



**Washington County Library Strategic Planning Process
Stakeholder Committee Meeting #1
December 17, 2014 from 1:00-3:00 p.m.
Washington County Government Center, Room 3599
14949 62nd Street North, Stillwater**

AGENDA

- I. Welcome and introductions**
- II. Develop "Guidelines for Working Together" document (Attachment A)**
- III. Discuss "Process, Structure and Roles" document (Attachment B)**
- IV. Discuss "Timeline" (Attachment C) and future meeting schedule**
- V. Discuss "Request for Proposal" (RFP) document (Attachment D)**
- VI. Next steps**

**Washington County Library Strategic Planning Process
Stakeholder Committee Meeting #1
December 17, 2014 from 1:00-3:00 p.m.
Washington County (WC) Government Center, Room 3599
14949 62nd Street North, Stillwater**

MINUTES

Present: Jo Bailey, Lynne Bertalmio, Polly Bloom, Judy Bull, Curt Geissler, Dennis Johnson, John Keilholz, Renee McGivern, Bill Sullivan, Shayla Syverson, Jill Tammen, Tom Triplett, Brian Zeller, Dean Zuleger

Staff and Guests: Pat Conley (WC Library Director), Kevin Corbid (WC Deputy Administrator), Nate Deprey, Collin Kelly (WC Administration Staff), Sarah Linder (Lake Elmo Library Board Chair), Joe Manion (WC Library Staff), June Mathiowetz (WC Administration Staff), Molly O'Rourke (WC Administrator), Joyce Schneider (WC Library Deputy Director), Amy Stenftenagel (WC Library Staff)

Absent: Ryan Laager, Jean Oswald, Marie Skinner

- 1. Welcome and Introductions.** Kevin Corbid opened and chaired the meeting. Molly O'Rourke welcomed the group, explaining the Library Strategic Planning Stakeholder Committee's connection to and emergence from the Washington County (WC) Strategic Plan and purpose for bringing this group together. Judy Bull engaged the group in a library connections exercise.
- 2. Development of Guidelines for Working Together.** The group engaged in a discussion around ideas and guidelines for working effectively together. These comments will be compiled into a "Guidelines for Working Together" document for future reference and modifications as needed. (See Attachment A)
- 3. Review of Process, Structure and Roles Document.** The group discussed the Process, Structure and Roles draft document and asked clarifying questions.

A question arose about the time period being addressed by this process. County staff responded that the strategic planning process is taking a long-term view. It was recognized, however, that technologies and other aspects affecting libraries are changing so rapidly even 3-year-planning is challenging. Others added that it's helpful to realize strategic planning in effective organizations today is an evolving process occurring every year, even if formal plans are only completed every 3 or 5 years due to resource availability. It was also pointed out that discussions about library services will inevitably lead to conversations about facilities, but our primary focus will be on services the library system provides.

Curt Geissler noted changes in technology are challenging how we think about library design and the need for library buildings. Another comment noted librarians are spending more time out in the community than they historically have.

Bill Sullivan asked how the County's Library Board will interface with this strategic planning effort. It was communicated that the Library Board intends to work as an active partner in this process. It was also noted the Stakeholders group brings additional extensive connections to the communities involved and additional non-library expertise to the process.

County staff noted the group is ultimately being asked to collaborate around the development of a strategic plan and all it entails to arrive there; implementation plans will later follow. The group is also charged with helping to assure ways are found to engage residents and communities in articulating their needs around library services and that the plan responds to and reflects the diversity present in Washington County communities. The Library Board, Library Staff and County Board all have significant roles to play. Kevin Corbid noted that ultimately the work that comes out of this group will need to have the support of the County Board.

Jo Bailey requested clarification on communicating about the group's work with others. County staff noted these are public meetings and the process is intended to be transparent. It is fully anticipated and desired that these conversations are extending out into the community to help engage county residents in the issues and obtain their feedback.

John Keilholz asked about plans for future presentations on the library system and related data. It was recognized the group holds many years of experience in working and volunteering with libraries and in public service, but that there may be gaps in information or understanding as we move through the process. County staff noted they are willing to provide baseline briefings as needed. They hope to assure everyone holds a solid understanding of the library system as it currently exists. County and library staff can be made available to meet individually or in small groups to provide briefings as new gaps are identified. Brian Zeller suggested staff provide some of this information for individual review, so less meeting time can be spent on presentations and more on discussion. Tom Triplett requested that as the group works at growing its expertise on libraries that it shares resources with each other that are particularly helpful or enlightening.

In terms of learning resources, the group was reminded the multi-stakeholder Aspen Institute's library efforts have produced 5-8 minute videos that expand understanding of the national public dialogue that's been occurring on libraries. Joyce Schneider noted the American Library Association's "ALA Dispatch" and Pew Center are good sources of information on libraries and their future. Pat Conley noted the three links on the bottom of the agenda connect to some of the most current data about the county's library system. Links to all these resources will be circulated to the group.

