

CITY OF CHATTANOOGA PURCHASING DIVISION
101 EAST 11th STREET, CITY HALL, SUITE G-13
CHATTANOOGA, TENNESSEE 37402

Request for Proposal No.: 170303 Ordering Dept.: Chattanooga Public Library
Buyer: Deidre Keylon; e-mail: rfp@chattanooga.gov (NO E-MAILED PROPOSALS ACCEPTED)
Phone No.: 423-643-7231; Fax No.: 423-643-7244

Products or Services Being Purchased: Library Consultant for Service Needs/Delivery Master Plan

**SEALED PROPOSALS MUST BE RECEIVED FOR TIME-STAMPING AT ABOVE
LOCATION, AS SPECIFIED IN THIS DOCUMENT, AND NO LATER THAN
4:00 P.M. E.S.T. ON JUNE 21, 2018**

**ALL QUESTIONS MUST BE RECEIVED AS SPECIFIED IN THIS DOCUMENT
AND NO LATER THAN 4:00 P.M. E.S.T. ON JUNE 4, 2018**

The City of Chattanooga reserves the right to reject any and/or all proposals, waive any informalities in the proposals received, and to accept any proposal which in its opinion may be for the best interest of the City. The City of Chattanooga will be non-discriminatory in the purchase of all goods and services on the basis of race, color or national origin. The City of Chattanooga (COC) Terms and Conditions posted on Website are applicable:

<http://www.chattanooga.gov/purchasing/standard-terms-and-conditions>

NOTE: ALL PROPOSALS MUST BE SIGNED BY AN AUTHORIZED SIGNER.

All proposals received are subject to the terms and conditions contained herein and as listed in the above referenced website. The undersigned Offeror acknowledges having received, reviewed, and agrees to be bound to these terms and conditions, unless specific written exceptions are otherwise stated within Offeror's proposal.

PLEASE PROVIDE THE FOLLOWING:

Company Name: _____

Mailing Address: _____

City, State, & Zip Code: _____

Phone/Toll-Free No.: _____

Fax No.: _____

E-Mail Address: _____

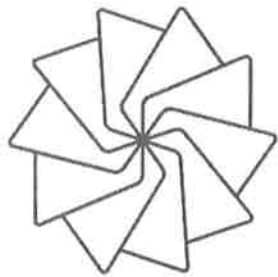
Contact Person and Title: _____

Signature: _____

Date: _____

COMPLETED AND SIGNED PAGE MUST BE RETURNED WITH PROPOSAL

City Of Chattanooga, Tennessee



Chattanooga

Public

Library

Request for Proposal

Consultant to Create a Service Needs/Delivery Master Plan

**Procure consultant to develop a service needs/delivery master plan
for the Chattanooga Public Library.**

Section I: Administrative and Contractual Information

Introduction

The purpose of this section is to identify the administrative requirements related to this RFP.

Inquiries

Questions concerning this RFP may be sent by fax or e-mail to the attention of:

Purchasing Department
City of Chattanooga
Municipal Building
101 E. 11th Street, Suite G13
Chattanooga, TN 37402
Fax: (423) 643-7244
Email: [rfp @chattanooga.gov](mailto:rfp@chattanooga.gov)

Exceptions to RFP Specifications

This RFP is intended to describe The City's minimum requirements and response format in sufficient detail to secure comparable proposals. However, vendors are not precluded from submitting proposals that recommend a solution that differs from the provided specifications as long as the required response format is followed. Any exceptions to specifications should be clearly noted and will be considered as they apply to the overall interest of The City.

Implied Requirements

All products and services not specifically mentioned in this RFP, but which are necessary to provide the full recommended solution described by the vendor, must be included in the proposal.

Vendor-Supplied Materials

Any material submitted by a vendor shall become the property of The City unless otherwise requested at the time of submission. Any material considered confidential in nature must be so marked.

Issuing Office

This RFP shall be governed by the laws of the State of Tennessee and is issued by the Purchasing Department for The City.

