



**REQUEST FOR PROPOSAL**  
**RFP #DPL-CL-1909**

**Conduct an Executive Search for a Chief of  
Operations and Customer Experience Officer  
(CXO) for the Detroit Public Library**

**Issued: March 19, 2019**  
**Due Date: April 9, 2019 at 2:00 p.m.**

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## RFP #DPL-CL-1909

### Executive Search for a Chief of Operations and Customer Experience Officer (CXO)

#### I. INTRODUCTION

The Detroit Public Library (DPL) invites qualified executive search firms and consultants to submit a written proposal to conduct an Executive Recruitment campaign for a Chief of Operations and Customer Experience Officer (CXO). This is an excellent opportunity for an experienced, skilled administrator to apply to provide oversight of designated operations and customer services at the Detroit Public Library. Proposals are being solicited for these services in accordance with the terms, conditions and instructions set forth in the request for proposal. The attached documents will be used to determine the most qualified firm with the ability to provide this search.

There is no expressed or implied obligation of the Detroit Public Library to reimburse responding firms in response to this request for or in for attending any meetings or conferences. The final award will be based on best overall value. The Detroit Library's Executive Director shall consider the entire proposal for, but not limited to, proposal completeness, ability to meet requested service's needs, experience in conducting executive search and recruitment expertise, the availability of key personnel, cost to the Detroit Public Library, and satisfaction of other clients.

This Request for Proposal, and any subsequent addenda, is being issued by the Purchasing Department and this department is the sole point of contact regarding all procurement and contractual matters relating to the requirements described in the RFP. The Purchasing Department is the only office authorized to modify, change, and clarify the requirements of this RFP and any contract awarded as a result.

The effective date of the resulting contract will be upon approval by the Detroit Library Executive Director.

#### ***Proposed Timeline***

RFP Issued	Tuesday, March 19, 2019
Proposals Due	Tuesday, April 9, 2019
ED reviews and recommends finalists	Tuesday, April 30, 2019
Finalist Interviews	May 1, 2019 – May 3, 2019
Executive Director awards contract	May 10, 2019



## II. INSTRUCTIONS

1. Firms responding to this Request for Proposal shall submit their proposals in the overall format as outlined. Supplemental information should be provided in additional sections following the same numbering scheme. The responses shall be legible, concise and complete.
2. The following pages include a proposal pricing section to be completed by each firm submitting a proposal. Each item must be completed with a response. Firms not responding to the proposal format and pricing section may be deemed unresponsive.
3. All questions shall be submitted, in writing, as follows:

Christina Ladson, Purchasing Manager  
[cladson@detroitpubliclibrary.org](mailto:cladson@detroitpubliclibrary.org)

Questions are due on or before 4:00 p.m. on March 25, 2019. Responses to the questions submitted by the deadline will be posted via an addendum on the Detroit Public Library website and [www.bidnetdirect.com](http://www.bidnetdirect.com).

4. Proposals shall be submitted in a sealed package, clearly listing the following information on the outside:
  - Title: RFP #DPL-CL-1909 – Conduct an Executive Search for a Chief of Operations and Customer Experience Officer for Detroit Public Library
  - Due Date: April 9, 2019 by 2:00 p.m. (local time)
  - Company's Name and Address

**Please note:** The Library is closed to patrons on Monday however, the business offices are open. Access to the building when the main entrances are closed is through the Staff Entrance on Putnam Street.



Firms shall submit one original and five (5) copies in a sealed package or envelope to the following address:

Detroit Public Library  
Purchasing Department  
5201 Woodward Avenue  
Detroit, MI 48202

No telephone, electronic, or facsimile proposals will be considered.

To facilitate distribution and evaluation, the proposals shall be single-sided black and white copies. The response shall include all information specified and required pricing sheets.

