April 18, 2014

Dear Prospective Consultant:

The Rochester Public Library (RPL) seeks to hire a consultant to assess and develop an operating and capital plan for its digitizing services, located at the Central Library of Rochester and Monroe County.

The Digitizing Division has provided access and archival preservation options to the RPL as well as to members of the Monroe County Library System (MCLS) for nearly a decade and has provided some revenue-generating projects for community and municipal organizations. However, most equipment has reached the end of its useful life – and continued budget constraints have limited the RPL’s ability to provide adequate staffing and operational support. Furthermore, the digitizing field has progressed significantly since inception of RPL’s digitizing program, requiring a review of digital storage capacity, content management and public accessibility. Finally, other entities such as RRLC now provide digitization service for area libraries and some member libraries have chosen to use those services or even to pay commercial vendors instead of coming to us.

The consultant shall work with identified RPL staff to develop an organizational plan with service model recommendation for either in-house digitizing, reliance on external vendors or a combination approach. Model recommendations will be supported by the projected cost of equipment replacement and maintenance, versus projected vendor services. The consultant shall recommend staffing support with minimum qualifications. The plan should also provide initial recommendations on areas of focus for storage, presentation and interpretation of RPL collections. The plan should be based on evaluation of current usage as well as the potential regional market for digitization services. The process will be overseen by a team of RPL administration, staff and other library representatives.

Attached is a proposal overview to help guide both the RPL’s and your expectations for the proposal and consulting process, if selected. A site visit is scheduled for Friday, May 2, 2014 at 10:00am at our facilities on 115 South Avenue, where the project team will be available to answer questions. Proposals are due on Friday, May 16th by 2:00pm. We hope you will consider a proposal submission.

Sincerely,

Patricia Uttaro, Director
Rochester Public Library

Xc: Sally Snow, Assistant Director
Christine Ridarsky, Historical Resources Consultant
RPL Digitizing Strategic Plan
Proposal Overview

Introduction
The Rochester Public Library (RPL) seeks a consultant to provide market evaluation and organizational analysis services for the Central Library of Rochester and Monroe County’s digitizing services. A recommended operating plan, to be developed by the consultant, shall address optimal use of RPL’s collections to organize and present digital content. The plan will recommend appropriate storage technology, presentation and public access methods, staffing support and whether RPL provides continuation of capital equipment. All recommendations are intended to improve ease of access, promote RPL collections and provide improved digitization services to member libraries.

RPL Background / Financial Information
The FY 2013-14 Digitizing operating budget is $137,000 with staffing of 1.5 full-time equivalents and three part-time equivalents. The RPL has historically allocated $10,000-$15,000 annually for equipment maintenance, but has reduced equipment maintenance budgets in recent years in anticipation of replacement or removal.

Costs for Digitizing services and equipment are supported by a variety of financial sources including:
- Property tax support from Monroe County and the City of Rochester;
- Service related revenues, including support from Monroe County Library System (MCLS) members, and individual projects by request from other library or municipal agencies;
- Additional funds provided through donations to the Friends and Foundation of the Rochester Public Library (a 501c3 charitable foundation) or sales of valuable materials.

Current Digitizing Program
Current RPL digitizing staff scans, edits, and catalogs digital images using the following equipment:
- Kirtas APT Book Scanner Model 1200A
- Indus Color Book Scanner 5005
- Better Light ScanBack (for oversized materials)
- Epson V700

In addition, the RPL Central Library Local History & Genealogy Division maintains patron-access microfilm and microfiche read/scan equipment, and shall invest in an overhead optical scanner (maximum 400 dpi) with OCR capability for staff and patron use by fall 2014. These do not supplant digitization services, but demonstrate the RPL’s support of patron-driven digital preservation and research activities.

The RPL ILS vendor (TLC/CARL) and RPL/MCLS website (City of Rochester-hosted, Ektron platform) have not effectively managed or displayed digital content, impeding staff content management and patron use. Whether this is capacity of the current vendors, or staff knowledge and ability to adequately connect files, should be explored during the evaluation process. Working file management and storage systems are locally stored in a LAN, as well as external hard drives for staff-designated file storage. Digital archive files are stored on a shared NAZ (9 terabyte) server. The consultant and RPL team shall evaluate and recommend a Digital Asset Management System (DAMS), via additional hardware or cloud-based solutions, to meet current and anticipated digital storage needs.

