Scope of Services

Review of the State Aid to Libraries Program
Massachusetts Board of Library Commissioners
July 15, 2014, Revised September 9, 2014
The Massachusetts Board of Library Commissioners (MBLC) is planning to review the State Aid to Libraries Programs with the objective of developing administrative, programmatic and legislative approaches to

- conforming the programs to the current context
- Simplifying the administration of state aid programs and
- Developing the basis for increasing and sustaining state and local funding for municipal public libraries.

The MBLC staff has asked the Collins Center for Public Management at UMASS Boston to assist in the deliberations relating to improving the state support system for local public libraries by preparing a White Paper that establishes the current context and suggests directions to pursue.

The purpose of the White Paper is to frame discussions that will occur between and among MBLC staff, MBLC Board members and an advisory committee that will be established by the MBLC.

The MBLC engaged in a similar evaluation in 2007 with most of the work performed by an advisory committee. However, the financial exigencies that affected the Commonwealth in subsequent years denied the library community the resources required to implement many of the recommendations.

The 2007 Advisory Committee required most of a calendar year to complete its work. In the current context the MBLC contemplates that the Advisory Committee to the 2014/2015 review of the state aid program will function more along the lines of a reaction panel to the concepts advanced in the White Paper and that the MMBLC (actual members) will be able to make beneficial changes to the regulatory regime in a timely way while concurrently seeking statutory and budgetary changes that help improve the Commonwealth’s effectiveness in incenting municipalities to provide library services.

Members of the library community, the MBLC staff and the members of the MBLC are all familiar with the severe budget cuts that affected the Commonwealth, its municipalities and hence public libraries since 2007. Similarly it is well known that the period of financial exigency has started to recede. The $2.2 million dollar increase in the State Aid to Public Libraries appropriation in the FY2015 state budget is the hallmark of this trend.
The Scope of Work

Collins will prepare a White Paper that documents the current State Aid Program and identifies significant changes in the program since the last review in 2007. The White Paper will identify major changes in public library funding between 2007 and 2014 and attempt to tease out the reasons for those changes.

The sources of information that Collins will use in preparing the White Paper are

- MBLC records
- MBLC member and staff knowledge
- Interviews with selected members of the Massachusetts Library community
- Interviews with selected legislators, state officials, and local officials (including Library Directors)

Task 1. Confirm and Refine the work plan and schedule. Identify the availability of quantitative and narrative information that can contribute to the White Paper.

Task 2. Acquire written data and narrative information and conduct a preliminary assessment based on data.

Task 3. Using the information obtained in Tasks 1 and 2 plan, schedule and conduct interviews of up to twelve knowledgeable people.

Task 4. Based on information obtained in earlier tasks prepare a draft of the White Paper for review and comment by MBLC staff. (5-day turnaround)

Task 5. Prepare the final draft for review by MBLC staff (written comments only – 5 day turn around).

Task 6. Prepare the final version of the White Paper and submit it to the Executive Director in pdf format.
Assumptions:

1. The subject matter range will be limited to the State Aid Programs and regulatory requirements related directly to the state aid programs. The construction program is not included in the scope of the White Paper. Interstate comparisons are outside the scope of this project.

2. MBLC staff will assist the consulting team by facilitating access to MBLC data and to the data of other state agencies that is relevant.

3. The MBLC staff has the capability to meet the rather rapid turnaround schedule for review and comment.

4. The work of the consulting team will be limited to the production of the White Paper and does not include any work related to the presentation of the White Paper to the Board of Library Commissioners or to an advisory committee or any similar body.

5. The style of the White Paper will be designed for rapid reading and focus on the essential elements of the State Aid programs with emphasis on the three aspects mentioned in the context section above.

6. A common thread that will run through the White Paper is the recognition that the Commonwealth’s library assistance programs are mainly designed to incent the expenditure of municipal resources to benefit library users and potential users and maintain/attain quality. Similarly they serve to support local public library advocates.

Tasks one through six will be completed in a time frame of approximately three months.
Schedule (to be confirmed during Task 1):

Assumes authorization to commence work in place by October 1.

