

KANSAS CITY PUBLIC LIBRARY

REQUEST FOR PROPOSALS FOR A COMPREHENSIVE STRATEGIC PLAN

January 13, 2025



Kansas City
Public Library

14 West 10th Street
Kansas City, Missouri 64105

Proposals will be accepted until:
11:00 a.m. (Local Time)
Friday, February 7, 2025

REQUEST FOR PROPOSALS

FOR COMPREHENSIVE STRATEGIC PLAN

Instructions to Vendors

General Instructions

The Kansas City Public Library (“Library”) invites qualified applicants to submit proposals for a comprehensive strategic plan.

Submission of Proposal

Proposals may be submitted in hard print copy and/or email, to be received no later than 11:00 a.m. (Local Time) Friday, February 7, 2025. All correspondence should be marked “**KCPL Comprehensive Strategic Plan.**” Please note that if you are submitting your proposal by email, the Library must receive the email no later than 11:00 a.m. (Local Time). If submitting a hard print copy of your proposal, copies may be mailed or delivered to the “Official Contact” address below.

Official Contact

Any questions concerning this Request for Proposal (“RFP”) should be submitted via email to:

Jessica Addo
Kansas City Public Library
14 West 10th Street
Kansas City, MO 64105
816-701-3563
jessicaaddo@kclibrary.org

All questions concerning this RFP must be received no later than Friday, January 24, 2025 by 5:00 p.m. (Local Time).

Ownership of Documents

Any reports, studies, conclusions, and summaries prepared by the Proposer through the course of this RFP shall become the property of the Library.

Confidentiality of Information

Any proprietary information furnished by a Proposer to the Library that is designated confidential shall be treated as confidential to the Library to the extent allowable by law.

RFP Awards

The Library reserves the right to accept or reject any and all proposals, to make a partial award, or to make a multiple vendor award. The acceptance or rejection of any or all proposals and the making of an award or a partial award will be at the sole discretion of the Library. The Library

reserves the right to request additional information. The contract shall be awarded to the qualified Proposer(s), whose proposal (which may include and incorporate the outcome of any subsequent negotiations), is determined to be in the best interests of the Library.

Addenda/Cancellation

The Library may modify or cancel the RFP at any time prior to the RFP due date by issuance of an Addendum or Cancellation to all Proposers who are participating in the process at the time the Addendum/Cancellation is issued. Addenda will be made available and Cancellations will be posted on the Library's RFP/RFQ website (currently: <https://www.kclibrary.org/public-notices>). Proposers should monitor the Library's RFP/RFQ website for updates/information/addenda/cancellations. Verbal modifications to the RFP specifications shall not be binding upon the Library.

Clarification of Proposals

The Library reserves the right to obtain clarification of any point in the proposal or to obtain additional information necessary to properly evaluate a particular proposal. Failure of a Proposer to respond to such a request for additional information or clarification could result in rejection of the proposal.

Method of Selection

Award will be made to the most responsive and responsible Proposer offering the best value and most economical proposal as defined by the Library. In general, the following criteria will be used: **price, qualifications, service approach, and the experience of the Proposer**. Per Library policy, a preference will be given to local vendors and minority/women business enterprises (M/WBE).

After the Library's initial evaluation of proposals, select proposals will undergo a detailed review and evaluation. As part of this detailed review of proposals, selected Proposers may be required to make oral presentations of their proposals to the Library. These presentations provide an opportunity for the Proposers to clarify the proposals.

The Library will negotiate with the selected Proposer(s) for mutually agreeable terms for the Library's Comprehensive Strategic Plan before making an award. Negotiation could include, but not be limited to, price and the terms and conditions of the RFP.

Acceptance of RFP Terms

A proposal submitted in response to this RFP shall constitute a binding offer. The Proposer shall identify clearly and thoroughly any variation between its offer and this RFP. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance. Proposer's authorized representative may withdraw proposals only by written request received before the proposal due date.

