

# Request for Proposal: Auditing the RPL Brand

**Issued by: Regina Public Library**

**Issue Date:** Oct 19, 2016  
**Closing Date:** Nov 9, 2016  
**Award Date:** Nov 23, 2016



## Intent

Regina Public Library (RPL) is seeking the services of a qualified consultant to conduct an audit and produce a report on the status of the RPL brand.

This work will include:

- Capturing thoughts, feelings and opinions from library patrons, the overall Regina community, and RPL staff re: the RPL brand;
- Capturing thoughts, feelings and opinions from RPL board members, directors and select managers re: the RPL brand;
- Undertaking research to learn more about thoughts and opinions worldwide of the role of libraries in communities and the challenges they face with respect to brand; and
- Reporting back to RPL on the findings, and providing a set of recommendations to move forward with brand definition.

Following this work, and at the discretion of the RPL, the consultant may be asked to facilitate a discovery process by which the RPL determines its desired brand, based in part on the feedback, research and recommendations produced through the audit described above.

## “Brand”

The term “brand” has many meanings and interpretations. These are definitions RPL is using in this RFP and this project.

Brand	Brand is the thoughts, perceptions and “gut feeling” a person has about RPL based on their exposure to and interactions with us. Essentially, it’s what comes to mind when someone hears the words “Regina Public Library.”
Brand promise	A statement that explains what patrons and the public can expect from RPL. Everything we do, every touch point with the public must align with that promise.
Brand management	Brand management is about managing the brand promise – ensuring that every aspect of our business aspires and continues to adhere to it.

## Background and context

Regina Public Library (RPL) is a non-profit, board-run organization dedicated to enriching quality of life in Regina. For over 100 years, RPL has provided open access to materials, programs and services that encourage cultural, economic, educational and recreational development. RPL currently operates Central Library in downtown Regina, as well as eight branch locations throughout the city.

RPL already has a brand whether we know it or not, and whether we manage it or not. But it might not be the brand we want. What is RPL’s brand? What assumptions do patrons and members of the public

make about RPL, who we are and what we have to offer? What do they think of when they hear the name? When they enter RPL branches or visit RPL online?

Library employees, leaders and directors have ideas and theories about these questions, and some work has been done through other projects to survey patrons, but we haven't formally engaged our patrons and the public to find out.

At the same time, library leaders themselves have opinions and ideas about our brand, but no formal discussions have been undertaken to determine whether these ideas are consistent with each other, let alone whether they are consistent with what the public thinks.

We know that RPL's brand is influenced by a wide variety of factors, some of which we can manage, and some of which we can't. These factors include assumptions and beliefs about libraries and their place in 21<sup>st</sup>-century society, customer service at the various branches, materials availability, media stories (locally and elsewhere), and much more.

A brand audit will help RPL to better understand stakeholder perceptions of RPL's current brand. Knowing what patrons, the public and other stakeholders think will provide a starting point for determining our brand, and how best to manage it.

### **Brand management**

RPL currently does not have a plan in place with which to effectively manage its brand. There is no overarching brand plan for the organization to look to as inspiration/affirmation, and to align services to the public.

RPL recognizes the importance of aligning business decisions and solutions under a brand promise. But having never undertaken brand development or management, it doesn't have the systems and structures in place to ensure this happens. Introducing the concept of brand and aligning business to the brand will be a new, potentially scary adventure for many staff.

What the organization does have is a commitment by its leaders and managers to get started examining and defining the brand as a first step to ensuring our brand is clearly identifiable and our brand promise is consistently experienced by stakeholders, patrons and the public.

### **Work required within the scope of this RFP**

#### **1. Capture thoughts, feelings and opinions from library patrons, the overall Regina community, and RPL staff re: the RPL brand**

The successful proponent will use various techniques and tools to gain a general understanding of the opinions of RPL patrons and the broader Regina community. What do they think when they hear the words "Regina Public Library?" We expect focus groups, surveys and face-to-face interviews will feature heavily in this piece of the work, and we want to ensure the successful proponent casts its nets wide to ensure a range of viewpoints from many different segments of the Regina population.