Brian Zeller noted lots of great data was gathered for the Washington County economic development plan process and recommended it be shared with this group.

No specific edits to the Process, Roles and Structure document were suggested. June Mathiowetz noted potential edits can be sent to her after the meeting for consideration.

Kevin Corbid asked that anyone interested in potentially serving as Chair or Co-chair of the group at future meetings be in touch with him or June.

4. **Timeline.** The timeline was briefly discussed. It is evolving and presents an ambitious schedule which can be further revised and refined upon hiring of a consultant. Any suggested additions or edits can also be directed to June.
5. **Review of Request for Proposals (RFP).** Tom Triplett encouraged discussion about the kind of consultant being sought through the RFP to assure clarity on what the process most needs, especially on a continuum of strategic planning expertise to library expertise. The discussion clarified library expertise is essential and of high priority; someone who can provide a national context and experience would be great, and optimally we find a consultant or consultant team that can provide the library AND strategic planning experience that will be needed for a great process and outcomes.

It was noted St. Paul was very pleased with their strategic planning process and had hired Library Strategies Consulting Group associated with the Friends of the St. Paul Library, a national consulting group that also worked on Stillwater and Bayport's strategic plans.

Renee McGivern noted a consultant team that is nimble, can do partnerships well, knows the work of libraries, and practices keeping up in technologies will serve this effort well.

County staff indicated they will revise the RFP to incorporate comments made.

The group discussed their role in the RFP process. Lynne Bertalmio, Tom Triplett, Bill Sullivan and Curt Geissler indicated willingness to assist in reviewing proposals. Jo Bailey, Renee McGivern, and John Keilholz indicated willingness to interview proposers. Judy Bull indicated willingness to serve in either role. June noted if anyone decides after the meeting they would like to be involved in either of these RFP processes, to please be in touch.

6. **Next Steps.** The group recommended scheduling the next meeting for the third week of February. Agenda items recommended include a status update, an opportunity to meet with the consultant if the process is far enough along, a library system review and highlight of national library trends. Shayla Syverson added it would be helpful to understand the type of survey work related to libraries that's been done. County staff also noted the intent to move future meetings around to various library locations to provide increased opportunities for community access and for stakeholders to visit and see existing facilities.
7. **Adjournment.** The meeting was adjourned at 2:55 p.m.

ATTACHMENT A

Washington County Library Strategic Planning Process Guidelines for Working Together Effectively

- Start on time, end on time
- Bring our authentic voice and listening skills to the table
- Assure there is ample space for everyone to be fully heard
- Be open to and respect other's views
- Avoid making things personal and taking things personally
- Commit to engaging with the topic by researching, learning more and bringing ideas to the group
- Arrive to meetings prepared
- Help support an inquisitive environment; be fearless in asking questions; we want everyone's understanding to be well-informed
- Be willing to look at all the forces competing with libraries, especially technologies, and recognize our environment is changing
- Have clear goals for agendas and discussions
- Be clear about desired outcomes
- Self-monitor to stay on topic and avoid over-talking
- Share responsibility for keeping the group on task in meetings
- Approach conversations and topics inside and outside of meetings with care to preserve the esteem of others
- Use care in arranging our meeting space so we can all see and hear each other; circular is best
- Have cell phones off
- Use Post It notes for exercises where prioritization needs to occur

ATTACHMENT B

****DRAFT** Washington County Library Strategic Planning Process **DRAFT****

PROCESS, STRUCTURE AND ROLES

Introduction

Washington County is developing a cohesive, long-term, organization-wide planning approach to position itself for a successful future. At the core of this effort is the Washington County (WC) Strategic Plan¹ that was developed to assure all aspects of the organization's work are fully aligned with its adopted vision, mission, values, goals and strategies. This Plan focuses efforts on six areas: public service, workforce and employees, communication, technology, infrastructure, and finances. The county's recently completed Economic Development Strategic Plan² evolved from these efforts as an identified action under the Finances area of the WC Strategic Plan. Now the county is preparing to actively focus on its library system, a topic identified in the public services and infrastructure areas of the WC Strategic Plan. The County Board is asking for a review of the county's model for providing library services to assure it is meeting the needs and expectations of the changing community and is effectively positioned for the challenges and opportunities of the future.

Library Strategic Planning Process

The Library Strategic Planning Process will provide a cohesive vision and direction for the county's library system. The process will adopt a whole systems approach that explores how effectively the library system interfaces with other organizations and initiatives in the county, such as schools, colleges, workforce development and early education, to optimize our collective and individual potential. The resulting Strategic Plan will ultimately frame and articulate strategies to guide the county toward continuous improvement in customer-focused service delivery, functional facilities, and the use of enhanced technologies to better serve the Washington County community. The process will also elevate the discussion to a broad level of community engagement, assuring participation by all those who care about the future of the Washington County Library system.

