



Duluth Library Foundation Strategic Plan - Request for Proposal

The Duluth Library Foundation is seeking a strategic planning consultation to guide our board and staff through a strategic planning process, from planning and retreat facilitation, to drafting a strategic plan document.

Organizational Overview

The Duluth Library Foundation is a nonprofit 501(c)3 library supporting organization that is separate from the Duluth Public Library.

Our mission is to raise private support to enhance the Duluth Public Library's capacity to provide programming and materials above the level provided by public funding, and to champion the Library's role in meeting community needs.

The Duluth Library Foundation was formed in 1986 when the Library Board voted to use the value of a legacy gift left to the library as seed money for an endowment to benefit the library in perpetuity. The Foundation was incorporated in 1990 and over the last three decades has grown that investment account to a value of more than \$2 million dollars. The Foundation continues to support the library and broader Duluth community by fundraising to fill specialized gaps at the library and endowing the library for the future. The Foundation also advocates for the library and the important services it provides. Public libraries are the heart of our communities, providing critical resources, programs, and expertise. They provide a public space—open to all and commercial-free—where every single one of us can browse, create, dream, read, and learn.

Organizational Changes

A volunteer, working board executed the administration of the organization while periodically hiring consultants to assist in planning and executing the work of the Foundation. In 2015, full-time staff were hired to run the operations and activities of the organization. The first executive director hired left the organization in May of 2021 and a new Executive Director was hired in September 2021. The Foundation currently has 2 full-time employees and a board of 12 directors.

Scope of Work

Our organization is looking to engage a consultant or group to work with the executive director, staff, board of directors, and stakeholders to lead us through a strategic planning process. This effort should focus on developing the vision and plans for the next 3-5 years of our organization. The plan should be fluid and complimentary to the library's long-term vision. Objectives of the strategic planning process are to:

- Refine the Foundation’s mission, vision and value statements
- Evaluate the role of the board, staff, library staff, the city and other stakeholders in moving the organization forward
- Evaluate organizational tactics and identify where we should be giving most of our energy
- Identify strategies for increasing organizational stability, through our leadership, fundraising efforts, and community support
- Identify how we should position ourselves and our work within the library and community, creating a clear picture of who we are as an organization, who we are now, and where we want to go
- Assist in developing a campaign plan/roll out strategy to launch in 2023
- Identify any organizational gaps or additional resources that should be considered in fulfilling the Foundation’s mission

An ideal partner will have experience working with similarly structured supporting organizations. The Foundation is also seeking creative ideas and guidance in navigating the planning process while the Duluth Public Library is evaluating their 2016-2020 strategic plan and working towards a new strategic plan. What could a strategic planning process look like for a supporting organization that is ahead of its client?

While the Foundation is open to the experience and process of the facilitator, we anticipate the strategic planning process will include:

- Initial planning meeting with the executive director
- Planning meetings with the board of directors executive committee
- Interviews and meetings with stakeholders
- Potential participation in board meeting
- Facilitation of board and staff retreat
- Facilitate staff meeting on integration of proposed strategies into work plans
- Written report of key themes from retreat, including draft goals, strategies, and benchmarks
- Presentation of strategic plan draft and campaign plan draft to staff and board of directors

Proposals will be reviewed and evaluated by the Executive Director who will recommend one or more candidates for consideration by the Board Executive Committee. Criteria for evaluation will include:

- Demonstrated knowledge, skills, and experience in conducting strategic planning projects in nonprofit organizations
- Understanding of the nonprofit and fundraising sectors
- Ability to meet deadlines and operate within budget—*not to exceed \$10,000*
- Satisfactory performance record

Proposals should include

1. About your firm
2. Bios of the team that will work on the project
3. Proposal of approach

4. Schedule
5. Proposal of fees
6. 3 References Including a Summary of the Scope of Work Performed (Ideally similar organizations/similar scopes)

How to Submit a Proposal

Email the following to Erin Kreeger, Executive Director at erin@duluthlibraryfoundation.org

- A work plan that contains methodology, timeline, and deliverables for the project
- A project budget
- Exclusions or exceptions
- Description of qualifications and/or resume of consultant involved in project.
- Reference and contact information of three nonprofit organizations that have utilized strategic planning services in the last 18-24 months.

The Foundation will begin reviewing proposals April 1, 2022.

Question

If you have any questions, contact Erin Kreeger at erin@duluthlibraryfoundation.org or (307) 760-9854.