



**CITY OF SOUTH PASADENA
LIBRARY BOARD OF TRUSTEES – REGULAR MEETING AGENDA**

Hybrid Virtual/In-Person Meeting

December 9, 2021, at 7:00 p.m.

South Pasadena Library Board of Trustees Statement of Civility

As your appointed governing board, we will treat each other, members of the public, and city employees with patience, civility and courtesy as a model of the same behavior we wish to reflect in South Pasadena for the conduct of all city business and community participation. The decisions made tonight will be for the benefit of the South Pasadena community and not for personal gain.

NOTICE ON PUBLIC PARTICIPATION & ACCESSIBILITY

Pursuant to AB 361 Government Code section 54953, subdivision (e)(3), the Library Board of Trustees may conduct its meetings remotely and hold them via video conference. Pursuant to such Executive Order, the Trustees may participate remotely and not be physically present. Until further notice and as such Executive Orders remain in effect, public participation may continue via live public comment conducted over ZOOM.

The Library Board of Trustees meeting for December 9, 2021 will be conducted in-person from the Ray Bradbury Conference Room on the Library's 2nd floor at 1100 Oxley Street, South Pasadena.

Members of the public have the option to participate in-person or via Zoom using the following link:

**Library Board of Trustees
Zoom Meeting Information
Meeting ID: 892 5352 3747
Passcode: 073797**

1. Go to the Zoom website, <https://zoom.us/join> and enter the Zoom Meeting information accordingly; or

- 2. Click on the following unique Zoom meeting link:
<https://us02web.zoom.us/j/89253523747?pwd=L01UOTFDeW5na110ZExJeEszaytVZz09>
 ; or
- 3. You may listen to the meeting by calling: **669-900-9128** and entering the Zoom Meeting ID and Passcode when prompted to do so.

For additional Zoom assistance with telephone audio, you may find your local number at:
<https://zoom.us/u/adz9VBkd7p>

PUBLIC COMMENTS

The City of South Pasadena strongly encourages your participation. Participants can provide public comment live (in person or via Zoom).

Additionally, Public Comments can be received in writing by emailing to:
lbt@southpasadenaca.gov. Written Public Comments must be submitted by 12 p.m., December 9, 2021 to ensure adequate time to compile and post.

- CALL TO ORDER:** President Bianca Richards
- ROLL CALL:** Bianca Richards, President, David Uwins, Vice President, Annie Chang Long, Secretary, Dean Serwin, Trustee
- COUNCIL LIAISON:** Mayor Diana Mahmud, Council Liaison
- STAFF PRESENT:** Cathy Billings, Library Director
Sean Faye, Administrative Secretary

PRESENTATIONS

- 1. **None**

PUBLIC COMMENTS

- 2. **Public Comment**

ACTION/DISCUSSION

- 3. **Review and approve draft minutes of the regular meeting held November 18, 2021**

Recommendation

It is recommended that the Library Board of Trustees review and approve the minutes from the regular meeting held on November 18, 2021.

4. Request for Approval of Library Board of Trustees Annual Report (2021)

Recommendation

It is recommended that the Library Board of Trustees review and approve the Annual Report for 2021

5. Request for Approval of 2022 Meeting Dates

Recommendation

It is recommended that the Library Board of Trustees review and approve the Meeting Dates for 2022.

6. Request for Proposal (RFP) for Strategic Planning

7. Volunteer Recognition

8. 2022 Library Board of Trustees Work Plan

9. Library Operations Update

COMMUNICATIONS

10. Board President

11. Board Members

12. Council Liaison

13. Friends of the Library Representative

14. Trustee Liaison to the Friends

15. Library Director

ADJOURNMENT

FUTURE LIBRARY BOARD OF TRUSTEES MEETINGS

January 13, 2022	Hybrid Virtual/In-Person Meeting	7:00 p.m.
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PUBLIC ACCESS TO AGENDA DOCUMENTS

Prior to meetings, agenda related documents are available for public inspection at, South Pasadena Public Library, 1100 Oxley Street, South Pasadena, CA 91030. The complete agenda packet may also be viewed on the City’s website at: <https://www.southpasadenaca.gov/government/boards-commissions/library-board-of-trustees>

ACCOMMODATIONS



The City of South Pasadena wishes to make all of its public meetings accessible to the public. Meeting facilities are accessible to persons with disabilities. If special assistance is needed to participate in this meeting, please contact the Library Administrative Office at (626) 403-7330. Upon request, this agenda will be made available in appropriate alternative formats to persons with disabilities. Hearing assistive devices are available in the Council Chamber. Notification at least 48 hours prior to the meeting will assist staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting (28 CFR 35.102-35.104 ADA Title II).