Structure and Roles

The structure established to guide this process forward includes an Administrative Team, Stakeholder Committee, the Library Board and Library Staff. The composition and roles of each are as follows:

Administrative Team

The Administrative Team consists of county and library staff, including the County Administrator and Library Director. It proposes an overall structure and team to work on this process. This team will engage the Stakeholder Committee, Library Board, County staff and other stakeholders to help assure participation is diverse enough for whole system insight and influence. Additionally this team will:

- Develop project structure, process and timeline
- Guide development of meeting agendas

- Draft the Request for Proposals (RFP) for consultant services
- Facilitate implementation of the RFP and hiring process

Stakeholder Committee

The Library Strategic Planning Stakeholder Committee will consist of individuals knowledgeable about communities and libraries. The Stakeholder Committee will work with county staff to design a planning process that reviews the current environment and system, considers future demographic changes, explores various scenarios for the future library system, seeks expertise where emerging topics are identified, generates ideas for optimal use of resources, and engages county residents and their support for a final plan. The Stakeholder Committee will also provide feedback on materials, reports, and recommendations being developed for the County Board's consideration. Additionally, the Stakeholder Committee will have the following roles and responsibilities:

- Attend 4-6 meetings over the next 12 months
- Assist staff in designing a county-wide strategic planning process for Washington County library services that is exploratory and comprehensive
- Identify, review and apply data to the planning process
- Contribute ideas and advice throughout the process
- Review and comment on a RFP for consulting services to assist in the implementation of the strategic planning process
- Review RFP responses and provide feedback on potential consultants
- Assist in identifying, designing, and monitoring public engagement activities to assure underrepresented voices are actively sought out and all members of the public have an opportunity to participate
- Help facilitate and take part in various discussions, meetings, and focus groups that will be part of this planning process
- Review and provide feedback to staff and consultants on planning documents, communications, draft reports and recommendations for the Library and the County Board's consideration

Library Board

The Washington County Library Board will work as an active partner in this process. It was assigned the task of commenting on plans as one of its duties by a County Board resolution in 2005 and will continue with that role as part of this strategic planning process. Members of the Library Board will be appointed to the Stakeholder Committee to assure coordination and integration of efforts. The Library Board will be asked to review and provide feedback to staff and consultants on various aspects of the planning process including surveys, development of public engagement strategies and location of community meetings. The Library Board may host some, if not all, of the public gatherings.

Library Staff

The library staff will also work as an active partner in this process. They will help inform the process about the current condition and functions of our library system. As key implementers of the county Library system's vision, mission goals and strategies, they will be asked to engage throughout the planning process.

County Board

The Washington County Board of Commissioners sets the direction and adopts the policy for all county services and functions. The County Board will be an active partner in the process through county board workshops, board agenda items and reviewing documents created throughout the planning process. The County Board will review and be asked to consider approval of the project recommendations.

¹ *Washington County Strategic Plan, Completed December 2013* www.co.washington.mn.us/DocumentCenter/View/6034

² *Washington County Economic Development Plan, May 2014* www.co.washington.mn.us/DocumentCenter/View/6033

ATTACHMENT C Timeline

DRAFT Library Strategic Planning Timeline **DRAFT**	
PRE-PLANNING PHASE (Gathering Information, Defining Process)	
June-December 2014	<ul style="list-style-type: none"> Conduct key stakeholder interviews Establish Stakeholder Committee Draft process, structure and roles Draft potential timeline Draft Request For Proposal for consultant services Identify and create data and maps needed to inform process Prepare potential presentations for initial Stakeholder Committee meetings Schedule first Stakeholder Committee meeting
DISCOVERY PHASE (Understanding Current Environment, Needs and Signals of Future Environment)	
December 2014-February 2015	<ul style="list-style-type: none"> Kick-off first Stakeholders Committee meeting: review process, roles, Request for Proposals Finalize Request for Proposal, post and interview consultant candidates Identify and schedule speakers who can help expand understanding of current and future library systems Gather perspectives into current condition Conduct communications and community engagement pre-planning Hire identified expertise and process support
PLANNING PHASE (Developing Next Steps and New Documents to Guide Future Work)	
March-September 2015	<ul style="list-style-type: none"> Complete community engagement and communications planning and implement Engage library staff for perspectives and visions Complete an analysis of current condition Revisit current and/or develop new mission, vision, values, goals, strategies Work with stakeholders in developing strategic plan Work with consultant on developing surveys, data gathering and analyses Convene subcommittees or working groups as needed Plan and conduct surveys and community engagement Share results of surveys and data analyses Host speakers
FINALIZATION PHASE	
September-December 2015	<ul style="list-style-type: none"> Draft final report Public comment period Finalize final report Edit and adjust report as needed Establish implementation and reporting structure Publicly report on results and direction

