



THE LONDON PUBLIC LIBRARY BOARD

Request for Proposal #20-01

Strategic Plan Facilitation and Consultation Services

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The London Public Library Board

Financial Services
251 Dundas Street
London, Ontario N6A 6H9
procurement@lpl.ca

February 3, 2020

SUBMISSIONS shall be received by The London Public Library Board (“Library”), no later than the closing time and date.

The following is a tentative schedule to assist interested Proponents with the anticipated schedule (dates and times) of significant events associated with this RFP process, in general. The Library reserves the right to alter the schedule at its sole discretion.

| | |
|---|--|
| Request for Proposal Number | RFP20-01 |
| Project Name | Strategic Planning Facilitation and Consultation |
| Question Period Closing Date and Time | Friday, February 14, 2020 at 2:00 p.m., EST |
| Closing Date and Time | Monday, February 24, 2020 at 2:00 p.m., EST |
| Interviews/Presentations (if required) | March 2020 |

1.0 Request for Proposal Details

1.1 Purpose

The Library is seeking proposals from qualified, experienced firms to provide guidance on the development of our 2021-2024 Strategic Plan.

The Library’s Purpose

Strengthens people and neighbourhoods by creating connections that enrich lives, inspire discovery, foster creativity, and expand possibilities.

London Public Library’s Values

Community

We are passionate about making a difference in our community, one person at a time, by enriching lives and empowering people through relevant, accessible, high quality Library services.

Corporate

Innovation, leadership, stewardship, transparency

1.2 Background

The Library is a board of the City of London, and is governed by a Board of Directors comprising of 9 citizens including 2 elected representatives from City Council. The CEO & Chief Librarian (“CEO”) reports to the Board and leads the Senior Team of 3 Directors and 8 Managers, who oversee the work of over 300 full and part-time employees. The Library’s annual operating budget is approximately \$23 million.

By leveraging the collective wealth of our community, the Library provides access to a collection of resources and tools that few could afford on their own. We are open to everyone and adaptable to the needs of the community. We are an unbiased and trusted provider of information and protector of intellectual freedom and, as such, a pillar of a democratic society. In our estimate, public libraries are the ultimate public good.

The Library’s 16 locations (Central Library and 15 branch locations) offer a breadth of library services for all ages, including physical and digital collections, programming, study rooms, meeting and event rooms, Wi-Fi hotspots, a musical instrument lending library, internet workstations, a technology centre with a recording studio and creative lab, Wi-Fi in all of our buildings and services to newcomers. In addition to these services, our branches serve as community hubs to diverse neighborhoods across the City of London and consistently have a positive impact on the quality of life of its residents.

The public library’s role in the community continues to evolve and the Library understand the importance of continuous community engagement - undertaking an extensive strategic planning process in 2013 in which “User First” became the rallying cry (see [latest strategic plan](#)).

Information gleaned from the new strategic planning process will assist in developing an updated identity and brand for the organization as we embark on a new decade of service to the City of London.

The strategic planning process will require direction from the Library Board of Directors followed by meaningful engagement with staff, key external stakeholders, and the community. The Library's Senior Team will serve as the project steering committee with the CEO serving as the committee chair. This team will be responsible for developing and composing the plan and submitting a final draft to the Library Board for approval.

1.3 Assumptions and Guiding Principles

The Library Strategic Plan will:

- Be the expression of the vision, ideas, needs and expectations of our community;
- Be anchored upon core values of universal access, inclusiveness, diversity, transparency, stewardship and accountability;
- Build on LPL's success in providing relevant, accessible, high quality library services;
- Support LPL's continued contribution to the City of London's strategic plan and its five areas of focus: Strengthening our Community, Building a Sustainable City, Growing our Economy, Creating a Safe London for Women and Girls and Leading in Public Service;
- Ensure that LPL's staffing, technology infrastructure, facilities and finances are sufficient and sustainable to meet the needs, expectations and demands for public library services in a time of ongoing significant sociological, technological, cultural, and economic change and fiscal constraints.

The Planning Process will:

- Draw upon the knowledge and expertise of Library Staff and the Board;
- Take into consideration existing best practices from public libraries across Ontario, Canada and internationally and selected organizations and partners from across business, education, government and nonprofit sectors.