**Late Proposals will not be accepted or considered.** It is the responsibility of the proposer to ensure that the proposal arrives at the Detroit Public Library's Purchasing Department prior to the date and time indicated. Telephone quotes will not be accepted and proposals submitted electronically are not acceptable. Proposals must be sent by mail or hand delivered, allowing sufficient delivery time to ensure receipt in the Purchasing Department by the deadline specified. Time and date validation shall occur in the Purchasing Department. All proposals received after the deadline will not be accepted and will be returned to the proposer unopened.

5. **SUPPLIER CHANGES OR ALTERATIONS TO PROPOSAL DOCUMENTS INCLUDING SCOPE OF WORK MAY RESULT IN A PROPOSAL BEING CONSIDERED NON-RESPONSIVE.** The only authorized supplier changes to a proposal document will be in the areas provided for a proposer's response,

including the "Exceptions" section of the proposal. If a change or alteration to the documents is undetected and the proposer is awarded a contract, the original terms, conditions, and specifications in the Authorized Version of the proposal document will be applicable during the term of the contract. The Detroit Public Library shall accept NO CHANGES to the proposal document made by the Supplier unless those changes are set out in the "Exceptions" provision of the Authorized Version of the proposal document. It is the Supplier's responsibility

to acquire knowledge of any changes, modifications or additions to the Authorized Version of the proposal document. Any Supplier who submits a proposal and later claims it had no knowledge of any changes, modifications or additions made by the Detroit Public Library to the Authorized Version of the proposal document, shall be bound by the proposal, including any changes, modifications or additions to the



Authorized Version. If a proposal is awarded to a Supplier who claims that it had no knowledge of the changes, modifications or additions made by the Detroit Public Library to the Authorized Version of the proposal, and that Supplier fails to accept the proposal award, the Detroit Public Library may pursue costs and expenses to re-solicit the requirements.

The Authorized Version of the proposal document shall be that proposal document appearing on the Detroit Public Library or MITN website with any amendments and updates. The official proposal documents may be obtained from the Detroit Public Library's website, [www.Detroitpubliclibrary.org](http://www.Detroitpubliclibrary.org) or through the Michigan Intergovernmental Trade Network (MITN) website, [www.bidnetdirect.com/MITN](http://www.bidnetdirect.com/MITN). Copies of proposal documents obtained from any other source are not considered official copies. Only those suppliers who obtain proposal documents from either the Library's website or the MITN website are guaranteed access to receive any addenda, if such information is issued. If you obtained this document from a source other than the sources indicated, it is recommended that you register on the MITN website, [www.bidnetdirect.com](http://www.bidnetdirect.com).

6. Proposals shall be dated and signed by a duly authorized partner or corporate officer, with that person's name and title clearly identified. No proposal shall be withdrawn for ninety (90) days from submission deadline unless otherwise stated in the proposal document.
7. The Detroit Public Library reserves the right to:
  - Reject any and all proposals received as a result of this RFP
  - Waive or decline to waive any informalities and any irregularities in any proposal received

This RFP does not commit DPL to award a contract. DPL will not pay proposers for any costs associated with preparing responses to this RFP. DPL reserves the right to accept or reject any or all Proposals received as a result of this request, to negotiate with qualified proposers, to award a contract without discussions/interviews or to cancel in part or in its entirety this RFP if it is in the best interests of DPL to do so.



The selected supplier will be required to assume responsibility for all goods and services offered in the proposal, whether or not the proposer produces them. Further, the selected supplier shall be the sole point of contact and responsibility with regard to all matters, including payment of any and all charges resulting from the contract.

8. All proposals and other materials submitted shall become the property of the Detroit Public Library.
9. All changes in the RFP documents shall be through written addendum and furnished to all proposers. Verbal information obtained otherwise will not be considered in awarding of the proposal. Addenda and updates will **NOT** be sent directly to suppliers. It is recommended that participating suppliers check the websites ([www.Detroitpubliclibrary.org](http://www.Detroitpubliclibrary.org) and [www.bidnetdirect.com](http://www.bidnetdirect.com)) daily for addenda and updates after release date. Suppliers shall print out, sign, and return addenda acknowledgement(s) with their proposal response. Failure to do so may be grounds for rejection.
10. Any questions concerning this RFP shall be submitted, in writing to:

