REQUEST FOR PROPOSALS: LIBRARY MANAGEMENT FEASIBILITY STUDY

I. INTRODUCTION

The Town of Truckee ("Town") is seeking proposals from qualified consultants to conduct and produce a Library Management Feasibility Study ("Study").

This study is in response to Nevada County’s request for the Town to consider taking over operation and management of the Truckee Library, which is currently operated by the County. The Town Council has expressed a willingness to consider this change, contingent upon a funding source and a determination that Town management of the Library would improve library services. This Study will serve as a management tool to assist the Council’s consideration.

Nevada County’s executive office is highly supportive of this Study, and the Town anticipates a high level of cooperation and information sharing from the County during the Study process. It should be noted, however, that the Town and County have different accounting structures. As a result, consultant will encounter some complexity in comparing and projecting certain indirect costs.

Additionally, the nonprofit group Friends of the Truckee Library is concurrently working toward a goal of building a new library facility, projected to replace the current 5,000 square foot facility with a new facility of approximately 18,000 square feet. While the timing of a new facility has not yet been determined, the consultant will be asked to make recommendations and projections regarding the structure and cost of Town-managed operations in the current facility as well as projections for anticipated incremental costs in an expanded facility.

The Feasibility Study should provide a blueprint for the Truckee Library to fit within the Town organization, operate as a “stand-alone” library, and maintain sufficient service levels (i.e. current or improved levels of service) at both the existing and future facilities. The Study should address the following Library operations components: collections, automation systems, library IT, facility operations, organizational structure, staffing, and operating budget.

II. SCOPE OF WORK

Program goals:

(1) Determine the cost to Town to operate the Truckee Library both at the current facility and service level and at a projected future facility and enhanced service level.

(2) Provide recommendations to Town regarding organizational structure and systems considerations for operating the Library independent of the County library system.
Case Studies
Identify and provide a brief written summary of at least two case studies in which a small county-type library has transitioned to a city, why the change was initiated, and how the transition was implemented.

Information gathering:
(1) Complete stakeholder outreach to collect and confirm relevant information about current library operations necessary for completing the Operations Analysis and Financial Analysis components of this Scope of Work. Key stakeholders include:

- Nevada County executive office, for information regarding current library operations and cost structures;
- Nevada County library management, for information regarding current library operations, collections, automation systems, etc.
- Friends of the Truckee Library, for information regarding new facility development concept, and any questions regarding previous library management studies; and
- Town of Truckee, for information regarding Town staffing, administrative services and administrative costs.

(2) Friends of Truckee Library have completed several previous planning studies regarding the Truckee Library. These include: Operating Cost Projection for New Truckee Library (2015), and Library Organization, Governance and Funding Options for the Truckee Library (2010). These reports will be available to the consultant as background material; however, consultant will be expected to confirm and update any relevant assumptions and data contained in these reports.

Operations analysis:
Make recommendations to Town on a range of options and recommended best option for the following library operations components:

Collections: Currently, the County library system has a floating collection, meaning that there is no designated Truckee collection. What is the optimal collection size for a Truckee Library operating independently of the County library system? What options might Town consider for expanding collections or structuring resource sharing with Nevada County?

Automation systems: What automation system options are available for Town? What would the process be to transition to new library information system?

Library Card transition: How could Truckee best provide a smooth transition for current County card holders? Is there a viable option to transfer card holder information, given patron privacy rights?

Library IT: What IT equipment and programs would be necessary to maintain the current level of service for staff and public access computer needs? What are Town’s options for managing IT operations?

Administration and facility overhead: Identify and quantify administrative and facility maintenance services currently provided by County. How could these services be most efficiently and effectively provided under Town management?

Organizational structure: What is the range of structural options available for operating the library (e.g. Library becomes a Town function; County contracts with the Town to manage the library, or some other type of County/Town collaborative structure). The County and Town have both expressed willingness to consider a range of options.
Staffing plan: What changes may be necessary to staffing structure to prepare for this change in operations? Recommend position types and classifications to fit within Town’s existing position and salary matrix. Assuming current staff transition from County to Town employment, provide a comparison of projected pay and benefits levels under County and Town employment.

Financial analysis
(1) Project cost to Town for Town management of the Truckee Library at status quo service level and current facility.
(2) Project cost to Town for Town management of Truckee Library at an expanded facility and expanded service level.
(3) Project the Measure A (Nevada County library sales tax) revenue that would be expected for Truckee under a "return to source" model in which Truckee retains all tax revenue generated within the Town. Are there other possible revenue scenarios the Town should consider?

Additional Considerations
Are there additional philosophical, political, or less tangible pros or cons the Town should weigh as we consider whether library management should become a Town function? Are there key lessons learned from other communities that we may not have considered?

III. PROPOSAL

Submittal
Proposals are due to Town of Truckee, by 10:00 AM PST Monday, November 13, 2017. Proposals may be submitted electronically to hhobbs@TownofTruckee.com, or by mail to: Attn: Hilary Hobbs, Truckee Town Hall, 10183 Truckee Airport Road, Truckee, CA 96161.

Proposal format
Proposal should not exceed six (6) single spaced pages, and should include the following:
- Description of your approach to this Study Scope of Work
- Proposed project timeline including key milestones
- Proposed budget
- Description of the consultant (or consultant team’s) qualifications and experience in performing similar work
- 3 references for consultant’s work on related projects. For each reference, including reference’s organization and contact information, and brief project description