Proposal Validity Period

Each proposal shall be valid for a period of sixty (60) days from the proposal due date.

Non-Collusion

Proposer(s) certify that this proposal had been arrived at independently and has been submitted without collusion designed to limit independent bidding or competition.

Hold Harmless

The Proposer shall hold harmless, defend, and indemnify the Library and the Library's officers, agents, and employees against liability that may be imposed upon them by reason of the Proposer's failure to provide worker's compensation coverage and liability coverage.

General Specifications

The Library requests a written response to this Request for Proposal ("RFP") to identify a consultant experienced in working with a large metropolitan library or nonprofit to assist the Board of Trustees, Chief Executive and Library staff in the development of a comprehensive strategic plan.

The selected consultant should demonstrate a deep understanding of public and mission-focused organizations, the importance of fiscal responsibility of taxpayer investment, and the rapidly evolving role of libraries within their communities.

Background

Established in 1873, the Library is Kansas City's oldest cultural institution and for the first 112 years of its existence, operated as a department of the Kansas City Missouri school system. In 1986, the Library became its own political subdivision.

Today, the Library primarily serves Kansas City, Missouri (population 510,704), as well as a portion of Independence, Missouri and Sugar Creek, Missouri through its Central Library, 9 branch libraries, a digital library, and a variety of outreach and mobile services. The Library's annual operating budget is approximately \$30 million composed primarily of property tax revenues and contributed funds. In the 2024 fiscal year, 1.3 million people visited a Kansas City Public Library location and 89,000 attended in-person programs across all age groups (adults, juveniles, and teens).

The Library is governed by a nine (9) member Board of Trustees that includes seven (7) members appointed by the Mayor of Kansas City, one (1) member appointed by the Mayor of Independence, and one (1) member appointed by the Mayor of Sugar Creek.

The Kansas City Public Library District, an urban public library district organized under Sections 182.701-182.723 of the Revised Statutes of Missouri, serves as a reliable community resource and a center for intellectual freedom serving primarily the residents of the Kansas City Public Library District and secondarily, the residents of the larger metropolitan area by acquiring, organizing and disseminating books, non-print materials, and services that educate, enrich, entertain and inform, free of charge to our cardholders.

On December 5, 2023, the Library marked its 150th anniversary. This publication (<https://kclibrary.org/150/magazine>) provides a vital snapshot of the Library's work – past and present – including information about all branch locations and programming offered by the Library. Find more about Library services and programming at www.kclibrary.org, and past annual reports can be found at www.kclibrary.org/about

Current Branch Locations

The Kansas City Public Library currently consists of ten (10) Library locations, a digital branch, a mobile services facility, and an administrative annex facility.

The location and operating hours for our branches can be found by visiting:

<http://www.kclibrary.org/branches>

Methodology

The Library requests details concerning the methodology the consultant will use to generate a comprehensive strategic plan. The proposed methodology must include:

- Structure of the strategic planning process, including mission, vision and values facilitation and reference to any specific planning methods utilized
- Feasible approaches to engage Kansas City communities, Library staff and the Board of Trustees in the strategic planning process.

Scope of Work

The consultant will solicit, collect, analyze, and interpret data and input from Library staff, the Board of Trustees and community stakeholders regarding the current state of Library services and their aspirations for the Kansas City Public Library as a vital community resource. The consultant will facilitate a consensus-building process and assist the organization in reviewing and revising the Library's existing mission, vision, and values to develop a 5-year plan, scheduled to be in effect FY 2026 through FY 2030.