I declare under penalty of perjury that I posted this notice of agenda on the bulletin board in the courtyard of City Hall at 1414 Mission Street, South Pasadena, CA 91030, and on the City's website as required by law.

12/6/2021

Date

/s/

Sean Faye

Administrative Secretary



**South Pasadena Public Library
BOARD OF TRUSTEES
MINUTES
November 18, 2021**

CONVENE:

President Bianca Richards called the regular meeting of the Library Board of Trustees of the South Pasadena Public Library to order in the Library Conference Room on November 18, 2021 at 7:07 p.m. Some participants attended virtually, via Zoom, as part of the City's in-person/hybrid resumption of in-person public meetings.

IN ATTENDANCE:

Trustees Present
Bianca Richards
Dean Serwin
David Uwins

Also Present

Cathy Billings, Library Director
Diana Mahmud, Mayor
Sally Kilby, Friends Board President
Sean Faye, Administrative Secretary

EXCUSED: Secretary Annie Chang Long

PRESENTATIONS:

1. None

PUBLIC COMMENTS:

2. None

ACTION/DISCUSSION ITEMS:

3. Review and approve draft minutes of the regular meeting held October 14, 2021

Motion by Library Board Vice President David Uwins, seconded by Library Board Trustee Dean Serwin, to approve the minutes as written for the regular meeting of the Library Board of Trustees held October 14, 2021.

AYES:	Richards, Serwin, Uwins
NOES:	None
ABSENT:	Long
ABSTAIN:	None

4. Approve Opening Library at 3 p.m. on Tuesday, December 14, 2021 to allow staff to attend Citywide Holiday Event

The Action Item was amended to change the Library’s opening on Tuesday, December 14, 2021 from 3 p.m. to 2 p.m.

Motion by Library Board Vice President David Uwins, seconded by Library Board President Bianca Richards, to approve the request, as amended, to open the Library at 2 p.m. on Tuesday, December 14, 2021 to allow staff to attend the Citywide Holiday Event.

AYES:	Richards, Serwin, Uwins
NOES:	None
ABSENT:	Long
ABSTAIN:	None

5. Library Budget

Clarification was provided for the Retirement line item question from the 10/14/21 Trustees meeting. The payment for unfunded CalPERS liability occurs once a year as a lump sum early in the fiscal year, which explains why the account was showing as 68% expended only four months into the fiscal year.

6. Annual Report

President Bianca Richards will draft the Library Board of Trustees Annual Report, with assistance from Library staff. Other Board members will contribute their feedback. The City Manager has not determined how the Annual Report will be received. State law maintains library boards must provide an annual report to the legislative body of the municipality.

Approval of the draft Annual Report will be an Action Item at the 12/9/21 Trustees meeting.

7. Nominating Committee for 2022 Board Officers

Trustee Dr. Joseph M. Molina resigned from the Library Board, effective November 2, 2021. An individual will need to be appointed to serve out the remaining year of Dr. Molina’s three-year term. Vice President David Uwins’ term ends in December 2021. He served for 4 years, including serving out the last year of former Trustee Debra Beadle’s term. Vice President Uwins has decided not to return for an additional term. President Richards’ term expires in December 2021 but she indicated her willingness to serve another year, to aid in continuity.

The Trustee Bylaws’ state “a nominating committee of two shall be appointed by the President two months prior to the January meeting which will present a proposed slate of officers at that meeting.”

President Richards and Trustee Dean Serwin will form a nominating committee to present positions at the January meeting after the incoming mayor has made appointments to fill the vacancies.

