



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

Virtual Meeting

April 14, 2022, 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 April 14, 2022 will be conducted in-person from the Ray Bradbury Conference Room on the Library's 2nd floor at 1100 Oxley Street, South Pasadena.

Please be advised that pursuant to government code, and to ensure the health and safety of the public, staff, and the Library Board of Trustees, as the Ray Bradbury Conference Room will be open to the public for the meeting and members of the public may attend and/or participate in the in-person meeting, all are kindly reminded to follow Los Angeles County Public Health and CDC regulations and guidelines that are in place and may be posted. The in-person hybrid meeting will be conducted live in the Ray Bradbury Conference Room.

Members of the public have the option to participate 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=L01UOTFDeW5na1l0ZExJeEszaytVZz09>
; 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., April 14, 2022 to ensure adequate time to compile and post.

- CALL TO ORDER:** President Dean Serwin
- ROLL CALL:** Dean Serwin, President, Bianca Richards, Vice President, Annie Chang Long, Secretary, Kenneth I. Gross, Trustee, Fred J. Pratt, Trustee
- COUNCIL LIAISON:** Councilmember 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 March 10, 2022

Recommendation

It is recommended that the Library Board of Trustees review and approve the minutes from the regular meeting held on March 10, 2022.

4. Strategic Planning Proposals Review

Recommendation

It is recommended that the Library Board of Trustees discuss the proposals received from strategic planning consultants and make a recommendation to the staff on which consultant to select.

5. Parcel Tax Renewal

Library Director to update Library Board of Trustees on adjustments to parcel tax renewal timeline and deliverables.

6. Library Operations Update

COMMUNICATIONS

7. Board President

8. Board Members

9. Council Liaison

10. Friends of the Library Representative

11. Trustee Liaison to the Friends

12. Library Director

ADJOURNMENT

FUTURE LIBRARY BOARD OF TRUSTEES MEETINGS

May 12, 2022	Location TBA	7:00 p.m.
June 9, 2022	Location TBA	7:00 p.m.
July 14, 2022	Location TBA	7:00 p.m.

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.

4/9/2022

/s/

Date

Sean Faye

Administrative Secretary



**South Pasadena Public Library
BOARD OF TRUSTEES
MINUTES
March 10, 2022**

CONVENE:

President Bianca Richards called the regular meeting of the Library Board of Trustees of the South Pasadena Public Library to order, virtually via Zoom, on March 10, 2022 at 7:03 p.m.

IN ATTENDANCE:

Trustees Present
Kenneth Gross
F.J. Pratt
Bianca Richards
Dean Serwin

Also Present

Cathy Billings, Library Director
Diana Mahmud, Council Liaison
Ellen Torres, 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 February 10, 2022

Motion by Library Board Trustee Dean Serwin, seconded by Library Board Trustee Kenneth Gross, to approve the minutes as written for the regular meeting of the Library Board of Trustees held February 10, 2022.

AYES:	Gross, Pratt, Richards, Serwin
NOES:	None
ABSENT:	Long
ABSTAIN:	None

4. Election of Officers and Appointment of Representative to the Friends of the Library

Motion by Library Board Trustee Kenneth Gross, seconded by Library Board Trustee F.J. Pratt, to approve the Library Slate of Officers for 2022 as follows – President – Dean Serwin; Vice President – Bianca Richards; Secretary – Annie Chang Long. Bianca Richards will serve as the Trustee Representative to the Friends of the Library.

AYES: Gross, Pratt, Richards, Serwin
NOES: None
ABSENT: Long
ABSTAIN: None

5. Proposed Library Hours

Library staff developed the proposed schedule to expand the Library's hours. The new schedule would have the Library open 58 hours a week. The Library would open consistently at 10 a.m., with the exception of Sunday. The Library was open 57 hours a week under its pre-pandemic schedule.

Motion by Library Board President Dean Serwin, seconded by Library Board Vice President, to adopt the Proposed Library Hours that will go into effect on 4/4/2022:

Monday – 10 a.m. - 6 p.m.

Tuesday, Wednesday, and Thursday – 10 a.m. - 8 p.m.

Friday and Saturday – 10 a.m. – 6 p.m.

Sunday 1 – 5 p.m.

