

## REQUEST FOR PROPOSAL

### INTERNAL LIBRARY OPERATIONS REVIEW

Date: August 21, 2023

**Project:**

Massanutten Regional Library (MRL) seeks a consultant to conduct a review of internal operations including our organizational chart, staffing levels, distribution, compensation, finance needs, library branch usage, and general operations practices to assist the Board of Trustees and staff with the implementation and prioritization of MRL's Strategic Plan.

**Deadline for Receipt:**

Proposals must be received via email by 5:00 p.m., Monday, October 9, 2023.

**Contact:**

Inquiries must be provided by email to Zachary Elder at [zelder@mrlib.org](mailto:zelder@mrlib.org). Please put the words "MRL Operations Review RFP" in the subject line. Telephone inquiries will not be addressed. Answers will be provided as soon as possible, but always within three (3) business days. All questions must be received no later than October 1, 2023.

**Background:**

**Mission:** Massanutten Regional Library is an engaged community partner providing programs and services that bring people together, foster creativity, and encourage lifelong learning.

**Vision:** MRL's vision is to be the welcoming heart of our community where all come to learn, discover, create, and connect.

**Values:**

- Being a warm, welcoming, and safe space for community members to gather.
- Being actively engaged in the life of the community.
- Committing to robust outreach programming that serves underserved populations.
- Pursuing innovative partnerships that extend MRL resources.
- Employing a collaborative, creative, and enthusiastic staff committed to outstanding customer service and responsiveness.
- Ensuring ready, equal, and equitable access to a comprehensive and balanced collection of materials, programs, and technology.
- Protecting confidentiality of library patron records.
- Championing everyone's right to intellectual freedom.

Founded in 1928, Massanutten Regional Library is a seven-branch system that serves over 160,000 residents in Harrisonburg, Page County, and Rockingham County. As a 501(c)(3), non-profit organization MRL is funded in partnership with these localities and through the generosity of patrons.

Branch locations include Central Library in Harrisonburg (the largest branch and where the majority of staff, collection, and administrative functions are housed), Elkton Community Library, Grottoes Branch Library, North River Library (in Bridgewater), Page Public Library (in Luray), Shenandoah Community Library, and Village Library (in Broadway). MRL is governed by a twelve member Board of Trustees and daily operations are overseen by the Library Director with support from an administrative team of departments: Adult Services, Advancement, Branch Managers, Circulation, Business Management, IT, Technical Services, and Youth Services.

Last year, over 200,000 people visited MRL locations and nearly 700,000 items circulated from collections. Over 44,000 people attended library programming in the past year. In the most recent year where data is available (FY2022), our per capita funding ranked 92 out of 94 public library systems in the State of Virginia.

MRL has recently gathered community input to formulate a Strategic Plan, using the [Strategic Planning for Results](#) method, which is used by many public libraries nationally. We see this Internal Library Operations Review as a tool for prioritization of operations, sustainable growth, and future communication with our funders.

#### **Methodology:**

MRL requests details concerning the methodology the consultant will use to generate the review. The proposed methodology should include:

- How the process will be structured
- Sources of data
- Feasible approach to engage library staff and the library board in the process.

#### **Scope of Work:**

- The consultant will solicit, collect, analyze, and interpret input from MRL staff, the Library Director, and the Board of Trustees regarding the current state of library operations and their aspirations for the library system as a vital community resource. The consultant will analyze data from our community input survey and notes from community meetings.
- The consultant will have access to MRL's internal performance metrics and Library of Virginia Bibliostat statistics to evaluate branch and library operations and effectiveness.
- The consultant will have access to existing facilities and technology plans for the system, as well as past reports and long-range plans.
- The consultant will review the organizational structure and determine the most strategic and cost-effective operational structure and staffing plan to meet future needs.
- The consultant will have access to existing salary/wage/job descriptions and will conduct a compensation survey based on peer libraries in the region, to provide MRL with data useful for funding advocacy purposes, if compensation increases are needed.

- Based on a mutually agreed upon timetable, the consultant will prepare a detailed final document that will provide a sustainable plan for growth and advancing the organization's internal strategic priorities, staffing and operations recommendations including organizational chart, recommendations for internal and procedural improvements, and recommendations for funding.
- The document will provide direction and prioritize objectives over the next five years.

**Proposal Format:**

The proposal must be delivered in Microsoft Word or PDF format, and shall include, at a minimum:

- **Work Tasks:** The specific approach and methods the firm will use to complete the project, proposed work schedule, and a timeline for deliverables.
- **Staffing Plan:** Staff who will be responsible for carrying out the specific work tasks, project manager who will be responsible for assuring that all work tasks are completed on schedule, and relevant qualifications of personnel to be assigned to the project
- **Qualifications:** The firm's experience with comparable projects, including resumes for all principal members of the project team and any proposed subcontractors. Contact information for at least two reference organizations for which the consultant has provided similar services and one sample of a completed report that the consultant has prepared for a similar project.
- **Cost:** The total "not to exceed" cost for completing all individual work tasks included in the proposal. Including any direct, indirect, or reimbursable costs. A proposed billing schedule that includes the total cost of services, supplies, materials, travel, and any other relevant expenses.

**Selection Criteria / Evaluation:**

Proposals will be evaluated based on the consultant's experience working in similar library or nonprofit settings, methodology, proposed cost, and relevance and thoughtfulness of approach. An MRL Board of Trustees' subcommittee will review all applications will make a recommendation to the Library Director, before a vote is called before the full Board of Trustees. MRL reserves the right to accept or reject any or all bids. All material that is submitted in response to this RFP will become the sole property of MRL. MRL expressly reserves the right to use any ideas submitted in the proposals received unless covered by legal patent or proprietary rights, any of which must be clearly indicated in the proposal submitted in response to the RFP.

**Final Product:**

MRL expects the following key deliverables from the consultant at the conclusion of the project:

- A written document integrating the elements described in this RFP that includes a wage/salary study, a staffing and operations plan, recommendations for internal and procedural improvements, and recommendations for funding.
- A data package which incorporates all statistics, reports, surveys, technical evaluations, facilities data, drawings, and any other supporting data used during the review process

- A presentation, either virtual or in-person, to the Board of Trustees, Director and other stakeholders to communicate highlights of the document.

All project deliverables will be provided in printed and electronic formats. All electronic material shall be provided in mutually agreed upon software formats. The final product and all related materials shall be the sole property of the Massanutten Regional Library.

**Payment:**

MRL will make periodic payments, invoiced during the course of the project. Costs specified in the response must remain valid for at least six months from the date of the Proposal being received.