8. Library Administrative Policy Manual – Code of Conduct

Library senior staff has reviewed the rules of behavior policies of 15 other libraries to inform the drafting of new rules of behavior for South Pasadena Public Library that would include rules related to the exterior, or library grounds. It is common for the exterior rules to apply within a specific distance from the Library’s entrances, exterior walls, stairwells, balconies, etc. Any proposed new rules will need to be reviewed by the Police Department and the City Attorney.

A Draft policy will be presented as a Discussion Item at the 12/9/21 Trustees meeting.

9. Library Operations Update

Following up on questions from the October 2021 meeting about unreinforced masonry, staff reported that in 2017 a contract employee from Transtech Engineers, Inc. provided details about the building and summarized by stating that they were “pretty confident that the Library is not URM”. In 2018, Public Works carried out an inspection of some City owned structures, including the Library, for the purpose of assessing if the structure is a masonry building. Staff have asked Public Works for a copy of the inspection report.

Due to the City’s conversion to a new payroll system, the HR Department have paused staffing recruitments that are not already in process until January. Offers have been made to five applicants for the Substitute Librarian position. There are two Aide vacancies with one viable candidate. The Aide posting will need to be reissued. The Clerk recruitment is paused. The Weekend-in-Charge Librarian is in process and interviews will be scheduled soon. Staff expect the Library will be able to resume its pre-pandemic hours when these positions are filled.

Keys are no longer being signed out to Community Room renters. Renters will be charged for a staff person, mainly comprised of Aides and Clerks, to be on site. Aides and Clerks work 936 hours a year, out of the 1,000 hours they are allotted. This leaves a cushion of 64 hours a year per employee to work rental events.

A Memorandum of Understanding (MOU) between the Friends and the City is being developed. This will cover the Friends’ use of library facilities, the donation of library discards to the Friends Bookstore, insurance and liability issues, and more. Once the Friends and staff have prepared a draft it will be reviewed by various City departments, including the City Attorney.

The San Gabriel Valley Crisis Response Steering Committee met this week. A pilot program for their Mobile Crisis Unit will consist of a licensed behavioral health provider who is authorized to order involuntary holds, and a certified peer support specialist. They will have access to medical professionals for any needed consultations. The goal is to connect people to needed services for consistent care. It is expected that South Pasadena will be in the first group of cities to participate in this pilot program.

The preliminary application has been submitted for the California State Library Building Forward Infrastructure grant. The final guidelines, based on the projects outlined in the received preliminary applications, should be available in December or January.

The Library will collaborate with the Chamber of Commerce and Foothill Workforce Development Board for a job fair in the Community Room on 11/30/21. The Library will highlight its new workforce development resources funded by the State Library. These resources, known as “Career Pathways,” include *Coursera*, *GetSetUp*, *LearningExpress for Libraries*, *LinkedIn Learning*, *Northstar*, and *Skillshare*.

The State Report has been submitted. Library Director Cathy Billings thanked the staff for collating this data. Going forward, staff will use a newly developed collection tool to simplify this process.

Director Billings met with the City Attorney to discuss the proposed changes to the Trustees portion of the South Pasadena Municipal Code (SPMC). He will review the State Code and make a recommendation about the best way to update the SPMC.

The contract for the HVAC evaluation for City buildings has been approved. The work will be scheduled soon.

The agenda forecast for the 12/9/21 Trustees meeting will include the Annual Report, a discussion of the 2022 Work Plan, a discussion of volunteer recognition, and a draft of the Strategic Planning Request for Proposal.

COMMUNICATIONS:

10. Board President (Bianca Richards): President Richards thanked Library staff for their work on One City One Story. President Richards credited Local History Librarian Oliva Radbill and Digital Services Librarian Cynthia Mitchem for doing a fabulous job.

President Richards praised the new window shades in the Ray Bradbury Conference Room and said they offset the Ray Bradbury stained glass artwork beautifully.

11. Board Members: Vice President David Uwins said the 21st Century Committee for the Library (21CCL) exploratory committee is on hiatus until the Library and City devise a major capital project that would require fundraising. All documents and related materials will be stored on Google Drive. Vice President Uwins wrote an addendum to the guiding principles established by the Friends.

Trustee Serwin looks forward to a report on how the Library is used during the holiday season and how the statistics may shift.

12. Council Liaison (Mayor Diana Mahmud): City Council will consider at their 12/1/21 meeting if proof of vaccination will be required to attend the Senior Center Holiday Luncheon. This could be extended to all in-person events at the Senior Center.