1.4 Scope of Work

Consultant Deliverables

The role of the consultant will be to support the Library's strategic planning process by:

- Outlining the recommended methodology and schedule of work
- Facilitating initial plan development by the Senior Team

Strategic Planning Facilitation and Consultation Services

- Facilitating a board retreat designed to establish strategic priorities and determining whether purposes and values need revising
- Assisting in designing and undertaking the community and staff engagement process; This will include, but not be limited to
 - CEO Meetings with staff
 - Focus groups with key community partners
 - Developing an online survey
 - Limited face-to-face community engagement at select key library or community events
 - Limited targeted engagement of community members who aren't typically represented by surveys and events.
- Submitting a report of findings, making recommendations and presenting this report to the Steering Committee;
- In consultation with the Steering Committee, present findings and recommendations to the Library Board.

Library Responsibilities:

- Assist in scheduling meetings with community staff and board members
- Providing marketing and communication support
- Providing online and other technology support
- Staff assistance with distribution, collection and support of non-digital data collection
- Developing and composing the plan and submitting a final draft to the Library Board for approval.

1.5 Tentative Contract Schedule for 2020

| Event(s)/Meeting, etc. | Estimated Date |
|--|-----------------------|
| Plan Development with Senior Team | April |
| Board Retreat to Establish Direction | May |
| Engagement: Staff, Stakeholders, Community | May-August |
| Presentation to Senior Team | September |
| Update to Library Board | September |

1.6 Pricing

- a) The Library is seeking firm prices for the contract period.
- b) The Library is seeking pricing for the initial contract period, in cases where prices are not firm, the Library reserves the right to negotiate

and accept or reject any and all price increases. If price increases are deemed unacceptable, the Library reserves the right to cancel the contract with thirty (30) days written notice, without penalty.

- c) All prices must be stated in **Canadian** funds. Prices must also be inclusive of customs, duty and freight.
- d) HST shall not be included and shown as an extra.
- e) Quoted prices must incorporate all additional fees including, but not limited to; non-library digital platform fees, travel, transportation, catering, printing, etc. The Library will not pay any additional fees above the line item cost.

1.7 Contract Period

The Library is seeking to award a contract for six (6) months beginning April 1, 2020 and ending September 30, 2020

2.0 Submission Requirements

2.1 General Requirements

- a) The Library is requesting Proposals from firms who are both interested and capable of undertaking the project.
- b) The onus is on the Proponent to show their knowledge, understanding and capacity to conduct the work outlined in the RFP.
- c) Proposals will be assessed according to how well they assure the Library's success in relation to the RFP requirements. The detail and clarity of the Proposal will be considered indicative of the Proponent's expertise and competence.
- d) All information provided in response to this RFP must contain sufficient detail to support the services being proposed. Incomplete Proposals will not be considered.

2.2 Specific Requirements

- Confirmation that the firm can meet the Library's proposed timelines, with sufficient time allotted for collaboration with the library on drafts and revisions
- Proven experience in strategic plan development for government or not-for-profit organizations that leads to clear priorities and achievable goals

- Experience with public library strategic planning is considered a strong asset.
- Excellence in community, staff, and board consultation, including with under-represented groups.
- Excellence in information collection, synthesis and analysis
- Excellence in report writing and presentation

3.0 Evaluation Criteria

3.1 Evaluation Team

Proposals will be evaluated by the Evaluation Team, comprised of the following staff:

- Michael Ciccone, CEO and Chief Librarian
- Emily Schinbein, Director, Financial Services
- Nancy Collister, Director, Customer Services & Branch Operations
- Arlene Thompson, Senior Manager, Customer Services & Branch Operations
- Ellen Hobin, Manager, Communications

By responding to this RFP, Proponents acknowledge that the evaluation team is solely responsible for recommending the Successful Proponent(s) and the evaluation score is final.

3.2 Evaluation Process

Each Proposal will be evaluated by the Library on the basis of the information provided by the Proponent in its Proposal. Each Proposal will be reviewed to assess compliance with the requirements set out in this RFP. Evaluation results will be the property of the Library. The Library does not intend to disclose details of the evaluation results, under any circumstances.

After receipt of the Proposals, the Library may request clarification to ascertain a Proponent's understanding of, and level of responsiveness to, the Proposal for the purpose of the evaluation process.

The Library, in its sole discretion, may adjust the evaluation score or ranking of Proposals as an outcome of the clarifications. The Library reserves the right to limit clarification to any number of Proponents as determined by the Library regardless of the number of Proponents that submitted Proposals.