ATTACHMENT D



Office of Administration

Molly F. O'Rourke, County Administrator
Kevin Corbid, Deputy Administrator

REQUEST FOR PROPOSALS (RFP) FOR CONSULTANT OR FIRM TO PREPARE A STRATEGIC PLAN FOR WASHINGTON COUNTY LIBRARY SYSTEM

Issued by: Washington County Office of Administration

RFP Release Date: December 29, 2014

This RFP contains the following sections:

1. GENERAL INFORMATION
 2. PROPOSAL SUBMITTAL PROCEDURES
 3. PROPOSAL CONTENT
 4. SCOPE OF SERVICES AND DELIVERABLES
 5. PROPOSAL EVALUATION AND CONTRACT AWARD
 6. CONTRACT EXECUTION
 7. COUNTY INFORMATION
- APPENDIX A: CONTRACT TERMS AND CONDITIONS**

1. GENERAL INFORMATION

1.1 Purpose: Washington County (WC) is issuing this Request for Proposals (RFP) to retain the services of a consultant or firm to assist in the development of a comprehensive, data-driven strategic plan for the WC Library system. The resulting strategic plan will provide a framework defining and articulating goals, strategies and actions to guide the county toward continuous improvement in customer-focused service delivery, functional facilities, and the use of enhanced technologies to better serve the WC community. The work will include identifying current and future factors and trends in library services influencing delivery and location, analyzing their potential impacts on the current county library system, other area public libraries and the regional library system, gathering input from the community through public forums, a residential survey, and focus groups to identify target user sectors and opportunities for partnerships and identifying feedback mechanisms. The process will also elevate the discussion to a broad level of community engagement, assuring participation by all those who care about the future of the WC Library system.

1.2 Partnerships: Due to the variety of data and analysis requested it is recognized that consultants/firms may want to partner with others. Washington County will accept proposals that include more than one consultant/firm.

1.3 Amendments: Washington County reserves the right to amend this RFP at any time.

1.4 Target Dates: The following dates are targets for each step in this selection process. After the proposal submittal date, the dates of later steps may require adjustment though the county seeks all work to be completed by the end of 2015.

RFP Release: **December 29, 2015**

Proposal Submittal Deadline: **January 28, 2015**

Consultant/Firm Interviews: **February 2-4, 2015**

Consultant/Firm Selected: **February 16, 2015**

Project Scope Finalized and Contract Negotiated: **February 16-February 26, 2015**

Contract Approved: **March 10, 2015**

Project Timeline and Milestones Completed: **March 15, 2015**

Final Report Completed: **Fall/Winter 2015**

1.5 Ownership of Proposals: Upon submission, all proposals submitted become the property of Washington County and proposals will not be returned to the proposers. By submitting a proposal, the proposer agrees that Washington County may copy the proposal for purposes of facilitating the evaluation or to respond to requests for public data and warrants that such copying will not violate the rights of any third party, including copyrights.

1.6 Data Practices: All data collected, created, received, maintained, or disseminated for any purpose by the activities of the contractor, because of this agreement shall be governed by the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13 (Act), as amended and the Rules implementing the Act now in force or as amended. The contractor is subject to the requirements of the Act and Rules and must comply with those requirements as if it is a governmental entity. The remedies contained in section 13.08 of the Act shall apply to the contractor.

1.7 Proposer's Experience: Prior to the award of a contract the successful proposer, if requested by Washington County, shall furnish current information and data regarding the proposer's financial resources and organization, within five (5) working days. Washington County aims to hire a consultant or firm with extensive experience in working on library issues along with strategic planning experience. Washington County shall have the right to take such steps as it deems necessary to determine the ability of the proposer to perform the work, and the proposer shall furnish Washington County all such information and data for this purpose as Washington County may request. Washington County reserves the right to reject the proposal where the available evidence or information does not satisfy Washington County that the proposer is qualified to properly carry out the terms of the contract. The expertise of the proposer in the particular field of endeavor must be demonstrated and documented to the full satisfaction of Washington County, upon request, or Washington County may reject the proposal.

2. PROPOSAL SUBMITTAL PROCEDURES

2.1 Proposals conforming to the requirements set out below must be received no later than 4:30 p.m. Central Standard Time on **January 28, 2015**. Modifications to bids already submitted will be allowed if submitted in writing prior to this submittal deadline.

2.2 All proposals must be submitted in the following format and numbers: 1 copy of CD in PC format; 4 hard copies with one copy unbound. Text portions of the submittals are acceptable in Adobe Acrobat form by email before the deadline, but the CD and hard copy formats must be received by the submittal deadline.

