RFP INTRODUCTION:

RFP Title: Leadership Development
Date Issued: May 13, 2021
Contact Person: Barbara Walters (509-663-1117 x129)
Email Address: bwalters@ncwlibraries.org
RFP Due Date: June 4, 2021 at 4:00pm

SUBMIT PROPOSALS TO:

Mailing Address: North Central Washington Libraries
Attn: Barbara Walters
16 N Columbia Street
Wenatchee, WA 98801
Digital Submittal: bwalters@ncwlibraries.org

NCW Libraries is an equal opportunity employer.
Minority and women-owned businesses are encouraged to respond.

OVERVIEW:

North Central Washington Libraries (NCW Libraries) is interested in establishing a leadership development program that will improve leadership capability and promote a positive workplace culture across our organization. NCW Libraries is soliciting proposals from experienced individuals or firms who have a strong understanding about the current workforce development issues impacting public agencies in our region and have a set of proven strategies and innovative practices for increasing the leadership skills and acumen of employees at all levels.

The scope of work will effectively support 109.50 FTE employees, including a group of 30 leaders. The work will include foundational elements such as the development of shared leadership principles that support a positive and productive workplace culture, improved communication around decision making, and group commitments to sustaining culture and morale improvements . This work should also be a catalyst for the creation of other ancillary programs such as mentorships, continuing education opportunities, and performance reviews.

Proposals must be received by June 4, 2021. NCW Libraries will review proposals and expects to select a firm based upon proposal documents, references, and interviews with the top firms. NCW Libraries will then negotiate and sign a contract no later than June 9, 2021.

BACKGROUND:

North Central Washington Libraries is a public library system serving five counties in Washington State (Chelan, Douglas, Ferry, Grant, and Okanogan). Geographically, it is the largest and one of the most rural of Washington's library systems, covering nearly 15,000 square miles and serving a population of just over 270,000. The Library operates 30 public library branches and has administrative offices in Wenatchee. Among other things, branch libraries provide access to diverse physical and non-traditional collections, community meeting spaces, public access computers, free wifi, and a wide range of library programming for all ages. The Library's website provides library card holders with free access to eBooks and digital audiobooks as well as a large number of online resources, including Lynda.com, the New York Times, Consumer Reports, Rosetta Stone, and more. In addition, the library's outreach services include: enhancing library access to the most rural patrons through a unique mail order library and two bookmobiles; fostering creative thinking and STEM literacy through a STEM outreach program; and providing bilingual outreach services to preschools, head start classrooms, and community events.

OBJECTIVES

This is a time of growth and great change at North Central Washington Libraries. The Library has adopted and is implementing its first strategic plan (2019-2022), which has an emphasis on strengthening organizational health and fostering a culture that both maintains high standards of integrity and accountability, and empowers staff to be creative and resilient.

NCW Libraries plans to establish an organization-wide leadership development program that will provide the necessary support and tools to managers and other leaders so they can effectively lead our organization into the future. This includes providing a roadmap for sustainability - ensuring that the cultural context and organizational structure fosters a work environment that is favorable to employees practicing and applying their new skills in real time.

With strong sponsorship from the board of directors and the executive team, and a commitment to holding ourselves accountable, we are looking for a consultant to help us customize and implement a program that will drive our strategic objectives and complement a culture of continued growth and learning.

GUIDELINES & EXPECTATIONS:

Below are the guidelines NCW Libraries anticipates the chosen firm will adhere to. However, firms may submit additional or alternate guidelines that are designed to creatively meet the objectives and challenges listed above.

- Work closely with the Executive Team to recommend and build a framework for a scalable and sustainable leadership development program.
- Focus on employee engagement, best practices in management/leadership skills, eliminating barriers to effective communication and collaboration, building a culture of trust and respect,

information sharing, and holding effective meetings.
- Establish a baseline of competencies and/or behaviors that supervisors, managers, and other leaders are expected to demonstrate that confirm the organization's leadership philosophy.
- Develop a short and long-term communication plan to integrate this program and learning philosophy into the culture using multiple channels and methods to introduce, teach and reinforce the key leadership values, behaviors, common language and desired outcomes.
- Develop an assessment tool with a process to capture real time feedback that will help supervisors and managers measure their performance against the competencies.
- Develop an evaluation method to measure the success and return on investment (ROI) of the key training and development offered and taken by employees under this program.

A program might start with a leadership development core course followed by a series of trainings/education that might be customized to the particular functional area, level, and role in the organization.

A program structure might consist of a five or six tiered program that will accommodate the needs of individuals at the different levels and roles in our organization and at the varying levels of leadership maturity.

The leadership development program will need to be customizable and relevant to address the following levels of management:

1. Frontline Team
2. Managers and Leaders
3. Senior Leadership Team

A program might cover the following topics, but should not be limited to:
- Employee engagement
- Work culture and climate development
- Establishing an effective sponsorship for leadership development and program sustainability
- Communication and interpersonal skills
- Team leadership and creating high performance teams
- Situational leadership
- Connecting strategy, vision, and direction to daily work
- Critical thinking acumen
- Goal setting and goal progress conversations
- Coaching for improved performance
- Conflict resolution and handling challenging behavior
- Anticipating and responding to change
- Maximizing employee retention and satisfaction
- Creating synergies through partnerships and collaboration

- Problem solving and decision making
- Self-awareness and emotional intelligence
- Delegation and achieving results through others
- Diversity and valuing differences in others
- Giving and receiving feedback (enhancing trust)
- Recognizing and rewarding employees
- Effectively working in a multi-generational workforce
- Leadership v. management and the differences/similarities
- Maximizing efficiency, optimizing employee performance, and leader motivation
- Supervisor fundamentals

The program might also include some aspect of assessments including:

- One-on-one interviews with each member of the leadership team.
- A process to capture feedback that will help leaders measure their performance against the competencies.