Project Objectives
The primary focus of this process is to definitively determine the efficacy of maintaining in-house RPL digitizing services, based on operational and capital costs. This should be evaluated against the capacity of external vendors to provide timely, cost-effective and easily transferrable digitization services to the RPL that are comparable or better quality. The secondary focus is to provide recommendations for a digitizing staffing model (external or internal digitization) that supports the RPL’s ability to archive,
store, display and interpret its collections. Lastly, best practices in storage and archiving, specifically file naming conventions and new formats, should be identified with specific applications relevant to the RPL. Ways to engage with resource opportunities nationally (HathiTrust, DPLA) and regionally (New York Heritage, Rochester Regional Library Council, University of Rochester, Rochester Institute of Technology) should also be evaluated.

**Proposed Consultant Scope of Work**
- Present and gather data, including vendor proposals, and propose methodology for cost modeling for internal versus external digitization activities.
- Facilitate meetings with digitizing staff as identified by the RPL to document current work processes and activities, including review of prior workflow documentation.
- Identify and review best practices and recommendations for digitizing staffing, archiving, storage and access with RPL team.
- Produce deliverables including an Executive Summary, data to support a RPL digitization model recommendation, and written recommendations in the areas of staffing, technology, access, and market opportunities.
- Prepare and present final report in such a way as to easily communicate the planning process and recommendations to RPL staff and stakeholders.
- Identify other nearby digitizing programs

**RPL Responsibilities**
- Identification of RPL staff as part of digitization project team;
- Provision of cost estimates for capital (equipment quotes) and operational models;
- Detailing of ‘desired state’ for RPL digitizing, including examples of library and other organization preferred storage, access and catalog/web promotion, as well as current RPL activities intended to expand upon (i.e. Rochester Voices); and
- Identification of strategies to build organizational/financial capacity to implement recommendations.

**Project Timeline**
It is anticipated that the project can begin in June 2014, with completion by October 2014. Based on the final report, the RPL may opt to present findings and recommendations to the RPL and MCLS Boards of Trustees in October 2014. Additional cost to attend these meetings should be based on submitted hourly rate structure, and will not exceed three hours. The preliminary project schedule is as follows:

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>May 2, 2014</td>
<td>Site Visit, 10:00am, Local History Division (115 South Avenue, second floor)</td>
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<tr>
<td>May 16, 2014</td>
<td>Due date for proposal submissions by 2:00pm</td>
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<tr>
<td></td>
<td>Electronic submission preferred (<a href="mailto:Sally.Snow@libraryweb.org">Sally.Snow@libraryweb.org</a>)</td>
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<tr>
<td>By May 30, 2014</td>
<td>Consultant selection and notification</td>
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<tr>
<td>Early June</td>
<td>Kickoff meeting with selected Consultant and project team</td>
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<tr>
<td>June-July</td>
<td>Data collection and analysis</td>
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<tr>
<td>August</td>
<td>Draft Report / RPL Review</td>
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<tr>
<td>September</td>
<td>Final Report</td>
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<tr>
<td>October 2014</td>
<td>Recommendations presented by RPL &amp; MCLS Boards of Trustees [TBD]</td>
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**Proposal Content Requests**
Please include the following:
- Education and previous experiences commensurate with the proposed scope of work. If project will be conducted by multiple parties, provide a list of key personnel who would be involved in the process and their expertise/experience.
- A preliminary work plan that includes verification of the purpose and objectives for the project, a description of proposed methodology for achieving scope of work, and proposed timeline for the project.
• Exclusions or exceptions – Note any parts of the proposal that are beyond the consultant’s expertise, are cost prohibitive, or better handled by RPL administration/staff.
• A fee schedule including hourly rate, estimated hours by phase of work (data gathering, RPL staff and best practice reviews, report and presentation), estimated supplies (at cost), and any other associated costs.

Proposal Evaluation
An internal RPL team shall evaluate proposals based on the following:

• Consultant experience and success in library digital service strategic planning, including evaluation of relevant archival hardware, software and professional services;
• Defined approach that shall best utilize consultant expertise as well as RPL staff resources to analyze and propose recommendations; and
• Proposed cost to complete the process.

The RPL reserves the right to select a consultant based directly on the proposal, to ask for clarification in the proposal or to negotiate further with the proposed scope of work submitted. The RPL also reserves the right to reject the proposal and to solicit request for proposal(s) from other firms or individuals. The RPL is not responsible for any cost incurred in the development of the proposal.