Christina Ladson, Purchasing Manager  
Detroit Public Library  
5201 Woodward Avenue  
Detroit, MI 48202  
Email: [Cladson@detroitpubliclibrary.org](mailto:Cladson@detroitpubliclibrary.org)



### **III. BACKGROUND INFORMATION**

The Detroit Public Library system is the largest library system, by volumes held, in the state of Michigan, and is the twentieth largest in the United States. The library system in Detroit dates back to 1865, although the Main Library was built several decades later. In 1910, Andrew Carnegie, who was a library philanthropist, donated money to the city of Detroit for their library system and it was with this money that Detroit decided to build a main library on a piece of property on Woodward Avenue, near Kirby Street. This location is a part of the Cultural Center of Detroit, which includes the Detroit Institute of Arts, located near Wayne State University.

The Detroit Public Library has been a vital and essential part of community life and a great source of civic pride throughout its history. As the largest public library in Michigan, including Main and 21 branch locations, the Detroit Public Library has served as a critical information resource in the community since March 25, 1865. This sentiment was reaffirmed in 2014 when 75% of the voters supported the renewal of a 10-year mileage for library services.

This unanimous endorsement of our value deepens our resolve to provide customer excellence and to offer programs and services that engage community.

With the changing world as the backdrop and building on our core strengths and our vision, the DPL will tailor its programs and services to keep pace with the diverse and evolving needs of our users. As such, responding to the diverse and evolving needs of our users will require new approaches to programs and services and other resources.

The Detroit Public Library strategic directions ensures our ability to serve as a vibrant community gathering place and help to foster ideas and information that will enrich the lives of our customers.

### **IV. QUALIFICATIONS**

This is a Request for Proposal (RFP) issued by the Detroit Public Library seeking qualified firms to conduct an Executive Recruitment for a Chief of Operations and Customer Experience Officer (CXO). DPL wants to provide a uniform distribution of information to firms and conduct a fair selection process. We ask that you please follow these instructions carefully. Any submittal that does not meet the requirements set forth in this document and any addenda will not be considered by the Selection Committee.





The Detroit Public Library reserves the right to reject any or all proposals and to waive irregularities or informalities as may be deemed in the best interest of the Library. It is the intent to award this RFP to the highest ranked proposal, meeting the outlined Scope of Work and the following minimum qualifications:

1. The executive search firm should specialize in recruitment for executive and Senior-level management positions in public library service institutions.
2. To be eligible for consideration, the proposing firm must demonstrate that it, or the principal(s) assigned to the project, has successfully completed similar services to those specified in the Scope of Work section of this RFP, with institutions similar in size and complexity to DPL. The successful proposer will work directly with the Executive Director and a Selection Review Committee, as well as the Director of Human Resources and all other executive and senior leadership involved in this process.

The successful proposer may be responsible for the following activities, including, but not limited to:

- the development of the search strategy, marketing, advertising and announcement,
- testing and screening of applicants, candidate assessment, conducting candidate interviews,
- providing report(s) of candidate assessment, and recommending the most qualified candidates for an interview opportunity with the Executive Director and Selection and Review Committee.

## **V. SCOPE OF SERVICES**

The Detroit Public Library is seeking proposals for a firm to conduct an Executive Search for the Detroit Public Library.

The executive search firm shall set meetings with the Executive Director, the Selection Committee and other stakeholders upon the execution of a contract. The executive search firm will:

- Review and/or suggest amendments to the existing job description.
- Develop a candidate profile.
- Develop a recruitment strategy including recommending appropriate advertisement.
- Carry out the recruitment process.
- Screen all applications and create a recommended candidate list.
- Design and finalize the interview process, prepare interview questions for the committee's consideration, suggest panel make-up and other associated tasks.
- Carry out the interview process.
- Perform appropriate background and reference checks.
- Negotiate offer for hire with candidate(s) upon request by the Executive Director.