AYES: Gross, Pratt, Richards, Serwin
NOES: None
ABSENT: Long
ABSTAIN: None

6. Strategic Planning

The deadline to receive proposals from Strategic Planning consultants has been extended to 3/25/22. Four proposals are expected. The sub-committee comprised of Vice President Bianca Richards and Secretary Annie Chang Long will review the proposals with Library Director Cathy Billings. A summary will be presented at the 4/14/2022 Trustees meeting where a consultant will be chosen.

7. Volunteer Recognition Luncheon

The Volunteer Recognition event will be a tea, rather than a luncheon. Invitations have been mailed and RSVPs are being received.

Local History Librarian Olivia Radbill will present highlights of the local history collection and discuss the Memory Lab project. It will be a visually rich presentation with photos of the Busch Gardens and Solar Motor Company collections the Library purchased from South Pasadena historian and former Trustee Rick Thomas.

Library staff will set up the Community Room with the tables, chairs, and tablecloths the day before the event. Board members will assist with picking up pastries the day of the event. Food will be purchased from local South Pasadena bakeries. Coffee, tea and juice will be provided. Other duties for Board members will be assigned as needed.

8. Parcel Tax Renewal

The City Attorney shares the opinion of a previous City Attorney that no more than two Trustees should serve on the Parcel Tax Committee. There is a precedent, from the 2015 ballot initiative, for the Library Board President to sign the position statement. A staff report will be presented at the 4/14/22 Trustees meeting to provide direction and a recommendation to the City Council of what the terms of the renewal should be.

Councilmember Mahmud cautioned that the California Business Roundtable is circulating a proposition to limit the ability of local government to raise revenue. It has the potential to eliminate evergreen parcel taxes. Should this initiative gather enough signatures, it would be on the same ballot as the Parcel Tax. The City Attorney will need to be consulted about how this would impact the parcel tax ballot measure.

9. Proposed Fiscal Year 2022-2023 Library Budget

The Proposed Library Budget for Fiscal Year 2022-2023 has a similar bottom line to last year's budget. The Library is requesting to add a 10th Full Time Employee. Accounts that have had unspent funds at the end of the year, several years in a row, such as Building Maintenance, have been reduced, with those funds instead being allocated to the materials budget (books, DVDs, CDs, eBooks).

Capital Outlay funds would go towards new tables and chairs for the Library patio. The Friends will be asked to contribute to the cost. Other Capital Outlay funds would go towards climate control in the administrative office. \$12K has been requested to pay for new, ergonomically appropriate workstations for Support Services staff.

The City's collective bargaining agreements expire at the end of this fiscal year and negotiations that would dictate any changes in salaries or benefits are getting underway.

10. Library Operations Update

Community Services will manage the Be Kind to Animals event. The Library may play a role in the future.

The virtual Will Eisner book discussion was a success and inspired a lively discussion.

The Library is strongly recommending the use of masks within the Library. Masks will be required to enter the Children's Room to protect unvaccinated children. New signage will be posted. Staff continue to wear masks and are relieved not to enforce the mask policy with the patrons.

In-person programming has resumed and is going very well. Storytime, which is held outdoors three times a week, drew 70 people today. Craft Lab at the patio table on Thursday afternoons also attracts large groups of people.

Two Aides have been promoted into the vacant Clerk positions. Five of the ten Aide positions are now vacant. A new recruitment was opened. Previous library experience will not be the dominating factor in evaluating applicants for the Aide position, which we hope will lead to a more successful recruitment.

The Weekend-in-Charge librarians are being trained to run the Library on Sundays.

The San Gabriel Valley Council of Governments (COG) has funding for 294 overtime hours for the police to conduct outreach to the unhoused. They will focus on the business district, the Library Park, and the train station.

The Trustees will be asked to complete Statements of Economic Interest forms by the City Clerk.

The California Library Association's "Serving With a Purpose" one-day conference will take place soon. It has been a good resource for advocacy and fundraising for Friends groups and Board members. This year's topic is "Representation Matters – Building a Better Board."

COMMUNICATIONS:

11. Board President (Dean Serwin): President Dean Serwin is excited to be the Board President. He expects this to be a wonderful year. President Serwin praised Library Director Cathy Billings for her direction and guidance.

12. Board Members: Vice President Bianca Richards thanked the Board for their support during her term as President. Vice President Richards expressed appreciation for those that serve on Boards and Commissions and encouraged more residents to volunteer.

