

**Request for Proposal (RFP)**  
**Organizational Structure and Effectiveness Study**

Calvert Library - <https://calvertlibrary.info/>

Worcester County Library - <https://worcesterlibrary.org/>

Contact:

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## **1. Introduction and Project Background**

Calvert Library and Worcester County Library are seeking proposals from qualified consultants to conduct a comprehensive organizational study of each library system. In recent years, both systems have experienced growing communities, new library buildings, and an increasing demand for services.

The purpose of this project is to provide an objective, data informed analysis of current organizational effectiveness, by evaluating administrative structures, staffing capacity, workforce efficiency, and long-term sustainability. The findings will provide a strategic roadmap for optimizing organizational structure, ensuring each library system is effectively supporting employees and delivering excellent library services to our patrons, now and in the future.

Calvert Library has four physical locations and a mobile services department with two vehicles serving a community of 93,000 residents. There are 99 current staff members (48 full-time, 19 part-time and 37 hourly); 11 are in administration/IT and the rest work in library locations providing direct service to our community. Our most recent annual report and current organizational chart are attached.

Worcester County Library has five physical locations and a mobile outreach vehicle serving a community of 54,000 residents. During the summer months, the county population nearly doubles and the resort town of Ocean City can have 300,000 visitors during peak weekends. There are 59 current staff members (37 full-time and 21 part-time); 11 are in administration/mobile outreach/technical services and the rest support branch operations. Our most recent annual report and current organizational chart are attached.

## **2. Project Objectives**

The primary goal of this project is to develop an actionable plan for each system to realign their organizational structure with its current mission and strategic plans. The target audience for the consultant's final report and recommendations will be the Library Boards of Trustees and library leadership teams.

The study will achieve the following objectives:

- A. Assess the current administrative and organizational structures, evaluate accuracy of job descriptions, and current staffing levels
- B. Identify organizational strengths to help develop a structure that leverages and sustains these strengths
- C. Identify systemic inefficiencies in operational capacity and anticipated capacity needs
- D. Provide a strategic roadmap with prioritized recommendations for more effective organizational and department structure, workflow improvements, and detailed strategy for successful implementation. These plans must include options that allow for implementation in phases.

## **3. Scope of Services**

- A. Conduct project kickoff meeting with leadership from both library systems
- B. For both organizations, complete a thorough review of current organizational chart, job descriptions, operational policies and procedures, and annual report data.
- C. Gather qualitative information through interviews with key stakeholders and staff surveys as appropriate.
- D. Develop and present a final report to senior leadership detailing all findings, analysis, and actionable recommendations. The report will include recommended short-term, mid-term, and long-term actions and success metrics.

## **4. Required Vendor Qualifications**

Proposals should demonstrate:

- A. At least three years of experience in strategic management consulting with a focus on organizational design and change management.
- B. A demonstrated track record of successful engagements with public sector, non-profit, or government agencies. Direct experience with public libraries or similar service-orientated organizations is highly desirable and should be highlighted.
- C. Examples of at least two similar projects completed within the last three years. Examples must include a brief description of the client's challenges, the firm's

approach, and the outcomes achieved. References must be provided for these projects.

D. Biographies or resumes of key personnel who will be assigned to this project.

## 5. Proposal Submission Requirements

- A. Cover letter - signed by authorized representative of the firm
- B. Executive summary - an overview of the the firm's understanding of the library systems' challenges and its proposed approach
- C. Description of the project approach and methodology of how the scope of work (Section 3) will be fulfilled, detailing specific tools and frameworks to be used
- D. Project schedule that identifies major milestones, deliverables, and clear timeline from kick-off to completion
- E. Relevant experience and references - description of firm's qualifications as outlined in Section 4, include contact information for at least two references
- F. Cost proposal for fixed or not to exceed fee

## 6. Evaluation Criteria and Process

Proposals will be evaluated by a selection committee comprised of the two library systems' senior leadership. The Library Systems reserve to right to reject any and all proposals and to waive any informalities and irregularities in the proposals received. This RFP does not commit the Library Systems to award a contract.

| Criteria                               | Description                                                                                                                                                      | Weight      |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Proposed Approach and Methodology      | Clarity, thoroughness, and effectiveness of the proposed plan to meet the library's objectives. Demonstrated understanding of the library's specific challenges. | 35%         |
| Relevant Experience and Qualifications | The firm's track record with similar projects, particularly in the public/non-profit sector. Strength and relevance of client references.                        | 30%         |
| Cost Proposal                          | Reasonable and competitiveness of the proposed cost. Clarity of the fee structure and overall value presented for the investment.                                | 20%         |
| Team Expertise                         | Qualifications, specific experience, and skills of personnel assigned to this project.                                                                           | 15%         |
| <b>Total</b>                           |                                                                                                                                                                  | <b>100%</b> |

## 7. Project Submission and Timeline

The following timeline outlines key dates for this RFP process:

- RFP Issued - August 24, 2026
- Deadline for Questions from Vendors – September 9, 2026
- Library Response to Questions Published – September 15, 2026
- Proposal Submission Deadline – September 24, 2026
- Final vendor selection & notification – October 1, 2026
- Project Kick Off – October 13, 2026
- Anticipated Completion Date for Calvert Library – December 30, 2026
- Anticipated Completion Date for Worcester County Library - December 30, 2026

## **8. Contact Information and Submission Instructions**

All questions regarding this RFP must be submitted in writing via email by the deadline specified above. No phone calls please.

Direct questions to:

- Jennifer Ranck, Worcester County Library Director
- [jranck@worcesterlibrary.org](mailto:jranck@worcesterlibrary.org)
- Subject line: "Question re: Organizational Study Bid"

Proposals must be submitted electronically in a single PDF file to the email address above. The subject line should read: "Proposal Submission - Organizational Study [Firm Name]." Submissions received after the specified deadline will not be considered for evaluation.

We appreciate your interest in partnering with Calvert Library and Worcester County Library.

Sincerely,  
Jennifer Ranck  
Director, Worcester County Library