

# Request for Proposal (RFP)

## **Organizational Structure & Effectiveness Study for the Clearview Library District**

Date of Issue: September 16, 2025

Proposal Submission Deadline: October 10, 2025, 5:00 PM MDT

### **Contact:**

**Erica Rose, Library Director**  
**Clearview Library District**

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## **1. Introduction & Background**

The Clearview Library District (hereinafter referred to as "the District") is a public library system with a dedicated staff of 54 employees. The District serves approximately 70,000 Colorado residents across three unique communities: Windsor, Severance, and West Greeley. In recent years, to better serve our growing communities, the District expanded its physical footprint from a single, centralized library to a three-building model, comprised of two public libraries, a mobile library, and one administrative building. It is evident to leadership and stakeholders that this strategic expansion needs to be supported by a corresponding evolution of our organizational structure.

Currently, the District is facing operational challenges, stemming from growing pains that impact efficiency, employee morale, and service delivery. The District's population continues to grow significantly, corresponding with a rise in demand for services. Furthermore, with limited physical space across our facilities, it is imperative to maximize the talents of current staff to utilize resources more effectively.

The District requires an objective, expert analysis to align organizational structure with this current multi-location reality. Proposals are solicited from qualified consulting firms to conduct a comprehensive organizational study. The findings will provide a strategic roadmap for redesigning the structure, ensuring it effectively supports employees and allows for the delivery of excellent library services to patrons, both now and in the future.

## **2. Project Goals & Objectives**

The primary goal of this engagement is to develop a clear, data-driven, and actionable plan for realigning the District's organizational structure with its strategic mission to Cultivate Curiosity, Enlighten the Mind, and Strengthen the Community. The target audience for the consultant's final report and recommendations will be the District's senior leadership, including the Director, Department Heads, and the Leadership Team.

The study must achieve the following core objectives:

- Assess the current departmental structure, the effectiveness and accuracy of job descriptions, the efficacy of internal communication channels, and the efficiency of key service and operational processes.
- Identify organizational strengths and help us develop a structure that leverages these strengths to innovate and sustain excellent library services. Concurrently, identify systemic inefficiencies, communication bottlenecks, and structural flaws that impact employee satisfaction, burnout, the effective use of resources, and the proper allocation of employees across departments and buildings.
- Provide a strategic roadmap with prioritized recommendations for organizational redesign, a more effective department structure, tangible process improvements, and a comprehensive change management strategy for successful implementation. This plan should present scaffolded options that allow for implementation in phases.

### 3. Scope of Work

The selected consultant will be expected to perform, at a minimum, the following activities:

- **3.1 Stakeholder Engagement:** Conduct confidential interviews with department heads and key stakeholders at all levels of the organization to gather qualitative data on workflow, culture, communication, and structural challenges.
- **3.2 Documentation Review:** Perform a thorough review of existing internal documentation, including the current organizational chart, all employee job descriptions, operational policies and procedures, and available performance and circulation data.
- **3.3 Synthesis of Existing Feedback:** Review and incorporate findings from recent internal SWOT analysis surveys and notes from small group feedback sessions.
- **3.4 Final Report and Implementation Plan:** Develop and present a final, comprehensive report to senior leadership detailing all findings, analysis, and actionable recommendations. This report must include a proposed new organizational chart and a phased implementation plan with a clear timeline and success metrics.

### 4. Required Vendor Qualifications

Firms submitting a proposal must demonstrate significant expertise and a proven track record in organizational analysis and design. Specifically, respondents must provide:

- **4.1** Evidence of at least three (3) years of experience in strategic management consulting with a focus on organizational design, process improvement, and change management.
- **4.2** A demonstrated track record of successful engagements with public sector, non-profit, or governmental entities. Direct experience with public libraries or similar service-oriented community organizations is highly desirable and should be highlighted.

- **4.3 Verifiable examples of at least two (2) similar projects completed within the last three (3) years.** These examples must include a brief description of the client's challenges, the firm's approach, and the outcomes achieved. Client references must be provided for these projects.
- **4.4** Biographies or resumes of the key personnel who will be assigned to this project, detailing their relevant experience and qualifications for this specific engagement.

## 5. Proposal Submission Requirements

To be considered, proposals must be submitted in a single PDF document and include all of the following components:

1. **Cover Letter:** A brief introduction signed by an authorized representative of the firm.
2. **Executive Summary:** A concise overview of the firm's understanding of the District's challenges and its proposed approach.
3. **Project Approach & Methodology:** A detailed narrative describing the firm's methodology for fulfilling the Scope of Work (Section 3.0), including specific tools and frameworks to be used.
4. **Work Plan & Timeline:** A detailed project plan with major milestones, deliverables, and a clear timeline from project kick-off to completion.
5. **Team Qualifications:** Identification of the proposed project manager and key team members, including their roles and relevant experience (resumes may be included in an appendix).
6. **Relevant Experience & References:** A description of the firm's qualifications as outlined in Section 4.0, including contact information for at least two (2) relevant client references.
7. **Cost Proposal:** A detailed, all-inclusive cost proposal. This should clearly itemize fees, estimated hours by activity or team member, and any anticipated expenses. The total cost must be presented as a "not-to-exceed" figure.

## 6. Evaluation Criteria & Process

Proposals will be evaluated by a selection committee of the District's senior leadership. The committee will score proposals based on the following weighted criteria. The District may elect to interview a short list of finalists based on the strength of their written proposals.

Criteria	Description	Weight
<b>Proposed Approach &amp; Methodology</b>	Clarity, thoroughness, and effectiveness of the proposed plan to meet the District's objectives. Demonstrated understanding of our specific challenges.	<b>35%</b>
<b>Relevant Experience &amp; Qualifications</b>	The firms' demonstrated track record with similar projects, particularly in the public/nonprofit sector. Strength and relevance of client references.	<b>30%</b>
<b>Cost Proposal</b>	Reasonableness and competitiveness of the proposed cost. Clarity of the fee structure and overall value presented for the investment.	<b>20%</b>
<b>Team Expertise</b>	Qualifications, specific experience, and skills of the personnel assigned to the project.	<b>15%</b>
<b>Total</b>		<b>100%</b>

The District reserves the right to reject any or all proposals and to waive any informalities or irregularities in the proposals received. This RFP does not commit the District to award a contract.

## 7. Project & Submission Timeline

The following timeline outlines the key dates for this RFP process:

- **RFP Issued:** September 16, 2025
- **Deadline for Questions from Vendors:** September 22, 2025
- **District Response to Questions Published:** September 26, 2025
- **Proposal Submission Deadline:** October 10, 2025, by 5:00 PM MDT
- **Finalist Interviews (if required):** Week of October 13, 2025
- **Final Vendor Selection & Notification:** October 20, 2025
- **Project Kick-off:** October 27, 2025
- **Anticipated Project Completion:** December 31, 2025

## 8. Contact Information & Submissions

### Instructions

All questions regarding this RFP must be submitted in writing via email by the deadline specified above. No phone calls, please.

#### Direct Questions To:

- Erica Rose, Library Director
- [erica@clearviewlibrary.org](mailto:erica@clearviewlibrary.org)
- Subject Line: "Question Regarding Organizational Study Bid"

Proposals must be submitted electronically in a single PDF file to the email address above. The subject line should read: "Proposal Submission: Organizational Study - [Firm Name]." Submissions received after the specified deadline will not be considered for evaluation.

We appreciate your interest in partnering with the Clearview Library District.

Sincerely,

**Erica Rose**

***Library Director***

**Clearview Library District**