The Detroit Library's Executive Director will have complete authority over the interview process and the approval of the interview questions. All candidate applications will be made available to the Selection Committee prior to the finalization of a candidate list.

The search firm will be responsible for:

- Posting the position through local, regional and national channels, journals and publications.
- Receiving and reviewing resumes of applicants, determining that the candidates meet minimum qualifications and following up with telephone interviews to clarify each applicant's qualifications and experience.
- Preparing and presenting to the Executive Director and the Selection Committee written summary of at least (5) candidates with the most promising qualifications and experience.
- Assisting the Executive Director in evaluating candidates and further identifying the top 2-3 candidates for serious consideration and interviews.



- Conducting in-depth reference checks with individuals to evaluate candidates' past job performance, criminal history, financial background, criminal history and any other pertinent factors.
- Ascertain the strengths and personal dimensions of each candidate and report to the Executive Director.
- Advise the Executive Director of any other area, services, or important steps to take that are not listed above.

The search firm will:

- Coordinate candidates' schedule and participation in the interviews.
- Debrief the interview committee following each candidate interview and identify additional candidates if necessary.
- Verify selected candidate's educational background, employment record and any other information identified in the strategy process.
- Notify applicants not selected.
- Assist the Library's Human Resources Department with compensation negotiations.

The parameters of the annual salary and benefits package for a Chief of Operations and Customer Experience Officer will be defined by the Detroit Public Library, Human Resources Department.



## References

Prospective contractors shall provide three references for the services outlined in this RFP.

REFERENCE #1	
COMPANY NAME	
CONTACT PERSON	
ADDRESS	
PHONE NUMBER	
EMAIL	
YEARS OF EXPERIENCE	

REFERENCE #2	
COMPANY NAME	
CONTACT PERSON	
ADDRESS	
PHONE NUMBER	
EMAIL ADDRESS	
YEARS OF SERVICE	

REFERENCE #3	
COMPANY NAME	
CONTACT PERSON	
ADDRESS	
PHONE NUMBER	
EMAIL ADDRESS	
YEARS OF SERVICE	

## VI. REQUIRED PROPOSAL CONTENT

Proposals will be analyzed for conformance with the instructions and requirements of the RFP. Proposals that do not comply with these instructions and do not include the required information may not be considered for further consideration.

The proposal should include:

- a. **Cover letter.** Please include the RFP subject, name of the firm, address and contact person with all applicable contact information, and date of preparation.
- b. **Qualifications.** Describe the background experience and capabilities of your firm as it relates to the Scope of Work outlined above. Highlight any successful placements in other large public libraries during the last five years.
- c. **Scope of Services.** Provide a scope of services and a proposed outline of tasks, products, and schedules. Also, identify the extent of Library personnel involvement deemed necessary, including key decision points at each stage of the process. Clearly note and justify major proposed deviations from the desired scope of services outlined above.
- d. **Cost.** Provide cost proposal for scope of services including fixed costs, fees, expenses (including anticipated advertising expenses), reimbursable costs, and any other anticipated costs (see Appendix C).
- e. **Timeline.** All proposals shall detail a timeline and contain all deadlines for an Executive Search process. The timeline shall be detailed describing the amount of time needed for an optimal selection process.
- f. **Consulting staff.** Provide the name, title, background and experience of the primary consultant for this project. Identify all staff who would be assigned to work directly or indirectly on this search throughout the process.
- g. **Insurance.** List all relevant insurance policies and coverage amounts carried by the firm. The selected proposer will be required to submit evidence of and comply with all insurance requirements deemed necessary by the Commission.
- h. **References.** Provide a list of at least three clients the firm has contracted within the past three years who can verify your firm's ability to provide the scope of services requested. Provide name, title and complete contact information for each reference. Provide a list of current clients who are receiving services like those requested in the RFP with a brief description of the work.
- i. **Performance Guarantee.** If your firm offers a performance guarantee, describe the terms and conditions under which the guarantee applies.