3.3 Submission Weighting

The Library will be using a two-step process in evaluating proposals. In step one, we will evaluate technical factors, which represents 80% of the final score. Proponents must score a minimum of 53% in step one or be eliminated from consideration. Documents supporting the proponent’s ability to meet requirements should be delivered in an envelope marked “*Envelope One.*”

Step two includes evaluation of financial information and represents 20% of the final score. Financial documentation should be delivered in a separate envelope marked “*Envelope Two.*”

If the Library deems it necessary, a presentation will be scheduled with each proponent that meets the pricing requirements. The length of presentation and other parameters will be shared with proponents at the conclusion of the pricing evaluation.

The table below outlines the evaluation criteria and the weighting for each component. Please see Section 2.0 for a list of specific requirements and Section 7.0 for a list of required documentation on which the evaluation will be based.

| Evaluation Categories | Weightings |
|--|-------------|
| TECHNICAL FACTORS | |
| Organization and Main Contacts Profile | 20% |
| Organizational Capacity | 10% |
| Strategic Planning Experience | 10% |
| Strategic Plan Development | 10% |
| Community Engagement | 10% |
| Information Collection, Synthesis and Analysis | 10% |
| Report Writing and Presentation Skills | 10% |
| TOTAL TECHNICAL FACTORS | 80% |
| FINANCIAL PROPOSAL | 20% |
| TOTAL SCORE | 100% |

3.4 Selection Process

- a) Receive written responses from Proponents
- b) Evaluate Proposals

- c) Interviews & Presentations
- d) Recommendation
- e) Agreement, Purchase Order or Contract Record

4.0 Submission Information

- a. Proposals must be received by Financial Services at the Library no later than the specified closing time and date.
- b. Proponents may edit or withdraw a submitted Proposal at any time up to the official closing time. Proponents are solely responsible to:
 - i. Make any required adjustments to their Proposal;
 - ii. Acknowledge the Addendum/Addenda; and
 - iii. Ensure the re-submitted Proposal is **RECEIVED** by Financial Services no later than the closing time and date.
- c. Proponents are to refer to *Standard Terms and Conditions*. The Proposal and any resulting purchase will be based on these conditions unless otherwise agreed to in writing. In the event of any conflict between the Standard Terms and Conditions and the terms or conditions of this Proposal document, the terms and conditions of this Proposal document shall prevail.
- d. The Library reserves the right to accept or reject any and all Proposals. The Library further reserves the right to award the contract as split-order, lump sum or individual-item basis, or such combination as shall best serve the interests of the Library in the opinion of the Director, Financial Services and the applicable Director/Manager, unless otherwise stated.
- e. Proposals are to remain firm for acceptance for a period of **ninety (90)** days from the closing date and time.
- f. Proposals containing prices which appear to be unbalanced as to likely affect the interests of the Library adversely may be rejected.

- g. The acceptance and award of the Proposal and execution of an agreement, contract or purchase order may be subject to the approval of the London Public Library Board.

- h. By submitting a Proposal, the Proponent acknowledges and accepts all the terms and conditions in this Proposal solicitation documentation and all policies and procedures in the Library's *Procurement Policy*.

5.0 Terms and Conditions

5.1 Questions/Addenda

- a) All questions, inquiries and clarifications regarding this Proposal to be submitted to Financial Services, London Public Library, 251 Dundas Street, London, Ontario, N6A 6H9 or procurement@lpl.ca. Inquiries must not be directed to Library employees or Board Members. Submitting inquiries outside Financial Services may result in your Proposal being rejected.
- b) The Library assumes no responsibility for any verbal (spoken) information from any Library staff or from any Consultant firms retained by the Library, or from any other person or persons who may have an interest in this Proposal.
- c) Amendments or changes to this RFP prior to the closing date and time stated herein will only be in the form of written addenda issued by the Library's Financial Services department and posted on the Library's website. It is the Proponent's sole responsibility to inform itself of any posted addenda.
- d) The Library makes no promise or guarantee that addenda will be delivered by any means to any Proponent. By submitting a Proposal, the Proponent acknowledges and agrees that addenda shall only be posted on the Library's website and it is the sole responsibility of the Proponent to check for said addenda.
- e) Where a request results in a change or a clarification to the RFP, the Library will prepare and issue an addendum. Addendum will be issued within the forty-eight (48) hours prior to closing – not including Saturdays, Sundays and Statutory Holidays observed by the Library for regular business hours **with the exception of an addendum postponing the closing or cancelling of this RFP**. Proponents that have submitted Proposals prior to the date and time cut-off for addenda issuance are solely responsible to monitor

the Library's website for further addendum and are therefore also solely responsible for submitting a complete new Proposal acknowledging any said addenda prior to the closing date and time of the RFP solicitation.