Rejection of Proposals

The City reserves the right to reject any and all proposals resulting from this RFP.

Incurring Costs

The City is not liable for any cost incurred by vendors prior to the issuance of a purchase agreement for the proposed consultant services and will not pay for information solicited or obtained.

Number of Copies and Format

Vendors must submit a response to this RFP with a printed original response along with one additional copy and an electronic copy, such as a flash drive, no disks. The electronic format must be Google Docs, MS Word or PDF. The vendor proposal must follow the format as defined in Section IV of this document.

Economy of Preparation

Proposals must be prepared simply and economically, with the minimum number of pages. They should provide a straightforward and concise description of the consultant services proposed. Colorful bindings, displays, promotional materials, etc. are not desired. Emphasis should be placed on clarity and content. Lengthy proposals may be viewed as attempts to obfuscate issues and may be rejected.

Conditions of Agreement

The successful vendor will be expected to enter into contract negotiations with The City that will result in a formal purchase agreement between the parties.

The agency agrees to submit a comprehensive price quotation. The failure or omission of any agency to examine any form, instrument, or document shall in no way relieve any agency from any obligation in respect to their proposal. All RFPs submitted will be public records subject to disclosure under the Public Records Act.

Chattanooga Public Library expressly reserves the following rights:

To base awards with due regard to quality of service, experience, compliance with specifications, and other such factors as described elsewhere in this RFP or as may be necessary in the circumstances. To make the award to any agency whose proposal, in the opinion of library management, is in the best interest of the library, and not necessarily to the lowest cost agency.

Acceptance Terms of 90 Days

All proposals shall remain firm for a period of 90 calendar days after the date specified for receipt of quotation.

Chattanooga Public Library Not Bound By Oral Statements

Library will not be bound by any oral statement or representation contrary to the written specifications.

All Equipment and Products Warranted As New

Agency warrants that all equipment and products, including software, proposed for sale or license to library shall be new, and shall represent the latest version or release of that equipment or product.

Ownership and Use of Documents

All documents, reports, proposals, quotations, submittals, working papers or other materials submitted to library from the agency shall become the sole and exclusive property of Chattanooga Public Library in the public domain, and not the property of the agency. The agency shall not copyright, or cause to be copyrighted, any portion of said documents submitted as a result of solicitation.

Qualifications of Agency

Chattanooga Public Library may make such investigations as deemed necessary to determine the ability of the agency to perform the work, and the agency shall furnish all information and data for this purpose as the library may request. The library reserves the right to reject any quotation if the evidence submitted by, or investigation of, such agency fails to satisfy the library that such agency is properly qualified to carry out the obligations of the contract and to complete the work completed therein. Conditional quotations will not be accepted.

Informality

Chattanooga Public Library reserves the right to waive any informality, irregularity, or defect in the process and to select any agency, even if the selected agency does not meet all requirements of this RFP. Any such waiver by the library shall not be deemed a waiver with respect to any subsequent informality, irregularity or defect in the process.

Execution of Contract

No contract shall be binding on Chattanooga Public Library until it has been approved as to form by the Board of Directors and executed by the Library Director, with the authorization of the Chattanooga Public Library Board of Directors.

RESERVATION OF CITY RIGHTS

In connection with the Request for Proposal and Project, the City of Chattanooga reserves all rights available to it under all applicable laws, including without limitation, and with or without cause, and with or without notice, the right to:

Reject any and all Proposals

Reject any and all Proposals from any firm that is in arrears or is in default to the City of Chattanooga upon any debt or Contract, or that is a defaulter, as surety or otherwise, upon any obligation to the City of Chattanooga, or had failed to perform faithfully any previous Contract with the City of Chattanooga and, if requested, must present within forty-eight (48) hours evidence satisfactory to the City of performance ability and possession of necessary facilities, pecuniary resources and adequate insurance to comply with the terms of the Request for Proposal.