RFP SCHEDULE:

These dates are estimates and are subject to change by the Library.

Event	Date
RFP Release:	May 12, 2021
Questions Due:	May 21, 2021 at 12:00pm
Addenda Issued (if needed):	May 25,2021
Proposal Responses Due:	June 4, 2021 at 4:00pm
Interviews (if needed):	June 8, 2021
Award Recommendation	June 9, 2021

QUESTIONS REGARDING RFP:

Questions about the content or submittal requirements of this RFP should be submitted via email to Barbara Walters: bwalters@ncwlibraries.org by noon May 21, 2021. Barbara Walters is the sole point of contact at NCW Libraries for questions regarding this solicitation. Questions via telephone will not be accepted. Responses will be provided via email by noon, May 25, 2021 and posted on the Library's website as an addendum to this RFP.

SUBMITTAL CONTENTS:

Respondents are to provide complete and detailed responses to all items below. Submittals that are incomplete or conditioned in any way that contain alternatives or items not called for in this RFP, or not in conformity with law, may be rejected as being non-responsive. NCW Libraries will not accept any proposal containing a substantial deviation from the requirements outlined in this RFP.

Responses to this RFP must include the following. Please limit your Proposal to no more than twelve (12) pages, single or double-sided.

Cover Letter:
Please include a letter of interest that includes: (1) the identification of the firm, including name, address, email address, and telephone number; (2) the name, title, address, email address, and telephone number of a contact person during the period of Proposal evaluation (if different); and (3) the signature of a person authorized to bind the firm to the terms of this Proposal.

General Company Profile & Experience:
Briefly provide general information about the firm's experience, capabilities, and length of time the firm has been in the business of performing work of a similar nature. Please indicate if the firm has any special or related skills or experience, including organizational development and coaching, executive management, organizational troubleshooting, conflict resolution, one-on-one coaching, and working with public agencies.

Professional Credentials of Key Staff:
Please identify and list the functions of the key staff who would be assigned to work with the Library under this contract. Briefly describe a summary of the professional credentials and experience of the lead point of contact and key assigned staff. Please do not include lengthy resumes or vitae.

Approach & Description of Services Provided:
In general terms, please indicate why your firm is best suited to meet the objectives listed earlier in this document. Include a brief description of how your team would help the Library achieve identified objectives, and a list of services you propose providing to the Library under this contract. Creative or unconventional approaches are welcome.

Budget/Cost Proposal:
Please include a cost proposal reflecting the services you are proposing and a breakdown of their annual, monthly, and/or per diem costs.

Client List/Testimonials & References:
Provide a list of recent clients and/or testimonials. Include contact information and a brief description of services provided for three to five references who can describe similar or related work you have performed.

SUBMISSION REQUIREMENTS:
Submit one (1) digital copy of the complete proposal response to Barbara Walters: bwalters@ncwlibraries.org by 4:00pm on June 4, 2021. Firms are reminded that the Library is a public agency, therefore, following opening, the proposals may be subject to requests for review and disclosure under the Washington State Public Records Act (Chapter 42.56 RCW)

EVALUATION PROCEDURES:
Firms are encouraged to be creative in responding to this RFP. Qualifications will be evaluated by a Selection Committee. The Selection Committee will consider the completeness of a firm's qualifications and how well the proposal meets the needs of the Library. In evaluating the proposals, the library will be using a criteria evaluation process. The library will consider price but is not required to select the lowest cost provider.

An invitation to interview may be extended to Respondents based on the Selection Committee review of the written submissions. The Selection Committee reserves the right to adjust scoring based on additional information and/or clarifications provided during interviews. The Selection Committee may determine scoring criteria for the interviews following evaluation of written submittals. Should it be required, finalists may be asked to complete a second interview, or provide a sample class preview or presentation. The Library reserves all rights to begin contract negotiations without conducting interviews. Respondents must be available to interview within three business days notice.

AWARD
After the Respondent(s) is selected by the Selection Committee and prior to award, all other Respondents will be notified in writing. Once a finalist has been selected by the Selection Committee, contract negotiations with that finalist will begin, and if a contract is successfully negotiated, it will, if required, be submitted for final approval by the Library Board of Trustees.

EVALUATION CRITERIA:
Qualifications of firms will be evaluated by the Library Selection Committee based upon the responsiveness of the Proposals to this RFP, which may be weighted by the Library in any manner it deems appropriate. Interviews, if considered necessary, will be held with selected firms based on an evaluation of the Proposals. All Proposals will be evaluated using the criteria listed below:

- Cover Letter – 5 Pts
- Company Profile & Experience – 20 Pts
- Professional Credentials of Key Staff – 10 Pts
- Program Approach & Plan – 30 Pts
- Budget/Cost Proposal – 10 Pts
- Client List/Testimonials & References – 15 Pts
- Program Sustainability – 10 Pts

The Library reserves the right to reject any and all Proposals and to determine which Proposal is, in the best judgment of Library, the most responsive proposal based upon Library needs, of a responsible proposer or group of proposals and which proposal, if any, should be accepted in the best interest of the Library.