**2. Capture thoughts, feelings and opinions from RPL board members, directors and select managers re: the RPL brand**

The successful proponent will also gain an understanding about what RPL leaders believe to be the RPL brand. This is a key piece of information to understand, as there may not be consensus in what leaders believe is the RPL brand. As well, their thoughts and assumptions might differ from those of the public. Again, we expect the successful proponent will use appropriate, tried-and-true methods to capture this information.

**3. Undertake research to learn more about thoughts and opinions worldwide of the role of libraries in communities and the challenges they face with respect to brand.**

Life has changed considerably in the last 20 years, and with the advent of tools such as Google, questions are being raised in the media and the public as to the validity of libraries, and their place in our society. It's important that the successful proponent understands these questions and the context of the world within which RPL operates. This research will serve to enhance the final recommendations described below.

**4. Report back to RPL on the findings, providing an analysis and set of recommendations to move forward with brand definition.**

The research gathered in the first three phases of this project will culminate in a final report which will provide detailed information about all three key pieces of intel, as well as a thoughtful analysis of what it all means. The successful proponent will use this information, coupled with their extensive experience with brand development, to create for RPL a set of recommendations about how best to move forward with brand definition.

**5. Other work as may be recommended by proponents and agreed to by RPL.**

In the process of research and discovery to put together the recommendations described above, the successful proponent may have additional work it feels RPL should undertake in order to fully understand what is required of its brand identity. Depending on the need, the successful proponent will recommend to RPL any further work and RPL will decide how best to move forward.

**6. Define a plan for next steps to (re)establish a strong RPL brand.**

Following the research component, the successful proponent will develop a plan for next steps to move forward with the RPL brand.

## **Subsequent work not in the scope of this RFP**

As described above, the report will be reviewed by RPL and decisions will be made as to how best to move forward. Depending on the findings of the research and the recommendations in the follow-up report, RPL may request the successful proponent undertake further work to help the organization determine its desired brand and a brand promise.

That work will also include development of a brand management plan to ensure business practices and decision-making aligns with the brand and brand promise, to bring employees on board with the plan, and to ensure brand maintenance over time.

## **Procurement Process**

Proponents are invited to respond to this RFP with detailed proposals that describe their ability to support the requirements listed above.

RPL will shortlist proponents and will schedule opportunities (in-person or via webcast) with shortlisted proponents at which time proponents will provide a presentation based on the requirements outlined in this RFP.

## **Submission Deadline**

**To receive consideration, responses to this RFP must be received no later than 2:00 p.m. Saskatchewan Time (CST), November 9, 2016.**

An electronic copy of the proposal must be delivered via email or a USB memory stick to:

Colleen Hawkesford  
Manager, Marketing and Communications  
Regina Public Library  
2311 – 12<sup>th</sup> Avenue, Regina SK S4P 0N3  
306-777-6015  
[chawkesford@reginalibrary.ca](mailto:chawkesford@reginalibrary.ca)

Proposals delivered on USB memory stick must be delivered to the receptionist in the Marketing and Communications Office or the Director's Office on the second floor of the Central Library building at the address above between the hours of 9:30 am and 4:00 pm. Proposals will be time and date stamped upon receipt.

RPL will confirm the receipt of proposals delivered by email with a reply email.

RPL will not be responsible for late delivery of proposals due to problems with email, post or courier services. Proponents are encouraged to submit their proposals early to avoid any such issues.

Prior to the submission deadline, RPL may amend or clarify the RFP; such amendments will be posted in the same locations as the original RFP. In the event that RPL revises the RFP after the closing date, proponents will have the opportunity to refine, submit, or resubmit their proposals.