Cancel this Request for Proposal in whole or in part at any time prior to the execution of a contract by the City, without incurring any cost obligations or liabilities.

Issue addenda, supplements, and modifications to this Request for Proposal and to revise and modify, at any time before the Submittal Opening Date, the factors and/or weights of factors, if applicable, the City will consider in evaluating Proposals and to otherwise revise or expand its evaluation methodology as set forth herein.

Change the RFP Submittal Opening Date.

Investigate the qualifications of any firm and, if required, request additional information concerning contents of its Proposal, and additional evidence of qualifications.

Terminate evaluations of Proposals at any time

Disclose information contained in a Proposal to the public as set forth herein.

Waive deficiencies in a Proposal, accept and review a nonconforming Proposal, or seek clarifications or supplements to a Proposal as permitted by law and according to City of Chattanooga purchasing practices and procedures.

Exercise any other right reserved or afforded to the City of Chattanooga under this Request for Proposal and to modify the Request for Proposal process in its sole discretion to address applicable laws, codes, or ordinances and to operate in the best interest of the City of Chattanooga.

OTHER GENERAL CONDITIONS

The following general rules and conditions apply to all purchases by the City and shall become a definite part of this Request for Proposal, unless otherwise specified therein. Proposers, or their authorized representatives, are expected to fully inform themselves as to the conditions, requirements and specifications before submitting Proposals in response to this Request for Proposal; failure to do so will be at the Proposer's own risk and he cannot secure relief on the plea of error Subject to State and City laws, and all rules, regulations and limitations imposed by legislation of the Federal Government, bids or proposals on all advertisements and invitations issued by the City and the Office of the City Purchasing Agent will bind Proposers to all applicable conditions and requirements set forth herein, unless otherwise specified in this Request for Proposal.

FEDERAL OR STATE FUNDING

In the event that the Project is funded in whole or in part by Federal or State grants, Proposer agrees to abide by all applicable Federal and State laws, regulations, grant conditions and procedures including the provisions of the Davis-Bacon and Related Acts (DBRA) and the Contract Work Hours and Safety Standards Act (CWHSSA).

Section II: RFP Lifecycle

Introduction

The purpose of this section is to inform prospective vendors of the process that will take place as a result of this RFP. The information contained herein discloses all details about dates, times, and places as they pertain to this RFP.

Response Date

Sealed proposals to be considered must arrive at the issuing office on or before the time and date referred to on the cover sheet of this document.

Initial Screening

The initial screening of submitted proposals will occur as soon as practical following the opening. The initial screening process will involve evaluating all proposals for completeness, clarity, and conformity to all RFP requirements. Proposals not meeting minimum requirements will not receive further consideration.

Oral Presentation/Interview

Vendors submitting a proposal that passes initial screening may be invited to make an oral presentation of their proposal to The City. Invitations will be given solely at the initiative of The City for such purposes as The City deems necessary. Such presentations provide an opportunity for the vendor to clarify their proposal and ensure that a thorough, mutual understanding exists. Oral presentations are not mandatory. These presentations may be conducted in person, by WebEx or teleconference.

Demonstration

Vendors may be requested by The City to demonstrate the consultant services they are proposing. Demonstrations will be conducted in the most economical manner possible.

Final Evaluation

In the final evaluation, the proposals submitted by the vendors will be reviewed and a recommendation will be made by an evaluation committee for the proposal that is considered to best satisfy The City's requirements.

Any recommendation by the evaluation team or staff members is subject to review and concurrence or nonconcurrence by the Chattanooga Public Library. The Chattanooga Public Library will then make a recommendation to the Library's board in the form of a resolution of who will make the final decision based upon whatever factors it considers pertinent.

The Purchasing Department will first examine proposals to eliminate those, which are clearly non-responsive to the stated requirements. Therefore, Agencies responding to this RFP should exercise particular care in reviewing the Proposal Format required for this RFP.