Trustee Kenneth Gross is pleased to be a part of this Board and looks forward to what can be accomplished.

Trustee F.J. Pratt echoed Vice President Richards' statement about volunteerism and giving back to the community. Trustee Pratt offered the services of the Boy Scout troop he leads for any Library-related needs.

13. Council Liaison (Councilmember Diana Mahmud): Councilmember Mahmud thanked Vice President Richards for her leadership and congratulated President Serwin. Councilmember Mahmud commended Library Director Billings for her designation by Assemblymember Chris Holden as "Woman of the Year" for South Pasadena. Trustees should be invited to the ceremony.

14. Friends of the Library Representative (Friends Board President Ellen Torres): The residents of Orange Grove Avenue, south of Monterey Road, donated the \$3,250 they received from a film production to the Friends. The money will go into the Friends' general fund.

The Friends Board voted to purchase a Zoom camera for hybrid meetings and offered it to Library staff for their meetings.

The Friends will conduct a survey to find the ideal time of day to conduct their Board meetings.

The Friends have adopted a Diversity, Equity, and Inclusion (DEI) statement. It is published on their website, along with bios of Friends Board members.

Four Friends Board members will attend the upcoming Serving With a Purpose conference. President Ellen Torres has found this conference to be very valuable and encouraged the Trustees to attend when they can.

Jericho Road, a non-profit organization that offers guidance to other non-profits, may assist the Friends with developing a new website. Jericho Road may also assist with guidance towards Board development, business development, and assistance with the Friends' retreat.

The Friends Bookstore raised \$3K in January 2022, with \$1K raised just from the sale of \$.50 books.

The Restoration Concerts resumed on 3/6/22. This season will close with one concert in April and two concerts in May, to make up for one of the canceled concerts.

The Friends Newsletter will be a monthly news update that will be emailed out to their members.

The Trustees were invited to become members of the Friends.

15. Trustee Liaison to Friends: Vice President Richards will attend the 3/17/22 Friends meeting.

18. Library Director (Cathy Billings): The 4/14/22 Trustees meeting will be either hybrid or in-person in the Ray Bradbury Conference Room. The Governor's Executive Order expires on 6/30/22.

NEW BUSINESS:

NEXT MEETING: The next regular meeting of the Library Board of Trustees will be on Thursday, April 14, 2022 at 7:00 p.m. in the Ray Bradbury Conference Room.

ADJOURNMENT: President Dean Serwin adjourned the regular meeting of the Library Board of Trustees on March 10, 2022 at 8:12 p.m.

Minutes approved _____ as written.

Minutes approved _____ as corrected.

President

Date

**SPPL Strategic Planning Consultant Proposals
SCORING**

Average Weighed Scores

Criteria	Weight	LibraryIQ	Library Solutions	BerryDunn
Understanding of small/mid-size public libraries	1	6	6	7
Experience in public library strategic planning	2	15	11	16
Demonstrated creative and effective methods of engaging stakeholders	2	12	9	17
Experience and technical expertise of personnel	1	7	5	9
Flexibility, accessibility, and availability of personnel	1	7	5	7
Demonstrated communication skills and ability to work effectively with staff and stakeholders	2	13	9	18
Overall project costs and perceived value for services to be provided (incl. amount of time to be spent on the project)	1	7	5	9
Total Score		69	49	83

Scored by Bianca Richards (trustee), Annie Chang Long (trustee), Cathy Billings (staff), Maida Wong (staff), Barbara Posner (staff)