- j. Additional Services.** The selected firm is welcome to outline additional services or alternative approaches that it feels are in the best interest of the Detroit Public Library system.

## **VII. EVALUATION CRITERIA**

All proposals timely received will be evaluated by an Evaluation Committee. All proposals will first be evaluated for responsiveness to the Scope of Work and then responsibility. For consideration, proposals must contain evidence of the proposer's experience and abilities in the specified area and disciplines directly related to the proposed services. All proposers shall provide profiles and resumes of the staff to be evaluated by the Executive Director and the Selection Committee and will be ranked in accordance with the following criteria, which are listed in descending order of importance:

- a. Completeness and quality of response
- b. Ability to meet requested service needs
- c. Experience with executive recruitment with public libraries
- d. Expertise and availability of key personnel
- e. Total Cost to the Library
- f. Satisfaction of previous clients

## **VIII. SELECTION PROCESS**

Proposals will be evaluated by the Selection Committee based upon the evaluation criteria stated above. DPL will select for any award the highest ranked proposal from a responsible proposer, which does not result in a financially infeasible procurement and is judged to be the most advantageous to DPL based upon consideration of the scope of services and the evaluation criteria.

The evaluation committee will review the proposals for the following:

- A proposer has followed the instructions of the RFP and included sufficient detailed information to allow for evaluation
- Proposed price does not result in financially infeasible procurement
- Proof of required experience, favorable references and necessary tools and equipment to provide the requested services.

Please note that no information, financial or otherwise, will be provided to any proposer about any of the proposals from other proposers during the evaluation period.



DPL reserves the right to select proposals that fall into the competitive range. Further, DPL reserves the right to award a contract(s) without conducting further interview or negotiations.

The Evaluation Committee will recommend contract award/acceptance of a proposal to the Executive Director. Upon acceptance of a recommendation, contract awards will be made by the Detroit Public Library Executive Director.

### **Shortlisting**

The Library may shortlist the Proposers based upon responses to the above items. If necessary, the Library may request presentations from proposers on this shortlist. The Library will notify each Proposer on the shortlist, if such presentation is required. These presentations will provide an opportunity for the Proposers to respond to questions posed by the Evaluation Committee and to clarify their proposals through exhibition and discussion. The Library will not reimburse oral presentations or any other costs of any Proposer.

### **Award**

The Detroit Public Library anticipates one award of this contract to the highest ranked proposal.

The recommended contract will be submitted to the Detroit Public Library Executive Director for approval. It is anticipated that the services will begin upon the Executive Director's approval and after receipt of correct insurance and bonds.

If awarded a contract, the supplier agrees to fully complete the work in accordance with the Scope of Work. Past performance and experience may be factors in making this award.



## SIGNATURE PAGE

Prices quoted shall remain firm for 90 days or bid award whichever comes first, except the successful bidder(s), whose prices shall remain firm for the entire contract period. The contract shall commence on date of award.

NOTE: The undersigned has checked the bid figures carefully and understands that he/she shall be responsible for any error or omission in this bid offer and is in receipt of all addenda as issued.

COMPANY NAME: \_\_\_\_\_

ADDRESS:

\_\_\_\_\_  
*City State Zip*

TAX ID: \_\_\_\_\_

TELEPHONE NUMBER: (\_\_\_\_) \_\_\_\_\_ FAX NUMBER: (\_\_\_\_) \_\_\_\_\_

E-MAIL ADDRESS: \_\_\_\_\_

PAYMENT TERMS: \_\_\_\_\_

ACKNOWLEDGEMENT:

I, \_\_\_\_\_, certify that I have read the INSTRUCTION TO BIDDERS and that the bid proposal documents contained herein were obtained directly from the Detroit Public Library or MITN website, [www.bidnetdirect.com](http://www.bidnetdirect.com), and is an official copy of the Authorized Version.