The evaluation committee shall then score all proposals based upon the evaluation factors detailed herein. Upon completion of the scoring, the committee may recommend short listing the proposals that are potentially acceptable.

The detailed evaluation that follows the initial examination may result in more than one finalist. At this point, the Purchasing Department may request presentations by the agency, may carry out contract negotiations for the purpose of obtaining best and final offers, and may conduct detailed reference checks on the short listed proposers.

The Chattanooga Public Library and the Purchasing Department reserve the right to contact any and all references to obtain, without limitations, information regarding the agency's performance on previous projects. A uniform sample of references will be checked for each short-listed agency.

Proposal Acceptance

After the final evaluation, the chosen vendor(s) will be notified and contract discussion and negotiation between The City and the selected vendor(s) will begin. The content of this RFP and the successful vendor's proposal will become an integral part of the contract, but may be modified by provision of the contract. Vendors are requested to submit current contract forms with their proposal for review by The City.

Section III: Evaluation Criteria and Scoring

The following Evaluation Criteria will be considered in reviewing submittals:

1. Vendor will be awarded up to 30% of the total weighted score for Qualifications and Team Experience.
2. Vendor will be awarded up to 40% of the total weighted score for Competence/Approach to Scope of Work.
3. Vendor will be awarded up to 20% of the total weighted score for Price/Value/Cost.
5. Vendor will be awarded up to 10% of the total weighted score for Reference Projects.

Section IV: Requirements for the Proposal

Cover/Transmittal Letter

A cover letter providing a brief description of the firm or individual. Please be sure to include the following: legal company name, address, telephone and fax numbers, email address, and primary contact person.

Brief History and General Information

Information about the consultant including location of office(s), years in business, organization chart, and any other history of the individual or firm.

Consultant Qualifications

A detailed description of the consultant's prior related experience in providing the scope of services described below, and any area of experience where the consultant is deficient or will need to rely on the services of an outside sub-contractor.

Key Personnel

Identify the primary contact for the project and any key personnel who will be assigned to this project. Provide resumes for all key individuals that include a description of their abilities, qualifications, and experience. The consultant shall inform the Library if any key personnel change after the proposal is submitted.

Subcontractors

Any portion of the scope of work that will be subcontracted. Include firm qualifications (brief) and key personnel, telephone number and contact person for all subcontractors. The Library reserves the right to approve or reject all consultants or internal staff performing consultant services, proposed by the consultant during or after the consultant review and selection process.

References

Provide the name and current contact information of at least three references that are familiar with services provided by the consultant. Include a brief description of the services they received and dates that the services were provided.

Work Examples

Provide examples of three major projects or assignments exemplifying relevant experience including a detailed description of the scope of responsibilities.

Project Scope and Work Plan

A description of the consultant's understanding of the scope of work, including the purpose for the study, a detailed work approach and methodology and expected outcomes. Note any deviations or potential additions to the scope.

Project Timeline

A detailed timeline for completion of this project. Ideally the Library would like to complete this project and have a final report in 90 days from the start of the project.

Fee Information (See Appendix A)

A proposed fee schedule including a detailed description and breakdown of the following:

- Labor Costs
- Overhead Costs
- Travel Expenses
- Other Reimbursable Expenses

Interview

Proposer may be requested to be available for an interview with Library staff as part of the selection process. The lead member(s) of the consultant's team will be expected to attend any interviews scheduled by the Library.

Section V: Requirements for the Proposed System

Introduction

The purpose of this section is to describe the required and desired features of a solution for The City. The vendor may propose additional features and options to be considered. The sequence in which the following items appear in this document does not represent any priority of importance for this proposal. The City requests that prospective vendors use these specifications to develop proposals within the guidelines set forth in Section IV.

Background

The Chattanooga Public Library exemplifies learning, reading, collaboration, researching, connectivity, access, opportunity, and more! We serve hundreds of thousands of individuals and families in the Chattanooga region. We currently maintain 4 unique Library branches that are strategically located throughout the City providing access to programs and materials and serve as places for community meetings, job skills training, and classroom instruction. Last year, over 525,000 citizens visited a CPL Branch with more than 100,000 public computer sessions logged, and over a million print and digital items circulated.