ITEM 4
SPPL Board of Trustees - 4/14/2022

**SPPL Strategic Planning Consultant Proposals
COMPARISONS**

	Library IQ	Library Solutions	BerryDunn
Cost	\$19,000 (includes travel) Add \$1,000 for onsite presentation of Plan	\$19,750 (includes travel) Presentation of Plan (included? in-person?)	\$19,600 (includes travel) Presentation of Plan included (in-person?)
Timeline	5 months	4.5 months	5 months
Library Role	“Strategic Planning Committee”	“Reimagining Team”	“Strategic Planning Advisory Committee” (i.e., “Task Force”?)
Location	Team not local	Consultant based in Bishop, CA	One team member based in SoCal
Meetings/ Engagement	<ul style="list-style-type: none"> • Virtual project kickoff meeting; • Bi-weekly or monthly meetings of Committee; • Up to 5 one-on-one interviews; <p>Focus Groups (in-person over two days):</p> <ul style="list-style-type: none"> • 2 sessions public/friends/volunteers; • 1 session trustees; • 1 session staff; • 1 session partner organizations, education and homeschool leaders; • 1 session prominent citizens, business leaders, gov’t officials; • 1 session at regularly scheduled meeting of a community group (e.g. Rotary, Chamber of Commerce...). <p>TOTAL: 7</p>	<ul style="list-style-type: none"> • Site visit; • 5 one-on-one interviews by consultant; • Staff trained to conduct one-on-one interviews; <p>Listening Sessions, up to two-hours (in-person):</p> <ul style="list-style-type: none"> • 1 staff • 1 trustees, council, friends, etc.; • 1 public; <p>TOTAL: 3</p>	<ul style="list-style-type: none"> • Kickoff meeting w/project team (virtual?); • Virtual session with trustees; • 3 Committee/Task Force meetings (in-person?): Strategic planning session; goal setting and visioning; Phase 4; • 8-10 one-on-one phone interviews; <p>Engagement Sessions (in-person?):</p> <ul style="list-style-type: none"> • 2 community • 3-6 stakeholder focus groups; • 2-3 staff; • 1 friends small group; • 1 visioning workshop. <p>TOTAL: 9-13</p>

SPPL Strategic Planning Consultant Proposals NOTES & COMMENTS FROM SCORE SHEETS

Library IQ

Proposal

- Done some background research, aware of challenges with existing library
- Don't offer nearly as detailed a description of their services as BerryDunn
- Professional proposal

Experience/Team

- Unclear how much experience they have with single-branch smaller libraries
- Company and team members have experience
- Not as much experience with small libraries (Yuba and Shasta Counties noted)
- Strength is access to proprietary data, for which they charge extra.

Engagement

- Like social media outreach
- Like paper surveys available
- Methods of engaging stakeholders seem basic, not very creative
- Online survey – what technology?

Methodology/Approach

- Will use existing data to review
- Like Strategic Planning Committee
- Like comparison data from other libraries
- Heavy emphasis on data
- Excellent peer comparison – this is their strength?
- Will identify service gaps, needs, opportunities
- Variety of data collection
- Benchmarking other libraries
- Approach starts outside-in. First gather data of similar libs/communities, then assess and compare usage with others.

Other

- Dislike cost for other languages survey
- While their initial analysis using proprietary technology sounds interesting, I worry that they would base too much weight on numbers, rather than looking at the character of our community.

Library Solutions

Proposal

- Non enough research of SPPL/City
- Proposal not as professional as I would expect
- Good timeline
- Proposal presentation not polished
- Resume not targeted

Experience/Team

- Unclear how much experience she has with smaller libraries
- She does have a fair amount of experience, but does not list any additional staff
- Solo practitioner vs. project team
- Southern California/LA experience
- One person operation
- Experience has been with larger systems

Engagement

- Like: storyboards to engage customers
- Storyboards and stickers do not seem to be very “cutting edge”
- In-library Storyboards (dots)
- Storyboards in library
- Survey – what platform?
- Teen survey

Methodology/Approach

- Would train library staff to do community engagement activities
- Train staff to conduct 1:1 interviews
- Engagement might require too much staff time
- Will include training for library staff to do the facilitation
- Her methods are fairly old-school
- SOAR framework/SOAR
- “Reimagining Plan”
- “Data analysis provided by SPPL” – data provided or the analysis itself?
- Variety of data collection, thoughtful
- Reimagining Team

Other

- Good timeline
- Too much emphasis on tri-fold
- Other languages in the area are not noted
- No mention of space, environmental concerns
- No mention of using existing data – fiscal, usage, etc. that could be helpful going forward
- Price for basic services is not much less than the other [more robust] proposals we received.