13. Friends of the Library Representative (Friends Board President Sally Kilby): The Friends Holiday Book Sale will take place from 12/3/21-12/5/21 in the Community Room. Publicity is forthcoming.

The Friends newsletter will go out 12/1/21.

The third Restoration Concert of the year will take place on 11/21/21. Proof of vaccination will be checked at the door and tickets will be sold at the door for the first time this season.

The Friends have purchased the power pack charging station. Library staff are still researching the appropriate model of the laptop/tablet lending kiosk to be purchased.

Friends Board President Sally Kilby signed the Library's waiver regarding COVID restrictions to follow LA County's guidelines at any Friends events.

The Friends Bookstore is now open 5 days/week. It has generated impressive revenues since re-opening in June.

The Friends membership has reached 255.

President Kilby attended the CIP meeting with City Council via Zoom and gave public comments on behalf of the Library's dire need for capital improvements. The Library is the most heavily used building in the City and is woefully behind in making basic life, safety, and technological upgrades.

14. Trustee Liaison to Friends (David Uwins): Vice President Uwins attended the 11/18/21 Friends Board meeting. Jericho Road, a non-profit organization that advises other non-profits, gave a presentation to guide the Friends in how best to use their resources.

15. Library Director (Cathy Billings): Public Services Manager Maida Wong and Library Director Billings met with the Chamber Events Committee to discuss the upcoming Eclectic Music Festival.

Director Billings has been in communication with Ray Bradbury’s biographer about a potential program at the Library for December. An event in August for Ray Bradbury’s birthday is also possible. This biographer edited a collection of short stories written by famous authors influenced by Ray Bradbury, which has also inspired a graphic novel version.

NEW BUSINESS:

NEXT MEETING: The next regular meeting of the Library Board of Trustees will be on Thursday, December 9, 2021 at 7:00 p.m. in the Ray Bradbury Conference Room and by video conference via Zoom.

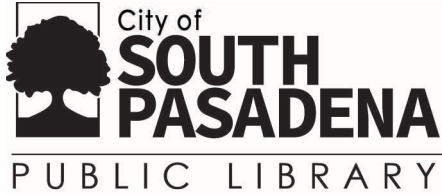
ADJOURNMENT: President Bianca Richards adjourned the regular meeting of the Library Board of Trustees on November 18, 2021 at 8:42 p.m.

Minutes approved _____ as written.

Minutes approved _____ as corrected.

President

Date



2021 Annual Report of the South Pasadena Public Library Board of Trustees

Date: December 2021

To: Honorable Mayor and Members of the City Council

From: Bianca Richards, President, Library Board of Trustees

The Library Board of Trustees (LBT) is pleased to present its 2021 Annual Report. The Board members who served in 2021 are Bianca Richards, David Uwins, Annie Chang, Joseph (Mario) Molina [resigned November 2021], and Dean Serwin [appointed February]. Mayor Diana Mahmud was the designated City Council Liaison.

For the first half of the year, the Board of Trustees continued to hold their meetings virtually, with members of the public able to participate via Zoom. Beginning in July, the monthly LBT meetings transitioned to a hybrid virtual and in-person format.

The mission of the Board is to monitor the activities and progress of the South Pasadena Public Library and to advise the Library and the City of South Pasadena on library services. The Board's core responsibilities include establishing rules and regulations for the administration of the library, reviewing and submitting an annual operating budget to the City Manager, and making recommendations to the City Manager with respect to the appointment, suspension or removal of the City Librarian.

The Library Board of Trustees' 2021 Work Plan included five main objectives:

- Administrative Policy Review
- Emergency Plan and Procedures
- Review the Board's Charge, South Pasadena Municipal Code, and Statutory Authority
- Prepare for Library's Next Strategic Planning Process
- Aid the Friends of the Library with 21st Century Committee for the Library

The Board continued its systematic review of Library Administrative Policies and voted to approve amendments to the Library's Local History Collection Policy, the Policy on the Giveaway of Newspapers, and the Ray Bradbury Conference Room Policy. The out-of-date Policy for Reproduction of Historic Photographs was rescinded.

