

PLANNING AND BUYING AUTOMATED LIBRARY SYSTEMS

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1 Automating a Library is:

1. An Organizational Process with
 - Objectives
 - Goals
 - Budget
2. A Social Process Requiring
 - Understanding
 - Acceptance
 - Approval
 - Support from Those Who
 - Make Decisions
 - Implement Decisions
 - Are Affected by Decisions

Therefore, Planning and Procuring an Automated System Must Be Conducted Appropriately

2 What is an Integrated Library System?

- A System Design Concept
- All Data Files and All Functions Are Part of a Logical Whole
 - Bibliographic Data are Central to System Design
 - One System Does It All

3 Education and Planning

The Keys to Successful Library Automation Projects

4 Challenges Posed by Library Automation for Managers

1. Knowing What's Available
2. Understanding the
 - Products
 - Services
 - Costs

3. Evaluating/Choosing/Rejecting the Alternatives
4. Managing the Choices
5. Maintaining the Flexibility to Switch Systems or Services
6. The Increasing Reliance of Libraries upon External
 - Vendors
 - Systems
 - Services
7. Organizational Changes within the Larger Institution
 - Emerging Information Centers
 - Administration of Information
8. Recruiting Automation Personnel
9. Planning for the Second Generation System

5 Common Mistakes/ Problems for Library Automation Managers

1. Inadequate Planning
 - Requirements
 - Schedule
 - Budgets
 - Growth
2. Anything to Do with Data Conversion
3. Naive Contracts
 - Growth of System Size and Function
 - Growth of Transaction Volumes
 - Addition of Future Subsystems
4. Lack of Objectivity
 - Politics
 - Emotion
 - Lack of
 - Information
 - Understanding
5. People Problems
 - Leadership
 - Organization

5 Common Mistakes/ Problems for Library Automation Managers (cont'd)

- 5. People Problems (cont'd)
 - Staffing
- 6. System Capacity
 - Inadequate Capacity
 - No Excess Capacity
 - No Growth Plan
- 7. Not Knowing the Rules/ Procedures of Procurement
- 8. Believing in "Free" Systems Development
- 9. Developing Systems Locally

6 Working Outline of Plans and Recommendations

- 1. Executive Summary
 - Generic Budget Models
- 2. System Models
 - Sizes and Configurations of Systems
 - One-Time Purchase Costs
 - Ongoing Maintenance Costs

- 3. Telecommunications Models
 - Telecommunications Network Installation Costs
 - Monthly Telecommunications Costs
- 4. Bibliographic Database
 - Retrospective Conversion
 - Ongoing Conversion
 - Quality Control and Maintenance
 - Piece and Piece Data Conversion
 - Conversion of Patron Data, Issuing ID Cards
- 5. Staffing, Management, and Operational Concerns
 - Costs of Operations Staff
 - Site Preparation
 - Costs of System Expansion
 - Extensions to Other Libraries
- 6. Criteria for System Design
 - Capabilities and Type of System
 - Objectives for Implementation
 - Institutional Objectives
 - Special Issues and Concerns
- 7. Year-by-Year Objectives, Goals, and Activities for Five Years

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Costs

Basic Library Automation Cost Categories

<u>Cost Categories</u>	<u>One-Time Costs</u>	<u>Recurring Costs</u>
(1) Purchase or lease of system hardware, software, and telecommunications equipment (including freight, insurance, installation, and miscellaneous costs)	Y	
(2) Preparation of computer host site	Y	
(3) Installation of leased telephone circuits	Y	
(4) Preparation of sites for termils	Y	
(5) Purchase of machine-readable data	Y	
(6) Labor for labeling pieces and converting titles	Y	
(7) Labor for conversion of patron data and provision of machine-readable patron ID cards	Y	
(8) ID cards supplies and machine-readable labels	Y	
(9) Machine-readable labels for pieces	Y	
(10) Monthly maintence charges for system		Y
(11) Monthly telecommunication charges		Y
(12) Ongoing supplies		Y
(13) Monthly personnel costs		Y
(14) Site host costs: electricity, other		Y
(15) Contingency	Y	Y

Notes:
Y = Yes

8 Preparing a Financial Plan

1. Implementation Objectives
 - Subsystems
 - Storage
 - Schedules
 - Terminals
2. System Growth Schedule
 - Terminals
 - Storage
 - Processing Power
3. Alternative Payment Plans
 - Purchase
 - Lease/Purchase
 - Rental
4. Funding Sources
 - Amount
 - Fiscal Year
5. Expenditures
 - One-Time
 - Monthly
6. Revenues
 - One-Time
 - Monthly
7. Automation Budget