- **Outreach, Communications, and Engagement:** For the plan to be useful for its life cycle, meaningful and productive engagement will be essential to understand the ambitions, needs, and desired outcomes of Kansas City Public Library leadership, all staff, the Board of Trustees, and community stakeholders across the Library district.
 - Review and revise the Library's vision, mission, and values through engagement and input from the Board of Trustees, Library leadership, and staff.
 - Develop a robust outreach strategy to gather diverse community perspectives through interviews, focus groups, surveys, or other tools that do not require in-person participation.
 - Create written reports of all engagement activities, including methodologies, findings, and analytical summaries of the gathered input used to develop the strategic plan.
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- **Data:** Library staff maintain or have access to a substantial amount of data and information that will be needed for analysis and inclusion as part of the strategic plan's

development. The consultant is responsible for requesting, seeking, and utilizing all underlying data necessary.

- Review relevant past efforts and related documents.
 - Analyze available demographic data on Library usage and projections, with an emphasis on racial equity, access, and community needs.
 - Incorporate information and insights gathered through concurrent Facilities Planning process where appropriate and correspondingly, share information and data as appropriate.
 - Utilize best and leading practices from peer urban libraries and industry organizations for Library services.
- **Plan Documents:** The comprehensive strategic plan should include, at minimum:
 - A revised vision and mission statement with values framed around equity, organization-wide goals, and annual priorities.
 - Community-centered objectives and success metrics for library programs, services, collections, and partnerships, including strategies to anticipate future demand and address resilience needs, across all library locations.
 - High-quality visual materials for the Board of Trustees and stakeholders, including appendices documenting the planning process, survey results, best practices research, 10 bound copies and digital access to the final comprehensive Strategic Plan.
- **Project Management:** To deliver the strategic plan successfully and efficiently, hands-on project management is expected to include, at minimum:
 - Establish a clearly defined project manager and team structure, including defined roles and expectations for Library leadership, staff, and Board of Trustees, and a stakeholder kick-off to understand strategic planning goals and context.
 - Develop and validate a detailed work plan with milestones for all deliverables, accompanied by regular project team meetings.
 - Document the process, engagement efforts, and deliverable development, with a clear submission deadline.
- **Presentation:** Provide support to the Kansas City Public Library in presentations on the strategic plan's development and content.
 - Develop materials and deliver content for at least one introductory overview, one interim presentation, and one final presentation to Library leadership, staff, and the Board of Trustees.
 - Ensure that presentation content is suitable for public availability on the Library website.

Proposal Content & Format

To provide a degree of consistency in review of the written proposals, Proposers are required to prepare their proposals in the format described below:

Proposal Response Form

An individual having full authority to execute the proposal and to execute any resulting contract for services (“authorized representative”) must complete and submit the attached Proposal Response Form (**Attachment A**) or submit a signed letter of transmittal that contains the same information and statements as indicated in the proposal response form. **Failure to submit Attachment A or an equivalent signed letter of transmittal may result in disqualification from consideration.**

Experience, Expertise and Capabilities

Give a background of the company’s or contractor’s experience and qualifications. This should include a brief history, the date founded, ownership and any subsidiary relationships. Also list the types of services the company or contractor is qualified to perform. Give examples of experience for similar services to other entities. If the company or contractor is a local Kansas City business, or if the company or contractor is a minority/women business enterprise (M/WBE), this should be noted in order to utilize the Library’s preference for local and M/WBE vendors.

Staffing and Management Plan: Plan outlining responsible parties for carrying out specific work tasks, including utilizing the Library’s sophisticated data tools, and identified project manager who will be responsible for assuring that tasks are completed on schedule, plus relevant qualifications of personnel to be assigned to the project.

Use of Subcontractors

The selected Proposer shall be solely responsible for all services as required by the RFP. Subcontractors, if any, will be the responsibility of the Proposer and the role of subcontractors must be clearly identified in the proposal. The Library may factor this information in the evaluation of the service approach of the Proposer. The use of a subcontractor(s) does not relieve the selected Proposer of liability under this contract (see **Indemnity, Licenses & Releases** in the **Terms and Conditions** section).

Service Approach

The specific approach and methods the firm will use to complete the project, proposed work schedule, timeline for deliverables, and a list of any products. Include information about how the Library’s staff will be trained to utilize the proposed solution and the timeline for solution implementation. This response should demonstrate an understanding of the Library’s needs.