While emergency plans and procedures are operational and not typically the purview of the LBT, this item was included in the Work Plan to ensure that lessons learned from the pandemic were captured and documented for future reference. Staff have extensive documentation about the plans and procedures that were implemented due to the

pandemic, and continue to work on editing them to be part of the Library's Emergency Plan and Procedures document.

The Board conducted an in depth overview and discussion in regards to the Board's charge, the related South Pasadena Municipal Code (SPMC) and statutory authority. Staff are now in consultation with the City Attorney about the best way to ensure that the SPMC is in alignment with the State of California Education Code that governs library boards.

The LBT identified a timeframe for the library's 2023-2027 strategic planning process, intending it to take place in early 2022, before the parcel tax renewal activity begins in the late spring of 2022. Funds for a strategic planning consultant were included in the Library's fiscal year 2021/2022 budget. A new strategic plan will inform educational outreach efforts related to parcel tax renewal.

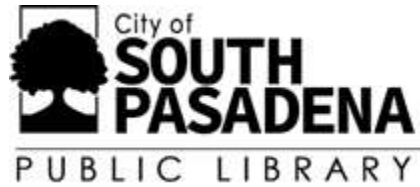
David Uwins, Trustee liaison to the Friends of the South Pasadena Public Library (FOL), attended meetings of the FOL Exploratory Committee for the 21st Century Committee for the Library (21CCL). The Committee drafted organizing principles for the 21CCL, which will enable the fundraising entity to activate quickly when an appropriate major capital fundraising goal is identified.

In spite of the on-going limits imposed by COVID-19, the Library continued to serve the public and maintain a high level of operations. In-person library services returned in May 2021 and the Board was pleased to see the following highlights take place over the course of the year:

- Overdue fines eliminated.
- Auto-renewal launched.
- Library staff engaged in equity, inclusion, and diversity, training.
- Library App launched.
- New digital resources like Press Reader, LinkedIn Learning and Coursera launched.
- "Trees of Library Park" Google map and scavenger hunt launched along with printed broadside of the poem "The Natural World" by South Pasadena Poet Laureate Ron Koertge.
- The annual bookmark design content for kids was back after a year off.
- The first annual scary story contest for kids took place.
- Successful Virtual Summer Reading Program.
- Re-introduction of in-person Storytimes in September 2021.
- Full capacity Teen Advisory Board cohorts in the spring and fall.
- National Poetry Month celebrated with a crowdsourced poem by Poet Laureate Ron Koertge, recorded by South Pasadena High School drama students.
- Google map of historic districts and landmarks launched.
- Programs for adults, including "The Rialto Revealed", Comic Book Discussion Club, author talks with Maia Kobabe and Chloe O. Davis, and a series of programs related to the One City One Story citywide reading program.

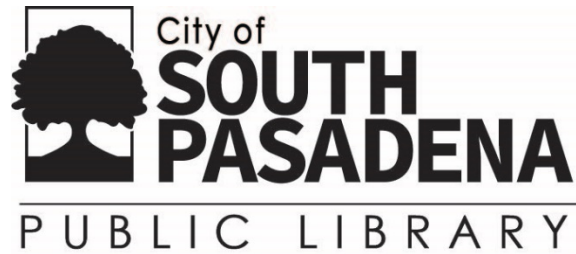
- Grant received by Local History Librarian Olivia Radbill to digitize yearbooks and city directories.
- Children’s Librarian Judy Neeb received an honorary service award for outstanding service to children and youth in the community by the SPUSD PTA Council.

Despite difficult circumstances, our library continues to adapt while providing essential materials and resources. 88% of respondents to the Community Input Survey that was part of the City’s recent strategic planning process ranked library services and events as good (41%) or excellent (47%); no other single quality of life aspect had such a high excellence rating. This is a testament to dedicated and productive staff, an engaged board, the support from the Friends of the Library, city leaders, and a community that truly values the library.