## **Project Contact**

Proponents are encouraged to obtain a clear understanding of the proposal requirements prior to submission. At all times, the proponent is responsible for notifying RPL in writing of any error or omission contained within the RFP document, or requesting clarification that may be required to prepare the proposal. RPL will provide written responses to all queries received and all requests/questions and their responses will be posted to the RPL website (<http://www.reginalibrary.ca/about/tenders.html>). It is up to the proponent to review this site to check for questions and answers posted, prior to the submission deadline.

Inquiries, interpretations and questions regarding the procurement process or the scope of the work are to be directed to:

Colleen Hawkesford  
Manager, Marketing and Communications  
Regina Public Library  
2311 – 12th Avenue, Regina SK S4P 0N3  
306-777-6015  
[chawkesford@reginalibrary.ca](mailto:chawkesford@reginalibrary.ca)

Verbal responses to any inquiry are not binding on either party. Contacts are restricted to the person identified above. Contact with individuals other than that listed above may result in proposal disqualification.

## **Proposal Requirements**

The following components are required in the proposals.

### **Introduction**

- Letter of transmittal
- Executive summary of your proposal

### **Background Information**

Clearly outline your ability to do this work. Include:

- Detailed information about you and/or your company – including a brief company history and profile and how long you've been in business;
- Rationale/explanation as to why your company should be chosen to undertake this work;
- Your company's web address and any public social media accounts, blogs, etc. available for review;
- An introduction of each person who will work on the project and their speciality area along with detailed resumés and two references for each;

- An introduction to any third-party resource or contractors who will work on the project, as well as rationale as to why you will use the resource; detailed resumés and two references for each person working on the project from the third-party resource; and
- Examples of three brand audit projects your company has undertaken of a similar nature to this request within the past ten (10) years. Provide an overview of each project that includes project timeline(s), whether project was on time and on budget, and challenges you encountered and overcame along the way. Also provide references from each project (include name, title, phone number and email).

### **Project Approach**

Clearly identify how you intend to undertake the work required of the project as identified in this document:

- Provide a detailed explanation of your approach to the work outlined above;
- Describe your proposed approach to conducting research and undertaking stakeholder consultations;
- Clearly explain the role of each resource you will be using and the role(s) he or she will play in the work required;
- Provide a draft schedule of the project, including all requirements for RPL staff and patron participation and expected scheduled hours of activity at RPL locations;
- Provide any additional/proposed steps of importance based on your professional experience, and describe how they will be undertaken.

### **Project Costs**

- Provide a fixed cost for the work, including time estimates and hourly rates for each facet of work involved. Provide a list of your assumptions related to the cost proposed.
- List all taxes separately.

### **Evaluation of Submissions**

The Selection Committee will consist of representatives from RPL’s Administration. Submissions will be evaluated based on the following criteria and point system.

<b>Criteria</b>	<b>Available Points</b>
Quality of proposal, understanding of requirements	15
Project approach, methods, experience	30
Project cost, timeline and value for service	20
Quality and experience of proposed resources	20

Company history and profile	5
References	10
<b>Total Available Points</b>	<b>100</b>

## Terms and Conditions

### 1. Incurred Costs

RPL will not be liable in any way for costs incurred by Proponents in replying to this RFP.

### 2. Reservations

RPL reserves the right to:

- Reject any or all proposals received in response to this RFP;
- Seek clarification from Proponents who respond to this RFP;
- Verify the validity of the information supplied in any proposal;
- Waive or modify procedural and administrative irregularities due to honest or unintentional mistakes as identified in proposals received, after discussion with the Proponent;
- Negotiate with the Proponent(s) responding to this RFP, consistent with the objectives stated;
- Cancel this RFP at any time for any or no reason. If cancelled, RPL is not responsible for any costs incurred by the Proponent(s); and
- Accept the proposal that appears to be in the best interest of RPL.

### 3. Final Proposal/Proposal Corrections

Proposals submitted shall be final and may not be altered by subsequent offerings, discussions, or commitments unless the Proponent is requested to do so by RPL. Should RPL determine that all of the proposals submitted are non-compliant, or none of the proposals meet the goals of the Project, RPL may carry out a process whereby all proponents are allowed the opportunity to correct their proposal without a change in their pricing.