BerryDunn

Proposal

- Has knowledge of SPPL, did some research
- Mentions growth of city
- Clearly communicate plan and what we can expect to receive

Experience/Team

- Experience with public sector
- Broad gov't sector planning/consulting base
- Experience with municipal libraries
- Unclear how much experience they have with single-branch libraries
- Company and team have good experience
- Good detailed staff background
- Largest team, including local Susan Kent
- Project team + Susan Kent
- Local and national expertise
- Good number crunchers

Engagement

- Like: social pinpoint, virtual home base
- Social Pinpoint
- "social pinpoint" – Awesome
- Usual engagement tools plus "pop-up meetings"
- Community pop up meetings
- Innovative engagement – pop-up meetings, social pinpoint site (allows non-English languages)

Methodology/Approach

- Stakeholder engagement is their foundation
- Good data review
- Starts with local data first with outside data later – tailored to SPPL
- SOAR methodology/SOAR
- Willing to engage in follow-up/Follow-up 6 mos. and 1 yr
- Lots of circling back with key stakeholders

Other

- Good timeline
- Mentions diversity/DEI best practices, training, marketing, tech, financials/Mentions DEI
- Balance budget constraints
- [Acknowledgement of] Book-centric to people-centric [changes]

ITEM 4

SPPL Board of Trustees - 4/14/2022

SPPL Strategic Planning Consultant Proposals NEXT STEPS

Reference Questions

1. Were you happy with the final product?
2. Was the community engagement component successful, and what did you like about it?
3. Were the deadlines of the project timeline met?
4. Did the consultant/team engage successfully with staff?
5. Is there anything you wish had been done differently?

Proposal Clarification Questions for Consultants

1. Where unclear, verify which engagement components are in-person/virtual/phone, and how they envision scheduling them, e.g., over a period of days, multiple trips, etc.
2. Make up of the Strategic Planning Committee / Reimagining Team / Strategic Planning Advisory Committee (i.e., "Task Force"?)
3. Library Solutions/BerryDunn: Is an in-person presentation of the final plan included?

LIBRARY

STRATEGIC PLAN

CITY OF SOUTH PASADENA PUBLIC LIBRARY



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February 22, 2022

Cathy Billings
Library Director
City of South Pasadena Public Library
1100 Oxley Street
South Pasadena, CA 91030

Dear Cathy:

Thank you for the opportunity to provide a proposal for a strategic plan and mission statement for the South Pasadena Public Library (SPPL). We recognize the important role the Library plays in your vibrant community and look forward to supporting continued success through a high-quality strategic plan.

LibraryIQ professionals combine experience working with more than 100 successful libraries across the United States with understanding of best practices and emerging trends to help libraries better serve patrons and communities. LibraryIQ looks forward to collaborating with a wide range of stakeholders and providing insight and guidance to map an exciting and attainable future for the South Pasadena Public Library.

The enclosed proposal details how LibraryIQ will develop a strategic plan and mission statement that reflects SPPL's values and vision. The project will ensure the Library meets future community needs while staying true to core values of access to information, lifelong learning, inspiration and enjoyment for people of all ages. Thank you for your interest and consideration.

Sincerely,

Todd Frager

Todd Frager
Chief Executive Officer
2600 Tower Oaks Boulevard, Suite 510
Rockville, Maryland 20852
(800) 638-8725
todd.frager@lsslibraries.com

SCOPE OF WORK

LibraryIQ proposes a collaborative strategic planning and mission statement process that will guide South Pasadena Public Library operations and decision making. The plan will shape library programs and services for the next five years, inform the allocation of human and fiscal resources and reflect the concerns and needs of all stakeholders.

Key points of proposal:

- South Pasadena Public Library strategic plan and mission will be developed collaboratively with the Director, Board and staff
- Process includes extensive input from a cross-section of stakeholders including community leaders, local residents, nonprofits, educators, business leaders and staff
- The strategic plan will be flexible so leaders can regularly review, evaluate and adjust strategic objectives and actions based on a changing operational environment
- **LibraryIQ consultants are experts currently providing strategic planning and implementation for small to mid-size public libraries**
- The project includes creation of new mission statement that reflects SPPL vision and values
- The plan will align with the City of South Pasadena's small town feel, historic character of neighborhoods and commitment to sustainability
- The strategic plan will help ensure SPPL meets the demand created by increased high density residential development within walking distance and a community comprising 50 percent renters

PROJECT SYNOPSIS



LibraryIQ understands SPPL is well located in an active park in the heart of downtown South Pasadena near the senior center. The Library also went overdue “fine free” in January 2021. Current challenges include facility limitations (particularly meeting, education, children’s and teen spaces and restrooms). Significant residential development and population growth will put further stress on the building.

A strategic plan developed in partnership with LibraryIQ will help SPPL address these challenges, along with funding and staffing challenges, to best serve the community.