2.3 All proposals can be sent to:

June Mathiowetz, Senior Planner
Office of Administration, Room 5506
Washington County 14949 62nd Street N.
Stillwater, MN 55082
(651) 430-6016
june.mathiowetz@co.washington.mn.us

2.4 Proposal Questions: The county will not hold a pre-submittal proposer's meeting. Instead all questions regarding this RFP must be sent via Email to: june.mathiowetz@co.washington.mn.us Only written questions will receive responses. Washington County reserves the right to disregard questions received after **4:00 p.m. on Monday, January 19, 2015**. If a question pertains to a clarification of this RFP, the question and answer will be forwarded to all consultants who expressed interest in submitting a proposal. A copy of all written questions submitted, with responses, will be distributed to interested consultants no later than 4:00 p.m. on Thursday, January 22, 2015.

Please note that no other Washington County personnel are allowed to discuss this RFP with anyone, including respondents, before the proposal submission deadline.

2.5 The term of the contract is expected to be from **March 10, 2015 through December 2015**. The county seeks to have the work substantially completed by the fall/winter of 2015.

2.6 The proposal shall describe the approach or methodology that you would use to complete the requested work and the associated cost for each task and deliverable listed in the Scope of Work. Washington County staff is available to collect data and information as determined needed. The intent is to allow the consultant or firm to focus on the analysis and recommendations portion of the work. The proposal must clearly describe the work that county staff is expected to do.

3. PROPOSAL CONTENT

3.1 Cover Page -- List the RFP subject, the name of the firm, name of primary contact person, local address, website, telephone number, email address and date. List the names of other firms or individuals participating in the proposal, if any. The name and address of the primary bidder must also appear on the envelope and CD cover.

3.2 Table of Contents -- Clearly identify proposal content by section and page number.

3.3 Bid Expiration -- Statement of length of time the bid price is valid.

3.4 Consultant/Firm Profile -- General services provided by the consultant/firm.

3.5 Consultant/Firm Services -- At a minimum, the proposal shall include:

3.5.1 The areas of expertise and general services available from the consultant or firm and partnering subcontractors.

3.5.2 The general qualifications and experience of the consultant or firm and partnering subcontractors as related to each of the activities outlined in the Scope of Work including specific description of experience working with libraries and strategic planning.

3.5.3 A work plan and timeline identifying the major tasks to be accomplished. It must present the responder's approach to achieving the deliverables, task breakdown of major project requirements, deliverable due dates, and project completion.

3.5.4 The name, experience and qualifications of the primary person who will be responsible for fulfilling the obligations of the contract.

3.5.5 The names, qualifications and resumes of professional staff that will be responsible for completing the activities in the Scope of Work. If partnering with subcontractors is to occur, please provide similar information for them. No change in personnel assigned to the project will be permitted without the written approval of the county's Project Manager.

3.5.6 A list of previous or current activities performed for Washington County or any communities within the County.

3.5.7 Any potential conflicts of interest the firm or partnering consultants or firms might have providing services to the County.

3.5.8 A description of your data analysis and research capabilities.

3.5.9 A detailed description and explanation of all fees and/or charges that may arise for provided services.

3.6 Any and all work that is to be subcontracted as part of the bid submittal must be accompanied by background materials and references for the proposed partnering subcontractor(s).

3.7 The proposal shall affirmatively state that the proposer accepts all the General Contract Requirements in Exhibit I and the General Proposal Requirements of this RFP; any alterations need to be fully described and justified.

4. SCOPE OF SERVICES AND DELIVERABLES

The tasks set out in the RFP shall be incorporated as the scope of services of this contract.

Working with County and Library leadership, a recently convened Washington County Library Strategic Planning Stakeholders Committee (17 member body), the Library Board, and staff working group(s), the successful candidate will provide:

4.1 ASSESSMENT OF CURRENT LIBRARY ENVIRONMENT

Prepare a report describing the following:

- The current alignment of the mission, vision, goals, directions and key communications of the Washington County Library system and ideas for how it might be strengthened.
- The condition of the services the county library system currently provides.
- An analysis – SWOT or similar - that identifies the key opportunities and threats facing the Washington County Library system - what are its strengths, weaknesses and opportunities for improvement in the short- and long-term?
- A profile of the Washington County Library system compared to others in the region and in similarly situated suburban counties.
- Existing information gaps where additional research might be helpful.

Deliverable: Written report including findings, data, and executive summary.

4.2 ASSESSMENT OF NEW AND EMERGING TRENDS IN LIBRARY SERVICE

Prepare a report highlighting:

- Factors impacting library services generally such as publishing trends, readership trends, demographic trends, technology trends, etc.
- Factors impacting library services specific to Washington County.
- Environmental scan of new and/or alternative ways to provide library services and the impact of them on regional library services and other public libraries.
- How effectively the library interfaces with other organizations or initiatives in the county such as schools, colleges, workforce development and early education and where we might consider expanding those relationships to optimize our collective and individual potential and resiliency. This may include identifying gaps where potential new relationships could bring value to the county.
- Ideas to consider for potentially reshaping Washington County’s library services.

Deliverable: Written report including findings and executive summary.