5.2 Cancellations

- a) The Library reserves the right, at its sole discretion, to cancel this contract with thirty (30) days written notice, without cause and without penalty.
- b) The Library reserves the right, at its sole discretion, to cancel this contract with seven (7) days written notice, with cause and without penalty.

5.3 Rights Reserved by the Library

- a) The lowest Proposal will not necessarily be accepted. The Library reserves the right to accept/reject any or all Proposals and/or reissue the RFP in its original or revised form.
- b) The Library reserves the right to modify any and all requirements stated in the RFP at any time prior to the possible awarding of a contract.
- c) The Library reserves the right to cancel this RFP at any time, without penalty or cost to the Library. This RFP should not be considered a commitment by the Library to enter into any contract.
- d) In the event of any disagreement between the Library and the Proponent regarding the interpretation of the provisions of the RFP, the Director, Financial Services or an individual acting in that capacity, shall make the final determination as to interpretation.

5.4 Non-Disclosure

Except as the Library may otherwise consent in writing, the Successful Proponent shall not use other than for the Library and not directly or indirectly publish or otherwise disclose at any time (except as the Proponent's duties for the Library require) either during or subsequent to the Proponent's work, any of the Library's appendices, attachments or other written material (whether or not conceived, originated, discovered, or developed in whole or in part by the Proponent).

5.5 Confidentiality

- a) Except as may be necessary in the performance of an order under this agreement, the Consultant shall not at any time or in any manner make or cause to be made any copies, pictures, duplicates, facsimiles or other reproduction or recordings of any type, or any abstracts or summaries of any reports, studies, memoranda, correspondence, manuals, records, plans or other written, printed or otherwise recorded material of the Library, or which relate in any manner to the present or prospective business of the Library. The Consultant shall have no interest in any of this material and agrees to surrender any of this material which may be in its possession to the Library immediately upon the termination of this Agreement or at any time prior to the termination upon the request of the Library.
- b) The Successful Proponent shall not at any time (except under legal process) divulge any matters relating to the business of the Library or any customers or agents of the Library which may become known to it by reason of its services under an order, orders or otherwise and shall be true to the Library in all dealings and transactions relating to the services contemplated by this agreement and any order. Furthermore, the Successful Consultant shall not use at any time (whether during the continuance of this agreement or after its termination) for its own benefit or purposes of, for the benefit or purposes of any other person, firm, corporation, association or other business entity, any trade secrets, business development programs, or plans belonging to or relating to the affairs of the Library, including knowledge relating to customers, clients or employees of the Library.

5.6 Ownership of Materials

Any work completed at the Library's expense or by the Library, on-site or remotely during the course of the project, including videos, training materials, reports, designs, custom applications, specifications or otherwise shall become the exclusive property of the Library.

5.7 Safety Requirements

- a) Adhering to the Requirements of the Occupational Health and Safety Act (OHSA) – The Successful Proponent will adhere to the requirements of the Ontario Occupational Health and Safety Act and their employees, who are to engage in the work to be

conducted, have an awareness of the roles and responsibilities set out in the OSHA.

- b) Compliance to Applicable Safety Regulations, Safety Guidelines and Safety Authorities Protocol Applicable to the Service Provided.

5.8 Joint Submissions

Joint submissions of two (2) or more firms are to be submitted as a single Proposal coordinated and submitted by the lead firm with the required information. The lead firm shall act as the Proponent in all contractual obligations of any resulting award and agreement, or as determined by the Library.

5.9 Nomination of Sub-Consultants or Sub-Contractors

- a) Unless otherwise stipulated in this RFP or any Addendum thereto, the Proponent shall indicate the names and addresses of all nominated sub-consultants or sub-contractors that it proposes to use in the provision of services and/or work contemplated by this RFP.
- b) The Library reserves the right to reject any sub-consultant or sub-contractors so nominated, without penalty or liability to the Library of any kind whatsoever.
- c) No change shall be made to the list of nominated sub-consultants or sub-contractors after the closing time of the RFP, without the prior written approval of the Library and only on such terms and conditions as the Library in the exercise of an absolute discretion may require.