**Task 1.** Confirm and Refine work plan. Complete by October 10
**Task 2.** Preliminary Assessment. Complete by November 8
**Task 3.** Interviews. Complete by November 1
**Task 4.** Draft Report for Review and Comment submitted. Complete by November 22
**Task 5.** Final Draft. Complete by December 2
**Task 6.** Final Report. Complete by December 19
**Task 7.** Supplemental Effort. tbd

**Deliverables:**
- Final work plan
- Preliminary assessment (oral)
- Draft report
- Final draft
- Final report

All deliverables will be in electronic form (pdf or docx, as specified in the final work plan)

A tentative Table of Contents is attached to this Scope to illustrate the Project Team’s current concept of what the White Paper will cover. Please refer to Appendix 1.

**Project Consultants:**

Team Leader: Richard Kobayashi, Senior Associate.

Mr. Kobayashi has over thirty years of public management experience including service as a manager in a Massachusetts state agency, planning and development director for an economically distressed Massachusetts city, chief planner for a major water/wastewater utility and as chief aide to the Mayor of a densely populated urban city. For eleven years he managed the Commonwealth’s technical assistance services to municipalities. He is expert in state-local relations in Massachusetts. Mr. Kobayashi has also served as an elected official in his hometown of Belmont, Massachusetts and as a consultant under USAID auspices in Eastern Europe.
Mr. Kobayashi holds a BA in Economics from UMass Amherst, a Masters degree in Public Administration from Northeastern University and was a Loeb Fellow at Harvard University.

Mr. Kobayashi has served as Senior Associate with the Collins Center since 2008 and has managed over forty projects for the Collins Center.

**Project Consultant: James Sutton, Associate.**

Mr. Sutton was formerly Director of the Andover Public Library and Director of the Library in Natick. Mr. Sutton holds an AB Degree from Dartmouth College, an MPA from Framingham State University and an MLS from Simmons College. He was a Board member and President of the Massachusetts Library Association, 2001-2002. He also served terms as president of the Minuteman Library Network while Director of Natick’s Library and president of the Merrimack Valley Library Consortium while Director of Andover’s Library. While Director in Andover, he served several years as a member of the State Advisory Council on Libraries.

**Professional Fees, Expenses and Payment Schedule**

The professional fee for carrying out Tasks One through Six is $16,000.

The MBLC will be responsible for the Center’s out of pocket expenses (printing, travel costs including mileage, tolls and parking, lodging if required to efficiently carry out the work, and similar costs). These costs are not included in the Professional Fee. The Center may also recover certain administrative fees where that is consistent with UMass Boston policy. The Center will arrange to have these expenses submitted to the MBLC with the final invoice.

Payment: $4,000 is payable when Task 2 is complete, $6,000 is payable when Task Four is complete, $4000 is payable when Task 5 is complete and $2000 is payable when Task 6 is complete. The Center will bill reimbursable expenses when the engagement is complete.

**Presentations:**

Collins will present the White Paper to the Advisory Committee or the Board of Library Commissioners for a supplemental Professional Fee of $1600, and present to subsequent audiences for a supplemental Professional Fee of $800, if requested to do so by the MBLC staff.

Presentations of any kind are not included in Tasks 1 – 6. It is assumed that during Tasks 4-6 the consulting team will have extensive interaction with members of the MBLC staff so that they will be fully conversant with the approach, content and rationale for the White Paper.
Appendix 1. Suggested Table of Contents:

1. Executive Summary  
   a. Reasons for White Paper  
   b. Summary of Findings  
   c. Summary of Recommendations  
   d. Acknowledgements

2. Introduction and Scope of Work

3. Purpose of “State Aid to Public Libraries” Program

4. Overview and short history of State Aid Program including focus on the high point in FY2009 and low points in Fiscal Years 2011, 2012, and 2013

5. Summary of Review of the State Aid Program in FY2007

6. Current status and future of State Aid Program

7. Recommendations and Conclusions

Appendices with supporting data  
Bibliography