Cost/Charges

Submit a detailed breakdown of all costs and charges involved in completing the proposed scope of work. The cost breakdown should clearly list all charges associated with completing the desired Scope of Work. The Library relies on the Proposer to assure that all charges to complete the Scope of Work are submitted in the proposal and that there are no hidden costs or charges that will be incurred by the Library.

Authorized Representative

Include the name, title, and contact information of the person in your organization authorized to negotiate contract terms and render binding decisions on contract matters.

References

Submit information regarding three (3) comparable projects that the vendor has completed as the prime contractor within the last five (5) years. The projects shall indicate the start and completion dates, services and equipment provided, project costs, contract term, warranty, and benefits to the owner. Please provide contact information for each reference.

Timeline and Final Key Deliverables

The timeline should account for planning, internal and external stakeholder engagement, and final reporting. The full plan is expected to take nine (9) months, with the goal of completion within six (6) months.

- January 13, 2025: RFP Issued
- January 24, 2025: Deadline for Pre-Submittal Questions
- February 7, 2025: Submittal Deadline
- February-March 2025: Review and Select
- March 18, 2025: Contract Approval by Board of Trustees
- April 1, 2025: Anticipated Project Start Date
- October 31, 2025: Expected Completion Date

The Library expects the following key deliverables from the consultant at the conclusion of the project:

- A written strategic plan integrating the elements described in this RFP
- A data package which incorporates all statistics, reports, surveys, technical evaluations, facilities usage data, drawings, and any other supporting data used during the planning process
- A presentation to the Board of Trustees, Library leadership, staff, and other stakeholders to communicate highlights of the strategic plan

All project deliverables will be provided in printed and electronic formats. All electronic material shall be provided in mutually agreed upon software formats. The final project and all related material shall be the sole property of the Library.

Terms and Conditions

Contract Term

The term of this contract will begin upon actual date of award and run through the negotiated contract term.

Contract Components

This RFP, the successful Bidder's response thereto, and any additional written modifications and/or stipulations mutually agreed upon by the Library and the successful proposal will constitute the final contract. During the contractual period, any changes to the conditions outlined in these materials must be approved in writing with the signatures of representatives from each selected bid(s) and the Library.

Disclosure of Confidential Information

Proposer acknowledges that, in and as a result of the consulting hereunder, Contractor will be making use of, acquiring and/or adding to confidential information of a special and unique nature and value relating to such matters as Library's systems, procedures, manuals, confidential reports, or other similar data, as well as the nature and type of processes and/or other services rendered by Library, hereinafter collectively referred to as the "Confidential Information". As a material inducement to Library to enter into this Contract, and to continue to engage Contractor hereunder and to pay to Contractor the compensation referred to herein, Contractor covenants and agrees that Contractor shall not, at any time during or following the cessation of his engagement hereunder, for whatever reason, directly or indirectly, divulge or disclose, for any purpose whatsoever, any of such Confidential Information which has been obtained by or disclosed to Contractor. Upon cessation of this Contract for whatever reason, all Confidential Information, whether in the form of documents, records, notebooks, invoices, statements or correspondence, including copies thereof, relating to the business of the Library then in Contractor's possession or control, whether prepared by Contractor or others, shall remain Library's exclusive property and will be delivered to and left with the Library.

Indemnity, Licenses & Releases

Contractor agrees to indemnify, defend, and hold harmless the Library, its representatives and customers from and against any and all suits, demands, liabilities, claims, actions, expenses, losses, and damages of any kind or nature whatsoever arising out of any negligent acts or omissions in connection with the Contract, caused by Contractor, its employees, agents, subcontractors, or caused by others for whom Contractor is liable, in the performance of the Services under this Contract.

Contractor will obtain and pay for all permits and licenses required by law that are associated with the Contractor's performance of Services.