5.10 Multiple Proposals

Proponents may submit more than one (1) Proposal. Each Proposal will be evaluated as a separate Proposal and each must meet all of the mandatory requirements of this RFP.

5.11 Verification of Information

The Proponent shall cooperate in the verification of information and is deemed to consent to the Library verifying such information.

The Library shall have the right to:

- a) Verify any Proponent statement or claim by whatever means the City deems appropriate, including contacting persons in addition to those offered as references.
- b) Access the Proponent's premises where any part of the work is to be carried out to confirm Proposal information quality of processes and to obtain assurance of viability.

5.12 Debriefing

Not later than thirty (30) days following the date of posting of a contract award notification in respect of the RFP, a Proponent may contact Financial Services requesting a debriefing from the Library.

The intent of the debriefing information session is to aid the Proponent in presenting a better Proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

Any request that is not timely received will not be considered and the Proponent will be notified in writing. The Library will not disclose submission information from other Proponents.

6.0 Requirements at Time of Execution

Subject to an award of the contract, the Successful Proponent is required to submit the following documentation in a form satisfactory to the Library for execution within ten (10) working days after being notified to do so in writing:

- a) Insurance Documents;
- b) Clearance Certificate from the Workplace Safety and Insurance Board (WSIB);
- c) Non-Disclosure Agreement.

If the Successful Proponent for any reason, defaults or fails in any matter or thing referred to under "Requirements at Time of Execution," the Library reserves the right to accept any other Proposal, advertise for new quotations or carry out the work in any way as the Library may, at its sole discretion, deem best.

6.1 Insurance

The Successful Proponent shall at its own expense obtain and maintain insurance until the termination of the contract. The Library requires evidence of the indicated insurance coverages.

The indicated policies will not be cancelled or permitted to lapse unless the insurer notifies the Library, in writing, at least thirty (30) days prior to the effective date of cancellation or expiry. The Library reserves the right to request such higher limits of insurance or other types of policies appropriate to the work as the Library may reasonable require.

- a) Comprehensive general liability insurance on an occurrence basis for an amount not less than five million (\$5,000,000) dollars and shall include the Library as an additional insured with respect to the Successful Proponents operations, acts and omissions relating to its obligations under this Agreement, such policy to include non-owned automobile liability, personal injury, broad form property damage, contractual liability, owners' and contractors' protective, products and completed operations, contingent employers liability, cross liability and severability of interest clauses.
- b) The Successful Proponent shall not commence work until such time satisfactory evidence of insurance has been filed with and approved by the Library's Financial Services department. The Successful Proponent shall further provide that evidence of the continuance of said insurance is filed at each policy renewal date of the duration of the contract.
- c) The Library reserves the right to request such higher limits of insurance or other types of insurance as it may reasonable require from time to time; failure to procure and maintain said insurance shall constitute a default under this agreement.
- d) The Successful Proponent shall carry professional liability insurance covering the work and services described in this Agreement, such policy to provide coverage for an amount not less than two million (\$2,000,000) dollars and shall continue for twelve (12) months following completion of work.
- e) The Successful Proponent shall indemnify and hold the Library harmless from and against any liability, loss, claims, demands, costs and expenses, including reasonable legal fees occasioned wholly or in part by any acts or omissions either in negligence or nuisance

whether willful or otherwise by the Successful Proponent, its agents, officers, employees or other persons for whom the Successful Proponent is legally responsible for.

6.2 Workplace Safety and Insurance Board (WSIB)

The Successful Proponent shall furnish a WSIB Clearance Certificate indicating their WSIB firm number, account number and that their account is in good standing. This form must be furnished prior to commencement of work, every ninety (90) days or upon receipt of a Clearance Certificate from WSIB throughout the contract and must be submitted with final invoice before payment is made. The Successful Proponent further agrees to maintain their WSIB account in good standing throughout the contract period.

6.3 Non-Disclosure Agreement

The Successful Proponent shall complete and submit to the Library a Non-Disclosure Agreement (NDA), Form.