South Pasadena Public Library Library Board of Trustees Schedule for 2022

Thursday, January 13, 2022
Thursday, February 10, 2022
Thursday, March 10, 2022
Thursday, April 14, 2022
Thursday, May 12, 2022
Thursday, June 9, 2022
Thursday, July 14, 2022
Thursday, August 11, 2022
Thursday, September 8, 2022
Thursday, October 13, 2022
Thursday, November 10, 2022
Thursday, December 8, 2022



REQUEST FOR PROPOSALS

Library Strategic Planning Consultant

December [X], 2021

Proposals Due [Time/Date]

Contact:

Cathy Billings

Library Director

cbillings@southpasadenaca.gov

South Pasadena Public Library

1100 Oxley Street

South Pasadena, CA 91030

www.southpasadenaca.gov/library

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1. Introduction

The South Pasadena Public Library (SPPL) seeks a consultant to assist the library with developing a five-year strategic plan. The strategic plan will shape library programs and services for the next five years, and will inform the allocation of human and fiscal resources. The plan should reflect the concerns and needs of all library stakeholders.

A consultant will be selected based on responses to this RFP, interviews and reference checks. A Professional Services Agreement for Consultant Services with the City of South Pasadena will be required to work with SPPL. (Example attached.)

2. RFP Questions

SPPL invites questions to clarify the project scope, process or other details. All questions must be submitted by [DATE] via email to Cathy Billings, Library Director, cbillings@southpasadenaca.gov. Questions and responses will be shared with all bidders.

3. Submissions

All proposals must be provided electronically as one PDF document and received no later than [Time/Date], in order to be considered. Proposals should be emailed to Cathy Billings, Library Director, cbillings@southpasadenaca.gov. Submission of a proposal shall constitute acknowledgement and acceptance of all terms and conditions contained in this RFP and all exhibits and attachments hereto.

Following receipt of proposals, bidders will be notified as to the status of their submittal. A selection committee will review and conduct interviews with the bidders whose qualifications are deemed most desirable for this project.

All individuals or firms responding to this RFP will be notified of their selection or non-selection in writing after the project selection team has completed the selection process.

All proposals submitted in response to this RFP become the property of SPPL and may be considered public records, and as such may be subject to public review.

4. About the South Pasadena Public Library

Founded in 1895, a new library building was funded in 1907 by Andrew Carnegie, and in 1917 additional funds were provided for expansion. In 1930 the library was moved to its current location in the middle of a one-block square city park in the heart of downtown South

Pasadena, near the Gold Line metro station that opened in 2003. In 1982 a new library building replaced all but the 1930 historic reading room, which has been on the City's list of cultural heritage landmarks since 1972. The library is 24,500 square feet, has a dedicated area for children's services, one conference room, a large community room, 15 public computer workstations, 139 seats, 114,000 physical items, 9 full-time staff, and a budget in fiscal year 2021-2022 of \$1,849,686. Since 1994, voters have regularly renewed a parcel tax for the library. A Board of Trustees advises on library policy and other matters, and the Friends of the Library group has been active since 1950.

At just 3 square miles and 26,000 residents, the city of South Pasadena prides itself on its small town feel. The library serves South Pasadenans and residents of surrounding communities from all walks of life and socio-economic backgrounds. It is a community resource for literacy, lifelong learning, recreation, and professional development. In a typical year, more than 20,000 customers visit each month, and 27,000 items for reading, viewing and listening are checked-out. Reference librarians connect people to information and plan engaging cultural and literary events. The Local History Collection preserves our community memory for the benefit of current and future generations. The Children's Room supports literacy and promotes a love of reading with regular storytimes and a robust Summer Reading Program. The Library also provides free high-speed Wi-Fi and an array of digital resources that are available to the public 24/7. The library is typically open 7 days a week, for a total of 57 hours.

The library has seen many advancements during the period of its current five-year strategic plan (2017-2022), including a remodel of the reference and circulation desks to a single service desk, implementation of a new public catalog, outsourcing of materials processing, the elimination of overdue fees, the launch of a mobile app, the addition of a self-checkout machine, and implementation of auto-renewal and email notifications.

5. Current Challenges

The library building, which pre-dates contemporary technologies, lacks sufficient electrical outlets for the public. It lacks adequate space for private meetings, technology education activities, and teen services. The Children's Room lacks adequate space and dedicated restrooms. The Community Room is not well integrated with the rest of the library facility, and the single-stall restrooms adjacent to it are inadequate to serve the numbers of event attendees.

Being open 7 days/57 hours a week makes it difficult to find time to engage in staff development and team building around strategic goals and around critical topics like equity, inclusion, and diversity.