DETAILED BREAKDOWN OF TASKS

SPPL Trustees and Director will identify a Strategic Planning Committee to collaborate on the project. The Strategic Planning Committee will advise and ensure that the strategic plan reflects broad community objectives. **LibraryIQ will facilitate bi-weekly or monthly meetings of the Strategic Planning Committee.**

Collaboration is critical to project success; LibraryIQ consultants will work closely with the South Pasadena Public Library Director and staff, the Library Board of Trustees, the Strategic Planning Committee and other stakeholders.

Phase One

Gather Data

A virtual project kickoff meeting will include the Strategic Planning Committee, Library Director and LibraryIQ consultants to share the data collection and analysis approach (including comprehensive information request), confirm project scope, schedule and communication protocols.

LibraryIQ consultants will use proprietary technology to compare SPPL with selected peer libraries across categories including Library Journal ranking, spending analysis, staff per 1,000 population and cost, visits, library use and five-year service and funding trends. This comparison, based on publicly reported Institute of Museum and Library Services data, provides an excellent understanding of operations.

Data and Information Strategy

LibraryIQ will review existing conditions and map to public library best practices. Special attention will be paid to:

- Existing library utilization rates relative to other communities of similar size and demographics
- Services (including collection and technology) and programs currently available

South Pasadena Public Library data and literature will be reviewed, including:

- Funding
- Capital project improvement plans
- Service delivery models
- Current Library facilities including the Children's Room, the Community Room, indoor space and restrooms
- Technology
- Programs
- Outreach

- Statistics, including use rate, visits, circulation, technology access, etc.
- Staff team building around strategic goals and critical topics

Existing Los Angeles County community factors will be reviewed including:

- Population demographics
- Growth projections
- Economic climate
- Educational climate, including local community colleges and universities
- Cultural climate
- Civic engagement
- Historical context

Time to Complete

- Approximately four weeks

Deliverables

- Virtual project kickoff meeting scheduled
- Virtual project kickoff meeting complete
- Schedule complete
- Information/data request shared with South Pasadena Public Library staff
- Information/data received

Phase Two

Solicit Broad Community Input

LibraryIQ will work with the Library Director and Strategic Planning Committee to formulate and execute an inclusive public engagement strategy designed to ensure broad community input.

Stakeholder and public input will be gathered using the following methods. Strategic Planning Committee members and staff will identify participants, manage invitations, choose locations or virtual platform and collaborate with LibraryIQ consultants on scheduling.

This phase will include gathering public and stakeholder input to inform a new mission statement to be validated by the Strategic Planning Committee.



Survey

An online survey will be conducted. The survey will be prepared by LibraryIQ in collaboration with the Strategic Planning Committee in English. A Spanish language survey is available at extra cost.



The online survey link will be emailed to patrons (addresses from South Pasadena Public Library ILS) and other available resident email addresses provided by Library staff. Additional email addresses for survey distribution can be generated from South Pasadena Public Library partner organizations, Strategic Planning Committee members and other sources.

The survey link will be shared and promoted via SPPL marketing channels (in-library signage and flyers, Library website, City websites if possible, partner websites if possible, social media and local media). This wide-ranging approach will yield the largest number of survey participants.

Paper surveys will also be available to provide representation to those without computer/mobile device and Internet access.

Focus Groups

Sessions for key stakeholders will be employed to gather a broad cross-section of input. The Strategic Planning Committee will identify key stakeholders, representatives from local organizations, prominent citizens, local business and education leaders and government officials and work with the LibraryIQ project lead to schedule and choose locations or virtual platform.

LibraryIQ facilitators will listen carefully, ensure that all voices are heard, capture nuance and dig deep to reach the heart of participant comments—all vital to gathering authentic input. LibraryIQ will facilitate the following sessions:

- Focus Groups
 - Two public sessions with library users, nonusers, Friends and volunteers
 - One session with Library Trustees
 - One session with staff
 - One session with South Pasadena Public Library partner organizations, education and homeschool leaders
 - One session with prominent citizens, business leaders and government officials
 - One session at a regularly scheduled meeting of a community group (Rotary, Chamber of Commerce, etc.).

Individual Interviews

LibraryIQ consultants will conduct up to five one-to-one, in depth interviews with key stakeholders. Interviews will be conducted in person as possible and by phone as necessary.