From the **Chattanooga Public Library FY17-FY19 Strategic Plan:**

System Wide-Service Needs/Service Delivery Master Plan Study: The current strategic planning process has clarified the need for a service needs/service delivery master plan study. Consultants recommend that the library board commission a longer range study as soon as possible to address the following questions: What are the most important existing uses of the various library branches? Where do the users of the various branches come from? How are emerging and anticipated development and transportation patterns in the city affecting access to needed services, programs, and facilities across the community? How can the Library system most cost-effectively optimize delivery of the services, programs, and resources needed and wanted by the community during the period of this plan and

beyond and ensure adequate access? To what extent can and should such services be delivered virtually? How feasible and desirable would it be to co-locate branches or satellite units of the public library with or near other public use facilities (such as recreation centers, high schools, senior centers, children and youth centers, and/or neighborhood centers)? What steps might be taken to best serve currently under-served portions of the community?

This RFP is for the services of a consultant to conduct this system-wide needs/service delivery master plan study.

General Requirements

The consultant will deliver service resulting in Library leadership fully understanding the current state of services, and being prepared to make decisions moving forward.

The services of the consultant will begin upon the execution of an agreement. The selected consultant will be expected to analyze the current state of the Chattanooga Public Library system, Integrated Library System Data, Analytics On Demand reports, and the patron/non-patron population of the City of Chattanooga to identify opportunities to improve the current system or recommend other services and service delivery models to best serve the citizens of Chattanooga.

The consultant will be expected to conduct no fewer than 4 focus groups to collect further data.

Consultants shall complete a draft and final written report and present the final report with recommendations to Library staff, Library management, and the Library Board of Directors. This report will identify enhancements to the existing system, alternative delivery system models, and advantages and disadvantages of these enhancements and alternatives.

The report will describe the purpose, methodology, findings and recommendations. It will be delivered in the form of 10 printed copies in addition to a digital copy in the following formats: MS Word/Excel, and Adobe Acrobat.

The scope of work is not limited to, and involves the following data analysis-based results and recommendations:

- A holistic and comprehensive review of existing services, operational practices, and external factors including but not limited to:
 - Policies
 - Delivery approaches including but not limited to:
 - Funding
 - Design
 - Services delivery models
 - Facilities
 - Technology
 - Staffing
 - Currently charged fees
 - Meeting and Event space use
 - Passport service
 - Notary service
 - Collection Management
- Create and coordinate surveys of program attendees and computer users, and interpret the data for recommendations on the other points of this list.
- Projection of future demands and recommendations to meet those demands as affected by:
 - Community needs and opportunities they offer
 - Future trends in technology
 - Trends affecting the future of public libraries in general
 - Community organizations that either supplement or complement Library services
- Service recommendations based on:
 - Demographics of circulation
 -

- The economic development of the City of Chattanooga including the housing market and City planning
- Where existing and potential patrons homes are located
- Traffic concerns and plans
- Virtual opportunities
- Co-location with government and community organization facilities
- The underserved
- The unserved
- Provide and recommend alternative service delivery models to best service current and potential patrons.
- Identify enhancements to the current system.
- Examine collaboration with other community partners and organizations, including City of Chattanooga Departments.
- Recommend action involving the future of a Library branch located on leased property including potential relocation or closure.
- Fundraising and alternative funding opportunities

Where possible each identified recommended opportunity will have a high-level execution approach sequential checklist.

Appendix A: Proposal Cost Summary Form

The undersigned, being familiar with the requirements of The City of Chattanooga Request for Proposal for a services plan consultant solution, proposes to furnish products and services to The City in accordance with that request.