9 Chief Causes of Deficient Automation Budgets

- Inadequate Understanding of Library Automation
- Poor Planning
- Surprising Circumstances or Events
- Cost Factors that are Not Understood or Anticipated

10 Planning and Procuring an Automated Library System Involves:

1. Stating Requirements (Requirements Report)
2. Issuing a Request for Proposal (RFP)
3. Evaluating Proposals, Making a Selection
4. Negotiating/ Contracting for System
5. Making Implementation Plans
 - Technical
 - Financial

11 Purposes of the Requirements Report

1. Orienting
2. Educating
3. Planning, Developing Consensus
4. Soliciting Proposals from Vendors (with RFP)
5. Comparing and Evaluating Proposals

12 Purposes of the Request for Proposal (RFP)

1. Solicit Proposals
2. Describe Procurement Process
 - Issuing Agency
 - Regulations and Laws
 - Evaluation Process
 - Schedules
 - Events
 - Dates
3. Instruct Vendors on How to Prepare and Submit Proposals
 - Format
 - Content
 - Specific Questions
4. Describe Evaluation Process and Criteria

13 Evaluation Criteria

Most Important

1. Overall Suitability of the Proposed System to the Library's Present and Future Needs

Very Important

2. Proposer's Financial Stability
3. Proposer's Plan for Fulfilling Proposal
4. Quoted Costs of Proposal
5. Functions and Capability of Proposed System and Services
6. Performance Characteristics of Proposed System
7. Proposer's Maintenance Services
8. Significance of Deviations of Proposal from Requirements Report
9. Costs to the Library Implied by the Proposal

Important

10. Proposer's Company Organization and Staffing
11. Proposer's Experience
12. Performance of Proposer and of Similar Systems in Other Locations
13. Ease of Implementation of System

A given system or vendor may be eliminated from further consideration on the basis of a harshly negative finding or judgment according to application of a single criterion.

14 Questions for Discussion

- To Which Vendors Should I Send My RFP?
- Who Issues the RFP - the Library, the Purchasing Agent/Office, or other?
- Who Outside the Library Needs to Review the RFP before it is Sent to the Vendors?
- Should I Advertise the RFP? If Yes, Where Should I Advertise?
 - Local Press

14 Questions for Discussion (cont'd)

- Library Press
- How Long Does the Vendor Need to Respond to a RFP?
- I Know Which System I Want, Why Shouldn't I Go Sole Source?
- What is the Difference Between a RFP, IFB, and a RFI?
- Should I Require a Performance Bond?
- Is This for a Turnkey System or Software Only?

15 The Selection Process

1. Are Evaluations Complete?
 - Information, Costs from Vendors
 - Vendors' Customer References
 - Library's Investigations
2. Selecting the Top Vendor
 - Pick Top Two or Three Proposals
 - Onsite Demonstrations
 - Questions
 - Best and Final Offer
3. Preliminary Negotiations with More than One Vendor

16 Preparing for Negotiations

1. Prior to Sessions with Vendor:
 - Identify Problems
 - Identify Points for Negotiation
 - Assign Priorities to Issues
 - Build Expertise for Interviews During Negotiations

17 People and Roles

1. Negotiation Team
 - Small Enough to Decide Quickly
 - Small Enough to Communicate Easily
 - Large Enough to Handle Workload
 - Large Enough to Cover Political Bases
 - Large Enough to Monitor All Sessions
 - Must Know the Decision-Making Environment (Library, Parent Organization, Community)
 - Must Have Credibility with Others
 - High Trust Level
2. Attorney
 - Early Orientation, Later Negotiation
 - Participation Limited by Cost
3. Project Administrator
 - Constantly Tracks Information Needed in Process
 - Coordinates Communications between Vendors and the Negotiating Team
4. Consultant and Attorney
 - Define Expectations
 - Clarify Issues

18 Documentation

1. Requirements Report
 2. Request for Proposal
 3. Vendor's Proposal
 4. Correspondence
 5. Contract, including Appendices
 6. These Documents Included By Reference
 - Constitute the Paper Trail
 - Record Issues Addressed by Contract
 - Verify Intent or Goals Reflected in Later Wording
 - Clarify Questions Which Arise
 - Confirm Understandings
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