Waiver of Subrogation

For all coverages, Contractor's insurer shall waive subrogation rights against the Library and its insurers.

Termination

Either party may terminate this Contract without cause upon thirty (30) days prior written notice to the other party. The Library reserves the right to cancel, for cause, this Contract without prior written notification. Cause for termination shall include the following: (1) violation by Contractor of any applicable federal, state, or local law, regulation, or ethical code; (2) Contractor's substantial under performance, as determined by Library; or (3) failure to comply with the provisions of this Contract. Library shall, where permitted by law, have the right to terminate the Contract immediately and without other cause or prior notice to Contractor in the event that Contractor does any of the following: (1) makes written admission of its inability to pay its debts or obligations as they become due; (2) files a voluntary petition in bankruptcy; (3) is adjudicated as bankrupt or insolvent; (4) seeks, consents to or acquiesces in the appointment of any trustee, receiver or liquidator of all or any substantial part of its business assets; (5) fails to actively operate its business for a period of more than seven (7) consecutive days without the prior written consent of Library; or (6) fails to maintain the insurance coverage required in this Contract. The Contract shall terminate immediately if it is no longer permitted by applicable laws, rules, or regulations, or if Library decides to limit or discontinue their operation for any reason.

Modification of Contract

No waiver or modification of this Contract or of any covenant, condition, or limitation herein contained shall be valid unless in writing and duly executed by the party to be charged therewith and no evidence of any waiver or modification shall be offered or received in evidence of any proceeding, arbitration, or litigation between the parties hereto arising out of or affecting this Contract, or the rights or obligations of the parties hereunder, unless such waiver or modification is in writing, duly executed as aforesaid, and the parties further agree that the provisions of this Section may not be waived except as herein set forth.

Codes, Laws, and Regulations

Contractor will comply with all applicable codes, laws, regulations, standards, and ordinances in force during the term of this Contract.

Adjustment of Services

The Library reserves the right to eliminate, reduce or otherwise adjust the scope of services provided by the Contractor.

Assignability

Neither this Contract nor any rights hereunder may be assigned by the Contractor without Library's prior written consent.

Governing Law

It is understood and agreed that the construction and interpretation of this Contract shall at all times and in all respects be governed by the laws of the State of Missouri. The parties agree that any legal action brought in connection with this Contract is to be maintained only in the Circuit Court of Jackson County, Missouri.

Insurance

Contractor shall purchase and maintain such insurance as will protect from the following: claims under Workers' Compensation laws, automobile liability, disability benefit laws or other similar employee benefit plans; claims or damages because of bodily injury, occupational sickness, disease or death of its employees; claims insured by usual personal injury liability coverage in amounts determined by applicable laws. All such insurance shall name the Library as an additional named insured and evidence of such insurance and renewals shall be provided to the Library.

Coverage Required	Limits per Occurrence
General Liability	\$1 million minimum coverage per occurrence and \$2 million aggregate, written on an occurrence basis.
Automobile Liability	\$1 million per occurrence, covering owned, hired, and non-owned automobiles
Worker's Compensation	Statutory

Contractor understands and agrees that the Library cannot save and hold harmless and/or indemnify the Contractor or its employees against any liability incurred or arising as a result of any activity of the Contractor or any activity of the Contractor's employees related to the Contractor's services under this Agreement. Therefore, the Contractor must acquire and maintain adequate liability insurance in the form(s) and amount(s) sufficient to protect the Library, its employees, its clients, and the general public against any such loss, damage and/or expense related to the services performed under this Agreement. The insurance coverage shall include general liability insurance in an amount of at least \$1,000,000 per occurrence and \$2,000,000 in the aggregate with endorsements including but not limited to risks of false imprisonment, malicious prosecution, libel, slander, and violation of right of privacy as well as the Missouri statutory requirements for works compensation insurance. Written evidence of the insurance shall be provided by the Contractor to the Library, the initial written evidence being attached hereto and marked as Exhibit A. The evidence of insurance shall include, but not necessarily be limited to: effective dates of coverage, limits of liability, insurer's names, policy numbers and endorsement by representatives of the insurance company. Evidence of self-insurance coverage or of another alternative risk financing mechanism is not permitted.