### 4. Proposal Property

Once opened, proposals and accompanying documentation become the property of RPL and will not be returned.

### 5. Collusion

Proposals shall be made without any connection, comparison of figures, or arrangements with or knowledge of any other person or persons making a proposal under this RFP and shall be in all respects fair and without collusion or fraud.



6. Proposal Acceptance Period

By submitting a proposal, each Proponent agrees that their proposal may be subject to acceptance by RPL any time prior to ninety (90) days after the due date for submitting proposals.

7. News Release

Proponents must not make public announcements or news releases regarding this RFP or any subsequent award of contract without the prior written approval of RPL.

8. Conflict of Interest

Each Proponent must make full disclosure of any relationship with any employee of RPL who makes recommendations concerning the selection of a successful proposal or any employee who may allot work to or order supplies from the successful Proponent.

9. Proposal Prices

All prices proposed must be in Canadian currency. If not stated otherwise, RPL will assume prices quoted are in Canadian funds. The prices proposed shall include all costs associated with providing the service.

Whenever the amount proposed for an item in the proposal does not agree with the extension of the estimated quantity and the proposed unit price, the unit price shall govern and the extended amount proposed for that item shall be corrected accordingly.

10. Execution of Formal Contract

The successful Proponent shall enter into a formal, written agreement(s) with RPL in such form as may be acceptable to RPL, in its sole discretion.

RPL and the successful Proponent agree to incorporate the salient description and elements from this RFP and the Proponent's proposal that identify how the Proponent will conduct a brand audit and produce a report on the status of the RPL brand in accordance with the terms of this RFP. In the event of any inconsistency between the accepted proposal, the RFP, and the Contract, the latter shall supersede the former.

The successful Proponent will endeavour in good faith and in a timely manner to finalize and execute the agreement(s) without delay.

In the event that RPL and the successful Proponent are unable to successfully negotiate agreement(s), RPL reserves the right, in its sole discretion, to disqualify the Proponent and to commence negotiations with the next highest ranked Proponent who provided a compliant response to this RFP. All proponents acknowledge and agree that RPL is not obligated to enter into any agreement or to retain the successful Proponent for the services outlined in this RFP, unless in the sole discretion of RPL, a satisfactory agreement or agreements can be reached.

11. Unacceptable Performance

Should a Proponent's performance be deemed unacceptable, RPL reserves the right to cancel any agreement(s) or contract(s) executed under this Proposal with thirty (30) days' notice.

12. Permits, Licenses, and Workers' Compensation

The Proponent and any sub-contractors used by the Proponent are responsible for obtaining and paying for all necessary permits and licenses required for the performance of the services. The Proponent is responsible for registering with the Saskatchewan Workers' Compensation Board and paying premiums for workers' compensation coverage.

13. Applicable Laws and Regulations

The Proponent is responsible for adhering to all applicable laws and regulations in performing the services. This includes all employment, health and safety, and environmental requirements.

14. Insurance

The successful Proponent will need to provide RPL with proof of professional liability. Minimum coverage of \$2 million is required for comprehensive general liability.

15. Confidentiality

RPL anticipates the Proponents may wish to treat certain elements of their submissions as confidential or proprietary. Proponents are advised, however, that freedom of information requirements in force in the Province of Saskatchewan may afford rights of production or inspection at the application of third parties. Further, the contract entered into by the successful Proponent will, by law, be available for inspection by members of the public.

16. Governing Law

This RFP process shall be governed by and construed in accordance with the laws of the Province of Saskatchewan and the federal laws of Canada applicable therein.

17. Terms and Conditions

All terms and conditions of this RFP are deemed to be accepted by the Proponent and incorporated by reference in their proposal, except for those that are expressly challenged by the Proponent in their proposal.