Suggested interviewees include:

- Library Director
- Library Board of Trustees Chair
- City government leaders
- Education leaders
- Other key stakeholders as identified by Strategic Planning Committee

Note: This proposal assumes LibraryIQ consultants will visit South Pasadena to conduct focus groups and interviews and attend the community group meeting. Travel is included in the proposal cost. If travel and in person meetings are not possible during the proposed time frame, sessions will be conducted live virtually and travel cost will be subtracted from project cost.

Time to Complete

- Approximately eight weeks

Key Milestones

- Survey drafted
- Survey approved
- Survey conducted
- Survey results compiled and analyzed
- Focus group participants identified
 - Focus groups scheduled
 - Focus group invitations and publicity complete
 - Focus groups conducted
- Community group meetings identified
- Community group meeting visits scheduled and conducted
- Individual interview participants identified
- Individual interviews schedule and conducted

Patron Geographic Mapping and Segmentation - **Optional for extra cost**

LibraryIQ will perform anonymized patron analysis and segmentation during Phase Two. Information about where South Pasadena Public Library patrons' consumer segmentation lifestyle groups highlights library use patterns and enables and supports data-driven decision-making. The report will also help target potential new library users.

Phase Three

Analyze Data and Benchmark with Best Practices, Draft Strategic Plan

LibraryIQ will analyze background information and data along with community input to identify service gaps, needs and opportunities. LibraryIQ will collaborate in the development of strategies to meet identified goals and objectives, including measurements that can be used to demonstrate success and specific action items or tactics. Strategic goals and objectives will be attainable and realistic given the financial and resource constraints of SPPL.

The current mission statement will be reviewed and a new mission statement will be suggested based on data analysis and community input.

LibraryIQ consultants will then create and share a draft strategic plan with the Strategic Planning Committee. During this iterative process, LibraryIQ consultants will incorporate feedback into a final plan.

Time to Complete

- Approximately four weeks

Deliverables

- Strategic areas of focus for SPPL identified that will guide decision making about allocating staff and financial resources over a five-year period
- Specific goals and actions related to each strategic area of focus identified
- New mission statement drafted
- Strategic plan drafted and shared with Strategic Planning Committee
- Feedback from Strategic Planning Committee sought and incorporated into draft plan

Phase Four

Prepare and Deliver A Final Strategic Plan

LibraryIQ will prepare and deliver a written South Pasadena Public Library Strategic Plan summarizing existing conditions, community input, research and analysis and strategic goals and objectives. The plan will include a new mission statement, regional goals and objectives and measurements for success.

LibraryIQ will present the plan to the Library Board of Trustees and the Strategic Planning Committee.

Time to Complete

- Approximately four weeks

Deliverables

- Final plan complete
- Well-designed strategic plan document that incorporates narratives and infographics to synthesize the input and data collected and highlights key discoveries, strategic priorities and related goals and actions
- 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.

PROJECT SCHEDULE

Phase One - Gather Data

March 11 - April 8, 2022

Phase Two - Solicit Broad Community Input

April 11 - May 20, 2022

Phase Three - Analyze Data and Benchmark with Best Practices, Draft Strategic Plan

May 23 – June 30, 2022

Phase Four - Prepare and Deliver Final Strategic Plan

July 15, 2022

Please note these dates are subject to change pending project start date.

PROJECT BUDGET

Item	Cost
Data Gathering and Analysis, Broad Community Input	\$9,750
Synthesize Data and Benchmark with Best Practices, Draft Strategic Plan and Mission Statement, Prepare Final Strategic Plan	\$6,000
Onsite visit (Two consultants, two days) This cost will be subtracted if “live virtual” option is preferred for focus groups and interviews	\$2,500
Supplies	\$150
Total Project Cost	\$19,000
OPTIONAL Onsite presentation of final plan (one consultant, one day)	\$1,000
OPTIONAL Patron Geographic Mapping and Segmentation	\$3,000

This pricing and offer for services is valid for 120 days and can be extended upon request by South Pasadena Public Library. LibraryIQ will invoice 50% upon contract execution and 50% upon project completion. Billing terms are net 30 upon receipt.

The cost information above is proprietary and should be treated as such.