Adequate funding and staffing is a perennial challenge. A good strategic plan is needed to identify the programmatic and service expectations of the community so that they can be compared with the realities of a limited budget and a small staff.

6. Project Description

SPPL seeks proposals from qualified consultants with demonstrated experience in strategic planning for small to mid-sized public libraries.

The selected consultant will be expected to employ creative and effective strategies to solicit input and data from all stakeholders, including but not limited to: Board of Trustees, City Councilmembers, staff, Friends of the Library board members and members, library users and non-users, community groups, and school district employees.

It is expected that the selected consultant will propose at least three in person (or, if required by public health orders, “live virtual”) meetings or workshops with stakeholders and will utilize technical tools that facilitate engaging a wide variety of people, including infrequent users or those less familiar with library services.

Project Deliverables include:

- A new SPPL Mission Statement that reflects SPPL’s values and vision.
- Identification of strategic areas of focus for SPPL that will guide decision making about allocating staff and financial resources.
- Identification of specific goals and actions related to each strategic area of focus.
- A well-designed written strategic plan document that incorporates infographics to synthesize the input and data collected, and highlights key discoveries, strategic priorities and related goals and actions.
- A tri-fold brochure that presents the new SPPL mission statement and summarizes the strategic plan for stakeholders.
- A summary of secondary priorities, representing project ideas or areas of focus that are consistent with SPPL’s mission, but not currently viable due to lack of funding, staff resources, or other constraints.

7. Project Timeline

[Date]	RFP Release
[Date]	Submittal of questions
[Date]	Responses emailed
[Date]	Proposals due
[Date]	RFP responses reviewed
[Date]	Clarification questions posed to bidders
[Date]	Commence contract negotiation with selected consultant
[Date]	Award of project
[Date]	Project work
[Date]	Draft report due
[Date]	Final Report due

8. Submittal Requirements

1. **Cover Letter:**
 - a. Statement about the bidder's qualifications as related to the project description in the RFP, including knowledge of library strategic planning and goal setting.
 - a. Legal name and address of the bidder, including name, title, address, telephone number and email address of the person to contact concerning the proposal. The proposal must be signed by an individual or individuals authorized to execute documents on behalf of the bidder.
2. **Scope of Work:** A detailed proposal describing each milestone of the work as described, including the following:
 - a. Synopsis of the project based on the description and the bidding team's experience working on strategic planning for small to mid-size public libraries.
 - b. Detailed step-by-step break down of tasks with responsible person, anticipated time to complete, cost estimates, and deliverables.
 - c. List and description of all final products.
3. **Project Schedule:** A detailed schedule for completion of the project.
4. **Project Budget:** A detailed, itemized "not to exceed" cost of services schedule.
5. **Project Team:**
 - a. Identify the key staff person responsible for the project and, if applicable, specific staff proposed to work on aspects of the project.
 - b. For all project team members, provide names, resumes, and professional titles, and a statement about relevant work experience or projects.
6. **References:** A list of three client references for similar projects undertaken during the last four years.
 - a. Provide name, title, email address, and telephone number of contacts.
 - b. Provide a brief description of the service provided and the dates of the work provided.

9. Evaluation of Proposals

Proposals shall be reviewed by library staff, and recommendations made to the Library Board of Trustees. SPPL reserves the right to make the final determination of responsible respondents, and to waive informalities and/or irregularities and to accept or reject any or all offers. Proposals shall be as thorough and detailed as necessary so that SPPL may properly evaluate the capabilities of the respondent to provide the required services.

The following criteria shall be used in evaluating proposals:

1. Qualifications of the consultant and past performance verification.
2. Demonstrated understanding of public library service in small or mid-size libraries.
3. Previous experience in public library strategic planning.
4. Demonstrated creative and effective methods of engaging stakeholders.

5. Experience and technical competence of the consultant and any personnel assigned to the project to complete the task outlined.
6. Flexibility, accessibility and availability of the consultant and any personnel assigned to the project.
7. Consultant's communication skills and ability to work with staff and stakeholders.
8. The time the consultant will need to accomplish the project.
9. Overall project costs and perceived value for services to be provided.
10. Reference checks.