4.3 COMMUNITY ENGAGEMENT AND COMMUNICATIONS

Prepare a community engagement and communications plan for the project that:

- Will assure the library’s strategic plan process is designed to incorporate broad community participation, identify community needs, seek out typically under-represented voices, and galvanize broad support for county libraries and project outcomes.
- Gathers community input through a variety of methods to gain general input from library users and non-users, including random mailed surveys, stakeholder interviews, focus groups, staff group discussions, and targeted conversations with interested communities and individuals.
- Assists in planning communitywide conversations that will include speakers on topics addressing issues important to the library and community and presentations on the trends impacting library services and library facilities.

Deliverable: A written community engagement and communications plan with a related timeline for the project.

4.4 DEVELOPMENT OF A STRATEGIC PLAN

Prepare a strategic plan that:

- Provides a comprehensive, data-driven framework for future work.
- Assures the Washington County Library system is meeting the needs and expectations of a changing community, building on current strengths, expanding relationships with its communities, exploring new ways of efficiently delivering services, and is effectively positioned for the challenges and opportunities of the future.
- Defines goals, strategies, actions steps and performance measures to guide the county toward continuous improvement in customer-focused service delivery, functional facilities, and the use of enhanced technologies.
- Develops cost projections on service models, including facility and operating cost estimates.

Deliverable: Written strategic plan that includes goals, strategies, action steps and performance measurements.

4.5. MEETINGS AND PRESENTATIONS

The following meetings and presentations are the minimum required for this project. Additional meetings may be needed to perform the expected work:

- Meetings with elected officials and other key stakeholders in several regions of the county to engage their participation from March through December 2015, including:
 - Meeting(s) with the Stakeholders Committee, County Board, County Administration, Library Staff, and others to discuss the project details.
 - Facilitate 6-8 community engagement workshops to inform county residents of the process and engage them in articulating and building the vision and strategic plan for the county library system; support county or city staff in developing any additional community engagement workshops identified as necessary to an effective process.
- County Board and Library Board workshops to review the preliminary and final analysis and recommendations.
- Countywide event to present the final results of the effort to a broad group of stakeholders and the public.

5. PROPOSAL EVALUATION AND CONTRACT AWARD

5.1 Washington County intends to award a contract to the proposer whose proposal represents the best value as determined by the evaluation criteria below. The lowest cost will not be the sole determining factor in choosing a proposal.

CRITERIA	POINTS
Proposer's ability to understand the scope of services and provide the required services	20
Proposer's qualifications and experience in community engagement, especially of typically underrepresented communities	20
Proposer's or subcontractor's qualifications and experience in library planning and government strategic planning	20
Proposer's demonstrated performance in delivering services in similar settings, positive interview and references, and ability to demonstrate solutions that will meet the county's requirements.	20
Proposed fees and expenses	20
TOTAL	100

5.2 All proposals that satisfy the requirements of this RFP will be considered and will be evaluated.

5.3 Based upon the evaluation, staff will recommend to the County Board the selection of the consultant/firm judged to be the most responsive and responsible proposer. The final selection of the consultant/firm and contract award will be made through County Board action.

5.4 No contract may be formed with the county unless the County Board first approves the contract and authorizes its execution.

- 5.5** The county shall not be liable for any expenses incurred by the proposer including but not limited to expenses associated with the preparation of the proposal, attendance at interviews, preparation of a cost proposal or final contract negotiations.
- 5.6** Washington County reserves the right to accept or reject any or all proposals, to waive any defects or to cancel this RFP and advertise for new proposals where the acceptance, rejections, waiving or advertising of such would be in the best interest of Washington County. Any bid not prepared and/or not submitted in accordance with the requirements of this RFP shall be rejected.
- 5.7** Washington County reserves the right to request additional information from all proposers.
- 5.8** Washington County reserves the right to negotiate with the successful proposer to arrive at a proposed contract in the event that the price exceeds the available funds.

6. CONTRACT EXECUTION

- 6.1** Project Scope: After the selection of the consultant/firm, Washington County will collaborate with the selected consultant/firm to refine, elaborate upon and finalize the scope of work.
- 6.2** Terms and Conditions: Notwithstanding a contract award, the county reserves the right to negotiate the final terms and conditions of the contract to be executed. If the County and the consultant/firm to whom the contract is recommended to be awarded are unable to mutually agree upon the entire contract, the county reserves the right to discontinue negotiations, select another proposer or reject all of the proposals. Upon completion of negotiations agreeable to the county and proposer a contract shall be executed.
- 6.3** Terms of Engagement - The term of the contract shall be from the time the contract is executed through December 2015. The contract may be extended through mutual agreement by both parties.
- 6.4** Pricing – Billing will be processed at an hourly rate. All hourly billing rates are to be based on one-half hour increments of time. Invoices may be submitted on a monthly basis. Time at meeting charges shall be based on a flat, lump sum amount per meeting and not subject to the hourly rate.
- 6.5** General Contract Requirements: Washington County will require the selected proposer to include the contents of this RFP and all representations, warranties and commitments in the proposal as contractual obligations. Washington County’s required contract terms are set forth in Exhibit 1.