7.0 Requirements at Time of Delivery of Proposal

7.1 Envelope One

- ***Proponents are required to submit one (1) electronic copy (on a USB) and four (4) hard copies of their proposal for "Envelope One."***
- The Respondent's performance record, listing work of a similar scope and providing the name of the clients, dates of service(s).
- Legal name of the lead firm, its office location, telephone number(s) and a brief history of the firm, including evidence of financial stability and viability;
- Identification of the principals of the lead firm who will be directly involved with the supplying of the services, including the main contact person or persons.
- Examples of consultation services provided - in particular any that involved public libraries – and the level to which your firm contributed to the plan development
- Examples of surveys, focus groups and other engagement opportunities that produced data vital to the development of strategic plans.
- Examples of reports and presentations given to staff and board members
- Such additional information as will satisfy LPL that the Respondent is able to fulfill LPL's requirements
- Completed "Form of Proposal"

- Completed "Form of References"

7.2 Envelope Two

- ***Proponents are required to submit one (1) hard copy of the completed "Financial Proposal" form in "Envelope Two."***
- Proposed cost of project – Completed "Financial Proposal" form

8.0 Forms

Forms of Proposal, References and Financial Proposal follow:

FORM OF PROPOSAL

I/WE DECLARE that no person, firm or corporation other than the one whose signature or the signature of whose proper officers attached below, has any interest in this Tender.

I/WE FURTHER DECLARE that this proposal is made without any connection, knowledge, comparison of figures or arrangement with any other company, firm or person submitting information for the same work and is in all respects fair without collusion for fraud.

I/WE FURTHER DECLARE that no employee of The London Public Library Board is or will become interested, directly or indirectly as a contracting party or otherwise in the supplies, work or business to which it relates or in any portion of the profits thereof, or in any such supplies to be therein or in any of the monies to be derived therefrom.

I/WE FURTHER DECLARE that the information provided and matters stated in this said proposal are all in respect true.

I/WE have received and allowed for Addenda numbered: _____ of _____.

COMPANY NAME: _____

ADDRESS: _____

CITY/PROVINCE: _____ POSTAL CODE: _____

HST REGISTRATION NUMBER: _____

AUTHORIZED SIGNATURE: _____

NAME (Please print): _____

TITLE: _____

I/WE are authorized to bind the COMPANY/CORPORATION

TELEPHONE NUMBER: (____) ____-____ FAX NUMBER: (____) ____-____

EMAIL ADDRESS: _____

DATE OF PROPOSAL: _____

FORM OF REFERENCES

COMPANY NAME: _____

REFERENCE #1:

COMPANY NAME: _____

ADDRESS: _____

CONTACT: _____ TELEPHONE NUMBER: (____) ____ - _____

EMAIL ADDRESS: _____

DESCRIPTION OF PROJECT: _____

REFERENCE #2:

COMPANY NAME: _____

ADDRESS: _____

CONTACT: _____ TELEPHONE NUMBER: (____) ____ - _____

EMAIL ADDRESS: _____

DESCRIPTION OF PROJECT: _____

REFERENCE #3:

COMPANY NAME: _____

ADDRESS: _____

CONTACT: _____ TELEPHONE NUMBER: (____) ____ - _____

EMAIL ADDRESS: _____

DESCRIPTION OF PROJECT: _____

FINANCIAL PROPOSAL

Please complete the Price Table below and submit in a separate, sealed envelope, labeled "Envelope Two."

- List all expenses incurred under the expense categories OR provide a total cost in the last row of the table.
- Provide general information in the notes column, where applicable.
- All pricing submitted is to include all costs necessary to perform the work. No additional payments will be made to the Proponent for any unforeseen or additional work, it is the responsibility of the Proponent to know the extent of the work required to successfully carry out the work. Extra items/fees will not be considered unless prior written approval is received from the Library.

| Expense | Cost (excludes applicable taxes) | Notes (if applicable) |
|--|----------------------------------|-----------------------|
| Strategic Plan Consulting | | |
| Facilitation of Meetings with Senior Team and Board of Directors | | |
| Community Engagement (including focus groups, surveys, etc.) | | |
| Strategic Plan Development | | |
| Report Writing and Presentation | | |
| Other – please specify: | | |
| TOTAL COST | | |

COMPANY NAME: _____

AUTHORIZED SIGNATURE: _____

NAME (Please print): _____

TITLE: _____

I/WE are authorized to bind the COMPANY/CORPORATION

DATE OF PROPOSAL: _____