COMPANY REPRESENTATIVE'S NAME:

\_\_\_\_\_  
(Print)

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE:

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)



## APPENDIX A

### Certificate of Insurance

- I. The Detroit Public Library has specific certificate of insurance requirements. The Contractor shall maintain at its expense during the term of this contract, the following insurance:
  - A. Worker's Compensation insurance with Michigan statutory limits and Employer's Liability insurance with minimum limits of \$500,000.00 each accident, \$500,000.00 each disease, \$500,000.00 each disease/each employee.
  - B. Commercial General Liability insurance with a combined single limits of \$1,000,000.00 per occurrence subject to a minimum aggregate limit of \$2,000,000.00
  - C. Automobile Liability insurance covering all owned, hired and non-owned vehicles with personal protection insurance and property protection insurance to comply with the provisions of the Michigan No-Fault Insurance Act, including residual liability insurance with a minimum combined single limit of \$1,000,000.00. Include MCS90 endorsement (if hazardous waste will be transported by supplier's auto) with minimum property damage limits of \$1,000,000.00 each occurrence.
- II. If during the term of this contract, changed conditions or other pertinent factors, should in the reasonable judgment of the Detroit Public Library, render inadequate the insurance limits, the Contractor will furnish on demand such additional coverage as may reasonably be required under the circumstances. All such insurance shall be affected at the contractor's expense, under valid and enforceable policies.
- III. All policies shall name the Contractor as the insured and shall be accompanied by a commitment from the insurer that such policies shall not be canceled or reduced without at least thirty (30) days prior notice to the Detroit Public Library. The Commercial General Liability insurance policy shall name the Detroit Public Library as an additional insured. Certificates of insurance evidencing such coverage shall be submitted to the Business Office, Purchasing Department, prior to the commencement of performance under this contract and at least fifteen (15) days prior to the expiration dates.



**APPENDIX B**  
**NON-COLLUSION AFFIDAVIT**

RFP Number: \_\_\_\_\_ RFP Description: \_\_\_\_\_

I state that I am \_\_\_\_\_ of \_\_\_\_\_  
(Title) (Name of Firm)

and that I am authorized to make this affidavit on behalf of my Firm, its Owner, Directors, and Officers. I am the person responsible in my firm for the price(s) and the amount of the bid.

I state that:

1. The price(s) and the amounts of this bid have been arrived at independently and without consultation, communication or agreement with any other contractor, bidder or potential bidder.
2. Neither the price(s) nor the amount of the bid, and either the approximate price(s) or the approximate amount of the bid, have been disclosed to any other firm or person who is a bidder or potential bidder, and they will not be disclosed before the bid opening.
3. No attempt has been made or will be made to induce any firm or person to refrain from bidding on this contract, or to submit a bid higher than this bid, or to submit any intentionally high or noncompetitive or other form of complementary bid.
4. The bid of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or noncompetitive bid.
5. \_\_\_\_\_, its affiliates, subsidiaries, officers, directors and employees are not currently under investigation by any governmental agency and have not in the last four years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving conspiracy or collusion with respect to bidding on any public contract, except as follows:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
SIGNATURE OF PERSON SUBMITTING BID

\_\_\_\_\_  
BID NOTARY'S SIGNATURE

Subscribed and sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_ in and for \_\_\_\_\_ County.

My commission expires: \_\_\_\_\_



**APPENDIX C**  
**PROPOSAL**  
**PRICING**

Provide a complete Cost Proposal and detail the cost of the Proposal as indicated on the pricing form below. Clearly define any and all applicable direct and indirect costs. Additional costs and detail shall be provided on an additional page.

Proposed prices shall remain firm for ninety (90) days. The successful proposer's prices shall be held firm for duration of the contract.

Proposal Cost: \$ \_\_\_\_\_

Reimbursable Expenses:

Overnight Mail Charges \$ \_\_\_\_\_

Transportation Expenses \$ \_\_\_\_\_

Copies \$ \_\_\_\_\_

Other Expenses, if any

\_\_\_\_\_ \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

\_\_\_\_\_ \$ \_\_\_\_\_

Please identify how travel time is handled and invoiced

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Company: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_