7. COUNTY INFORMATION

7.1 County Context

Washington County is located on the eastern edge of the Twin Cities Metropolitan Area. Encompassing 423 square miles of land and water surface, is the fifth smallest county in the state. It is 38 miles from north to south and 14 miles from east to west. The county’s eastern border is defined by the St. Croix River, which separates the states of Minnesota and Wisconsin. To the south and southwest the county is bounded by 16 miles of the commercially-navigable Mississippi River. This western boundary is five miles from the Minnesota state capital.

The county has historically played a diverse role in the region, serving the Twin Cities Metropolitan Area with its commercial, industrial, natural, and agricultural resources. Today, the county is no less

diverse. Its land use pattern includes historic river towns and villages, rural fringes, exurban residential communities, and growing suburban communities interspersed with natural areas, wetlands, lakes, bluff lands, and agricultural lands. In 2005, the Metropolitan Council classified the county's land use as 17% residential, 1.2% commercial, 1.9% industrial, 9% institutional/recreational, 9% open water, and 61% non-urbanized.

The county is organized into 27 cities and 6 townships. The county seat is Stillwater. The Metropolitan Council estimated that 243,259 people resided in Washington County in 2012 and that the county's population would increase by almost 40% by 2040 to 337,510. The rapid population growth of the 1980s and 1990s concentrated in the county's three largest cities of Oakdale, Cottage Grove, and Woodbury. This trend of growth concentration is expected to continue through 2030 when two-thirds of the county's population is expected to be housed in the western communities of Woodbury, Cottage Grove, Oakdale, Hugo and Forest Lake.

More information about the County, including demographics and the strategic plan, can be found on the county's [website](#).

7.2 County Role in Library Services, Structure and Governance

Minnesota statutes authorize local governments to establish public libraries under M.S. 134. This statute also creates certain mandates for participation in regional and statewide library services. Most well-known of these mandates is a requirement for counties and cities to maintain the library levy and not reduce it below a certain level.

The Washington County Library was established by action of the Washington County Board of Commissioners in December 1966. It opened its first two branches in 1968.

The County Board governs the library under the authority granted to it by special legislation - Minnesota Laws 2005, Chapter 13. It is required to appoint a seven-member library board that serves as advisory and to which certain duties have been delegated.

The Washington County Library budget for 2014 is \$6,500,400. Over 90% of the revenue comes from property taxes levied against all properties except those in Bayport, Lake Elmo and Stillwater which have separate library levies.

The residential population served in 2014 is approximately 213,000 excluding populations of Bayport, Lake Elmo and Stillwater.

The Washington County Library's current "Strategic Framework: 2012 and Beyond" identifies four goals: to engage young readers, to provide entry into the online world, to promote informed, knowledgeable users, and to inspire curiosity. The Library achieves these goals through the maintenance of a physical and a virtual collection of materials, through the development and implementation of programs and services and through the provision of public access to and training about digital services.

Public library service in Washington County, MN, is provided by a federation of three public libraries consisting of the Washington County Library (WCL)--six branches, the Washington County Law Library, three Library Express locations--and two associated city libraries in Stillwater and Bayport with which there are contracts for service. These contracts provide Stillwater and Bayport libraries with access to a variety of regional and state library services which they otherwise could not access. There are also agreements between the County and the cities of Marine on St. Croix, Newport and Hugo relating to the Library Express service and locations in those cities. In 2012 the City of Lake Elmo

withdrew from the County Library system and has been an independent library since that time. The County does not have a contract for service with Lake Elmo Library as it does with Stillwater and Bayport Libraries.

The County has a service agreement with the Washington County Law Library Board that relates to the Law Library wherein the parties agree to have the Law Library supervised by the Director of the County Library who also serves as a Law Library Trustee.

More information about the Library can be found on the Library's website including annual performance reports, the current strategic framework (2012) and the long-range facilities plan (2009).

APPENDIX A CONTRACT TERMS

The following terms are required when entering into a contractual relationship with Washington County.

AUDITS, REPORTS, RECORDS AND MONITORING PROCEDURES

The Contractor will:

- a) Maintain records which reflect all revenues, costs incurred and services provided in the performance of the Agreement.
- b) Agree that the Washington County, the State Auditor or legislative authority, or any of their duly authorized representatives at any time during normal business hours, and as often as they may deem reasonable and necessary for a minimum of six years from the end of this contract pursuant to Minnesota Statute 16C.05, shall have access to and the right to examine, audit, excerpt, and transcribe any books, documents, papers, records, and accounting procedures and practices of the Contractor which are relevant to the Contractor's performance and determination of the agreed upon discounted payment rate under this Agreement.

