law for the performance of the Services.

**22. Drafting Presumption**

The Parties hereby agree that this Contract shall be construed to have been drafted by all Parties to it so that the rule of construing ambiguities against the drafter shall have no force or effect. The Parties hereby waive California Civil Code section 1654, which reads:

IN CASES OF UNCERTAINTY NOT REMOVED BY THE PRECEDING RULES, THE LANGUAGE OF A CONTRACT SHOULD BE INTERPRETED MOST STRONGLY AGAINST THE PARTY WHO CAUSED THE UNCERTAINTY TO EXIST.

**My signature below indicates that I have read, agree to, and fully understand the above terms and their binding nature. My signature below further indicates that I have full authority to enter into this Contract and to bind any entity for which I sign:**

**CONTRACTOR**

**BTLA**

**SIGNATURE:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_