Independent Contractor

It is specifically agreed by the parties that the relationship of Contractor to Library is that of an independent contractor and that Contractor is not an agent, partner, or employee of the Library. Contractor acknowledges that Contractor is not entitled to receive from Library any tax withholding, workers' compensation, unemployment compensation, or any employee benefits, statutory or otherwise.

Access to Records.

Contractor shall maintain all fiscal records and any other records relating to this Contract in such a manner as to clearly document the Contractor's performance hereunder. Library or any

of its duly authorized representatives shall have access to any books, documents, papers, and records of the Contractor which are directly pertinent to this Contract for the purpose of making audits, examinations, excerpts, and transcriptions.

Federal, State, and Local Taxes, Licenses, and Permits

The Contractor will comply with all laws and regulations on taxes, licenses, and permits.

Other Considerations

Disputes

Should any doubt or difference of opinion arise between the Library and the successful proposal awarded this Contract as to the items to be furnished hereunder or the interpretation of the provisions of this RFP, the decision of the Library shall be final and binding upon all parties.

Prohibition of Public Benefits to Unauthorized Workers

Pursuant to State of Missouri's RSMO 285.530 (1), No business entity or employer shall knowingly employ, hire for employment, or continue to employ an unauthorized worker to perform work within the state of Missouri. Consultants shall comply with the provisions of Section 285.525 through 285.550 of the State of Missouri statutes and execute the notarized affidavit attached hereto as **Attachment B**, Affidavit of Work Authorization before the Agreement can be finalized.

Attachment A

PROPOSAL RESPONSE FORM

DATE _____

Bid of: _____, (herein after called Vendor), a Corporation/Partnership/an Individual doing business as

_____.

TO: The Kansas City Public Library (hereinafter called the Owner).

The Proposer, in compliance with your Request for Proposal for Comprehensive Strategic Plan and having examined the Request for Proposal and Scope of Work with related documents and being familiar with all of the conditions surrounding the work, hereby agrees to perform the work required by the project in accordance with the contract documents, within the time set forth in the Scope of Work, and at the price stated therein. These prices are to cover all expenses incurred in performing the work required by the contract documents, of which this proposal is a part.

Proposer acknowledges receipt of the following addenda in the event subsequently issued.

Submitted by authorized representative:

_____ Firm	_____ FEI/SSN
_____ Signature	_____ Typed Name & Title
_____ Address	_____ City, State, Zip Code
_____ Telephone	_____ Fax Number

Attachment B

AFFIDAVIT OF WORK AUTHORIZATION

I. _____, of lawful age and being first duly sworn my oath, state as follows to the Kansas City Urban Public Library District, a political subdivision of the State of Missouri:

1. In accordance with R.S.Mo. § 285.530(2) _____ (“Contractor”) is enrolled and will continue to participate in a federal work authorization program in respect to employees that will work in connection with the contracted service Comprehensive Strategic Plan (the “Project”) for the duration of the contract.

2. I also affirm that Contractor does not and will not knowingly employ any person who is an unauthorized worker in connection with the contracted services related to the Project for the duration of the contract, if awarded.

3. Furthermore, I also affirm that all subcontractors working on this contract for services to the Kansas City Urban Public Library District shall affirmatively state in writing in their contracts with Contractor that they are not in violation of R.S.Mo. § 285.530(1), and shall not thereafter be in violation. Alternatively, the subcontractor shall submit to the Contractor a sworn affidavit under penalty of perjury attesting that all employees are lawfully present in the United States.

FURTHER AFFIANT SAYETH NAUGHT.

(Signature)

Dated: _____

STATE OF)
) ss.
COUNTY OF)

Subscribed and sworn to before me this ____ day of _____, 20__.