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Request for Consulting Services

September 21, 2007

RE: Consulting Services for Allegheny County Library Association

Background:

The Allegheny County Library Association (ACLA) receives annual allocations of approximately \$6 million from Commonwealth Libraries and approximately \$7.5 million from the Allegheny Regional Asset District (RAD). Close to 90% of these funds are passed through to member libraries and the eiNetwork (Electronic Information Network serving libraries countywide). During the past four years, ACLA undertook a process of developing a new formula for the distribution of its Commonwealth and RAD allocation to its member libraries. Due to changes in state funding and concerns about the resulting formula, RAD asked ACLA to re-evaluate its formula development process and the resulting formula. Accordingly, Olszak Management Consulting, Inc. was retained and completed the re-evaluation process between April – August 2007. The results of their evaluation and recommendations are provided in a final report entitled *ACLA Allocation Formula & Formula Development Process Audit Report & Recommendations*. This report is available at

<http://www.aclalibraries.org/acla/home/radformulaconsulting.cfm>

or may be requested in hard copy from the ACLA offices.

Scope:

It is the desire of ACLA to utilize Olszak's report as a guide in undertaking a new formula development process that relies on an outside technical assistance team to act as a neutral facilitator and process expert. The team will:

- Facilitate the full "Formula Development Process" as articulated in the Olszak report, including all three Phases as therein defined (see specifically pp. 34-47),
- Facilitate all meetings related to Formula Development (Formula Committee, Regions, ACLA General Membership),
- Assist in agenda development by assuring pre-established agendas with a clear purpose, objectives, activities and intended results,

- Develop group activities and strategies for reaching consensus thereby increasing the likelihood for a successful process within the recommended timeline,
- Keep meetings on time, on task and productive,
- Develop a full communications plan that will keep the Board and Member Libraries current and informed on all aspects of the process,
- Provide regular reports to the Board and ensure that full documentation of the process is readily available electronically to all Member Libraries,
- Provide formula scenarios and modeling of long-term outcomes of various formula options, based on formula components identified through the consensus process, for consideration by committee members, the Board, and the General Membership.

With this in mind, ACLA is seeking a technical assistance team with experience in facilitation, mediation and financial analysis.

Deliverables:

The engagement should result in

1. A well-defined and functioning formula development process that maximizes the engagement of ACLA members
2. Accurate documentation of the process and its results
3. An allocation formula that ACLA members support and endorse

Request for Proposal

If your firm is interested in providing this service, please respond to ACLA offices by Monday, October 15, 2007 by 5:00 p.m. EST. Your response should include:

- Contact information, including email address
- A brief history of your firm's work demonstrating pertinent experience,
- A set of resumes or professional biographies of those individuals who would provide the above-mentioned services and a description of the role each of those individuals would fill in the provision of those services,
- A list of references with agencies that have engaged your firm's services in the past for projects of a similar scope and with similar complexity (with contact information),
- Specific examples of formula modeling that your firm has provided to previous clients,
- An estimate of the time necessary to discharge the above-mentioned services,
- An outline of a work plan to accomplish these services, and
- A comprehensive quote covering all costs related to delivering these services.

It is important to note that all proposals will be made available for review by the ACLA Board of Directors and the Member Libraries.

Selection and Management Process

The ACLA Board of Directors will review proposals, solicit comment from its Member Libraries, and make recommendations to the RAD Board for selection. The Board will serve as stewards of the process on behalf of the Member Libraries, ensuring timeliness of deliverables and consistent progress on the plan. ACLA staff will assist the TA provider(s) selected by providing requested information and assisting in the regular communication of project updates.

We look forward to your response. Should you have any questions, please feel free to contact me at 412 921-1123 or jenkinsm@einetwork.net

Sincerely,

A handwritten signature in black ink, appearing to read 'Marilyn A. Jenkins', written in a cursive style.

Marilyn A. Jenkins
Executive Director