STANDARDS

- a) The Contactor shall comply with all applicable Federal and State Statutes and regulations as well as local ordinances now in effect or hereafter adopted.
- b) Failure to meet the requirements of Section a. above may be cause for cancellation of the Agreement effective the date of receipt of the Notice of Cancellation.

DATA PRIVACY

All data collected, created, received, maintained, or disseminated, or used for any purposes in the course of the Contractor's performance of this Agreement is governed by the Minnesota Government Data Practices Act, Minnesota Statutes 1984, Section 13.01 et seq. or any other applicable state statutes and state rules adopted to implement the Act, as well as state statutes and federal regulations on data privacy. The Contractor agrees to abide by these statutes, rules and regulations and as they may be amended.

EQUAL EMPLOYMENT OPPORTUNITY - CIVIL RIGHTS

a) During the performance of this Agreement, the Contractor agrees that no person shall, on the grounds of race, color, religion, age, sex, disability, marital status, public assistance status, criminal record, creed or national origin, be excluded from full employment rights in, participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program, service, or activity under the provisions of any and all applicable federal and state laws against discrimination including the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973, as amended; and Minnesota Stat §181.59.

b) If during the term of this Agreement, it is discovered that the Contractor is not in compliance with the applicable regulations as aforesaid, or if the Contractor engages in any discriminatory practices, the County may cancel said Agreement as provided by the cancellation clause of the Agreement.

INDEMNITY AND INSURANCE

a) Indemnity. The Contractor does hereby agree that it will defend, indemnify, and hold harmless Washington County against any and all liability, loss, damages, costs and expenses which the Washington County may hereafter sustain, incur or be required to pay by reason of any negligent act or omission or intentional act of the Contractor, its agents, officers or employees during the performance of this Agreement.

b) Insurance. The Contractor does further agree that in order to protect itself, as well as Washington County, under the indemnity agreement provision herein above set forth, it will at all times during the term of the Agreement have and keep in force:

1. Comprehensive General Liability insurance policy with Washington County named as additional insured in the minimum amount of \$500,000 bodily injury or death of one person or property damage; \$1,500,000 bodily injury per occurrence. Coverage pertains to the operation of the Contractor.
2. Automobile insurance including non-owned and hired autos in the minimum of \$500,000 bodily injury or death of one person or property damage; \$1,500,000 bodily injury per occurrence. Coverage pertains to the operation of the Contractor.
3. Workers Compensation Insurance.
4. A professional liability insurance policy in the minimum amount of \$500,000 bodily injury or death of one person; and \$1,500,000 bodily injury aggregate.

Evidence of Insurance shall be provided before this Agreement is effective. Washington County shall be given thirty (30) days advance written notice of any changes in coverage.

Washington County may withhold payment for failure of the Contractor to furnish certificates of insurance as required above. In the event that claims or lawsuits shall arise against the Contractor, the County elects to present its own defense, using its own counsel, in addition to or as opposed to legal representation available by the insurance carriers providing the coverage as stated above, then such legal expense shall be borne by the County.

INDEPENDENT CONTRACTOR

It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties hereto or as constituting the Contractor as the agent, representative, or employee of Washington County for any purpose or in any manner whatsoever. The Contractor is to be and shall remain an independent contractor with respect to all services performed under this Agreement.

The Contractor represents that it has, or will secure at its own expense, all personnel required in performing services under this Agreement. Any and all personnel of the Contractor or other persons, while engaged in the performance of any work or services required by the Contractor under this Agreement, shall have no contractual relationship with the Washington County and shall not be considered employees of the Washington County.

Neither the Contractor nor its employees will at any time be construed to be employees of the Washington County. The Contractor is responsible for its employees' compensation, fringe benefits and all insurance coverage.

SUBCONTRACTING AND ASSIGNMENT

The contractor shall not enter into any subcontract for performance of any services contemplated under this agreement nor novate or assign any interest in the agreement without the prior written approval of Washington County. Any assignment or novation may be made subject to such conditions and provisions as Washington County may impose.

MODIFICATIONS

Any material alteration, modification or variation shall be reduced to writing as an amendment and signed by the parties. Any alteration, modification, or variation deemed not to be material by agreement of Washington County and the Contractor shall not require written approval.

MERGER

It is understood and agreed that the entire agreement of the parties is contained herein and this Agreement supersedes all oral agreements and negotiations between the parties relating to this subject matter. All items referred to in this Agreement are incorporated or attached and deemed to be a part of the Agreement.

FIREARMS PROHIBITED

Unless specifically required by the terms of this contract, no provider of services pursuant to this contract, including but not limited to employees, agents or subcontractors of the Contractor shall carry or possess a firearm on county premises or while acting on behalf of Washington County pursuant to the terms of this agreement. Violation of this provision shall be considered a substantial breach of the Agreement; and, in addition to any other remedy available to the county under law or equity. Violation of this provision is grounds for immediate suspension or termination of this contract.