The summary below reflects projected cost for The City for the services plan consultant solution and implementation. Supporting detail must be attached in the form of a catalog or a line item detail describing hourly rates, projected expenses, software and hardware expenses, annual support and maintenance, discounts along with any other detail that will lead to a clear understanding of the proposal.

Item	Cost
Labor Costs	
Overhead Costs	
Travel Expenses	
Other Reimbursable Expenses	
Total	

Appendix B: Affirmative Action Plan

Affirmative Action Plan

For

Invitation or RFP No. : _____

(Name of Contractor)

The above named Contractor is an equal opportunity employer and during the performance of this contract, the Contractor agrees to abide by the Affirmative Action Plan of the City of Chattanooga as follows:

The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, or handicap. The Contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, national origin, or handicap. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay, or other forms of compensation, and selection for training, including apprenticeship. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin, or handicap.

The Contractor will send to each labor union or representative of workers with which he/she has a collective bargaining agreement or other contract or understanding, a notice advising the said labor union or workers' representatives of the Contractor's commitments under this section, and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

During the term of this contract the following non-discriminatory hiring practices shall be employed to provide employment opportunities for minorities and women:

All help wanted ads placed in newspapers or other publications shall contain the phrase "Equal Employment Opportunity Employer".

Seek and maintain contracts with minority groups and human relations organizations as available.

Encourage present employees to refer qualified minority group and female applicants for employment opportunities.

Use only recruitment sources which state in writing that they practice equal opportunity. Advise all recruitment sources that qualified minority group members and women will be sought for consideration for all positions when vacancies occur.

Minority statistics are subject to audit by City of Chattanooga staff or other governmental agency.

The Contractor agrees to notify the City of Chattanooga of any claim or investigation by State or Federal agencies as to discrimination.

(Signature of Contractor)

(Title and Name of Company)

(Date)

Appendix C: Iran Divestment Act Attestation Form

Chapter No. 817 (HB0261/SB0377). "Iran Divestment Act" enacted.

Vendor Disclosure and Acknowledgement

By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to § 12-12-106.

(SIGNED) _____

(PRINTED NAME) _____

(BUSINESS NAME) _____

(DATE) _____

Appendix D: Affirmation and Signature

In submitting this proposal, I understand that The City reserves the right to reject any and all proposals.

The undersigned further agrees that this proposal is made in good faith and is not founded on, or in consequence of, any collusion, agreement or understanding between his or herself or any other interested party.

Business Name	
Mailing Address	
City, State, Zip	
Business Phone Number	
Fax/Other Number	

Printed Name of First Signatory	Title
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Signature	Date
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Printed Name of Second Signatory	Title
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Signature	Date
------------------	-------------

No Contact/No Advocacy Affidavit

City of Chattanooga

Purchasing Division

For Submission with Sealed RFP or RFQ Responses:

State of _____

County of _____

_____ (agent name), being first duly sworn, deposes and says that:

(1) He/She is the owner, partner, officer, representative, or agent of _____
_____ (business name), the Submitter of the attached sealed solicitation
response to Solicitation # _____;

(2) _____ (agent name) swears or affirms that the Submitter
has taken notice, and will abide by the following No Contact and No Advocacy clauses:

NO CONTACT POLICY: After the posting of this solicitation, a potential submitter is prohibited from directly or indirectly contacting any City of Chattanooga representative concerning the subject matter of this solicitation, unless such contact is made with the Purchasing Division.

NO ADVOCATING POLICY: To ensure the integrity of the review and evaluation process, companies and/or individuals submitting sealed solicitation responses, as well as those persons and/or companies formally/informally representing such submitters, may not directly or indirectly lobby or advocate to any City of Chattanooga representative.

Any business entity and/or individual that does not comply with the No Contact and No Advocating policies may be subject to the rejection or disqualification of its solicitation response from consideration.

Submitter Signature: _____

Printed Name: _____

Title: _____

Subscribed and sworn to before me this _____ day of _____, 2_____.

Notary Public: _____

My commission expires: _____