

A ConnectNY RFP



ConnectNY

Request For Proposal

Consulting Services for Strategic Planning

April 2019

Abstract

CNY (ConnectNY), Inc., an academic library consortium in New York State, is seeking the services of a consultant to facilitate strategic planning. The *ConnectNY Strategic Plan 2015-2020* (<http://connectny.org/strategic-plan-2015-2020/>) is focused on achieving the mission by leveraging the collective strength of its members as one organization, building community through collaboration, sharing resources of all types, being entrepreneurial, and focusing on the user experience to achieve this mission. With the current strategic plan coming to a close in 2020, CNY wishes to develop the next strategic plan during 2019.

About CNY

Since its inception in 2002, the mission of ConnectNY has remained the same: *The mission of ConnectNY is to share collections, leverage resources, and enhance services through cooperative initiatives and coordinated activities.* A brief history of CNY can be found on the CNY website: <http://connectny.org/about/>

Background

In 2015, the CNY Board of Directors tasked the Executive Director with leading the development of a strategic plan. In June 2015, the Board and a few staff people from member libraries met for a 2-day retreat. The outcome of that retreat is [The ConnectNY Strategic Plan, 2015-2020](#). This plan has been reviewed and updated annually.

The implementation of the strategic plan has created positive change in the organization. In January 2015, CNY had only one standing committee, the Executive Committee. Because of the implementation of the strategic plan, CNY increased community involvement through committee service (see <http://connectny.org/committeesandworkinggroups/>). An annual conference day initiated in 2016 has grown from a one-day event to a two-day event in 2019. The e-book pilot became a program. Some initiatives did not succeed and were eliminated (peer to peer with NExpress, discounted pricing for e-resources). CNY worked with a consultant in 2017 to evaluate the existing technology infrastructure. New by-laws were approved in 2016. Three new members joined between 2015 and 2017, and two members withdrew. In 2018, CNY numbered 19 members.

Each member institution has a seat on the CNY Board of Directors. In the past two years, a significant number of Board members retired, and with them the memories of the people who had a long history with CNY. New Board members bring fresh perspectives and provide the organization with the opportunity to realize new opportunities.

In 2018, four member institutions provided notices of withdrawal. Financial challenges at these institutions were cited as the most common reason for withdrawal. Another reason given is the resource sharing opportunities available between ExLibris Alma libraries. They will all be exiting CNY on June 30, 2019, bringing the membership from 19 to 15.

While members have withdrawn in the past, new members were brought on, and no more than one member left in any single year. Because CNY's budget is solely funded by membership fees, the loss of four members has a significant financial impact. Prospective members that choose not to join CNY state that the costs of joining and the annual membership fee are a barrier.

With so many changes within the consortium and in higher education, now is the time to focus the consortium on opportunities that will secure the future of collaboration in CNY.

Services Required

The consultant will work with the CNY Planning Committee to facilitate a strategic planning process that will involve the CNY community and its stakeholders.

The consultant will:

1. Provide leadership, direction and expert consultation related to the development of an effective multi-year strategic plan for an academic library consortium.
2. Provide a clear strategic planning process.
3. Involve as many stakeholders as possible:
 - a. CNY staff
 - b. Board of Directors
 - c. Committees
 - d. Staff and faculty at member libraries
 - e. Library directors from potential and former member libraries
4. Include an affirmation of CNY's mission and shared values, and contemporize the vision.
5. Facilitate strategic planning meetings.
6. Provide deliverables that support and document the work performed throughout the process:
 - a. Materials for meetings
 - b. Provide updates and reports to Planning Committee throughout the planning process.
 - c. Strategic statements, goals, and initial action steps beginning in July 2020

The desired result is a strategic plan with action steps beginning in July 2020.

Timeline and Required Documentation

Interested parties should submit the following, no later than **5:00 pm ET on April 26, 2019** to Pamela Jones, Executive Director, ConnectNY, via email at pjones@connectny.org:

- A proposal describing your methodology and process for realizing the tasks described above.
- Detail your qualifications (or the qualifications of the team of consultants).

- Resumes of all consultants who will be involved in the project.
- A firm estimate of fees to be charged, and an estimate of expenses that may be incurred.
- Names, phone numbers and contact people at three nonprofit organizations who can speak to your experience with strategic planning.
- Interviews with finalists will be held during the week of May 20, 2019.
- Consultant will be selected in June 2019.
- Project timeline: July 2019-February 2020

All questions can be directed to Pamela Jones, Executive Director, via email at pjones@connectny.org or via telephone at 716-930-7752.

Contract Provisions

Successful proposer will be asked to sign a contract with the following criteria:

1. A requirement of confidentiality regarding the service and any content or commentary learned while providing the service, aside from facts publicly available regarding ConnectNY;
2. Incremental payments based on the agreed-upon phases of the strategic planning process
3. The right to terminate the contract mid-way through the process, with only a pro-rated portion based on the most recent phase due and owing.
4. Proof of worker's compensation insurance or appropriate exemption
5. Agreement that consultant is an independent contractor responsible for all taxes and withholding

CNY (ConnectNY), Inc. Statement of Intent

CNY reserves the right to reject any or all responses to this Request for Proposal. CNY will not reimburse costs of preparing the consultant proposals. CNY reserves the right to cancel the award of contract any time before the execution of the contract by both parties. Responding consultants bear sole risk and responsibility for costs incurred in the preparation and delivery of the proposal. CNY reserves the right to ask for clarification in the proposal if the need arises.