PROJECT TEAM

Deborah Joy, MLS, Marketing Director

Project Lead (Primary Point of Contact)

Phone: 410-456-5881 | Email: debbie.joy@lssllibraries.com

Debbie is a library professional with experience in public library strategy, marketing and development. At LS&S Debbie manages strategic planning and library assessment consulting for external clients as well as marketing for LS&S-operated libraries. She served as strategic

planning project lead for the Siouxland Libraries in South Dakota, Osceola Library System in Florida, the Yuba County, Shasta County and Escondido Public Libraries in California and the Matanuska-Susitna Public Libraries near Palmer, Alaska. Debbie has also led public library community needs analysis projects in Upper Providence, Pennsylvania, Pinehurst, North Carolina and Oberlin, Ohio. At the Enoch Pratt Free Library in Baltimore, Debbie's work included funding of literacy programs for children, teens and adults. Debbie brings a collaborative, strategic, results-driven approach. Debbie's marketing and grants experience combines with a deep dedication to the mission of the public library. She earned a Master of Library Science from the University of Maryland and a Bachelor of Science in Journalism from the University of Kansas.

Heidi Dolamore, MLIS, Vice President Library Operations

Project Operations Analysis Lead

Heid is an expert in public library strategy, leadership and staff development who has worked in California libraries since 2006. She conducted assessment and visioning for statewide library cooperatives and created professional development courses on library management. Heidi was Director of Library Services at the Berkeley Public Library in California where she created a leadership development program to spark innovation and launched a STEM initiative to elevate libraries as a destination for hands-on science learning. She was also Assistant Director of the San José Public Library where she initiated and managed a significant broadband enhancement. Heidi earned a Master of Library and Information Studies from the University of British Columbia in Vancouver, Canada. She was a Graduate Fellow in Germanic Language and Literature at Washington University in St. Louis, MO and earned a B.A. in Art History from Bryn Mawr College in PA.

Greg Vogt, Director of Information Technology

Project Information Technology Lead

Greg has 25 years of information technology experience, including software testing, consulting, network administration and design, help desk supervision, database management, customer service supervision, project management and Implementation. Greg serves as Director of Information Technology, providing expert analysis and coordination of IT services across member libraries to ensure a standard of excellence and innovation. Greg is experienced in grant research, writing, and implementation, strategic planning, statistics, reporting, and E-rate. In his new capacity, Greg continues to monitor and oversee large-scale IT projects at Shasta Public Libraries, and is resident part-time in the Redding City Library.

Steve Coffman, MLS, Vice President for Library Support Services

Project Collections and Patron Analysis Lead

Steve is an internationally-recognized expert on innovative approaches to library service. He introduced the Ask-Us-Now live virtual reference service and is responsible for a variety of innovations at LS&S including centralizing the Integrated Library System, acquisitions, and technical services functions in 84 libraries. In February 2004 Steve's article Saving Ourselves: Plural Funding for Public Libraries: Can Libraries Break Their Dependence on Tax Monies by Following NPR's Example? was published in American Libraries magazine. Steve has extensive experience with strategic planning and service design including the Finney County, Kansas Library, the Jackson-Madison County, Tennessee Library, and the Leander, Texas Library. Steve has significant experience in electronic access to library services. He earned a Master of Library Science from the University of California, Los Angeles and a bachelor's degree in the Humanities from San Francisco State University.



REFERENCES

ESCONDIDO, CALIFORNIA PUBLIC LIBRARY

[Strategic Plans \(August 2018, 2022\)](#)

Joanna Axelrod

Deputy City Manager

Director of Communications & Community Services

City Hall, Second Floor, 201 North Broadway | Escondido, CA 92025

760-839-4871

jaxelrod@escondido.org

YUBA COUNTY, CALIFORNIA LIBRARY

Strategic Plan and Library Assessment (December 2019)

Kevin Mallen

Director, Yuba County Community Development & Services Agency

915 8th Street | Marysville, CA 95901

530-749-5430

kmallen@CO.YUBA.CA.US

OSCEOLA, FLORIDA LIBRARY SYSTEM

[Strategic Plan \(September 2020\)](#)

David Barnett

Library Contract Manager, Human Services Manager

1 Courthouse Square, Suite 2400 | Kissimmee, FL 34741

407-742-8468

David.Barnett@Osceola.org

SHASTA PUBLIC LIBRARIES, CALIFORNIA

[Strategic Plan \(October 2019\)](#)

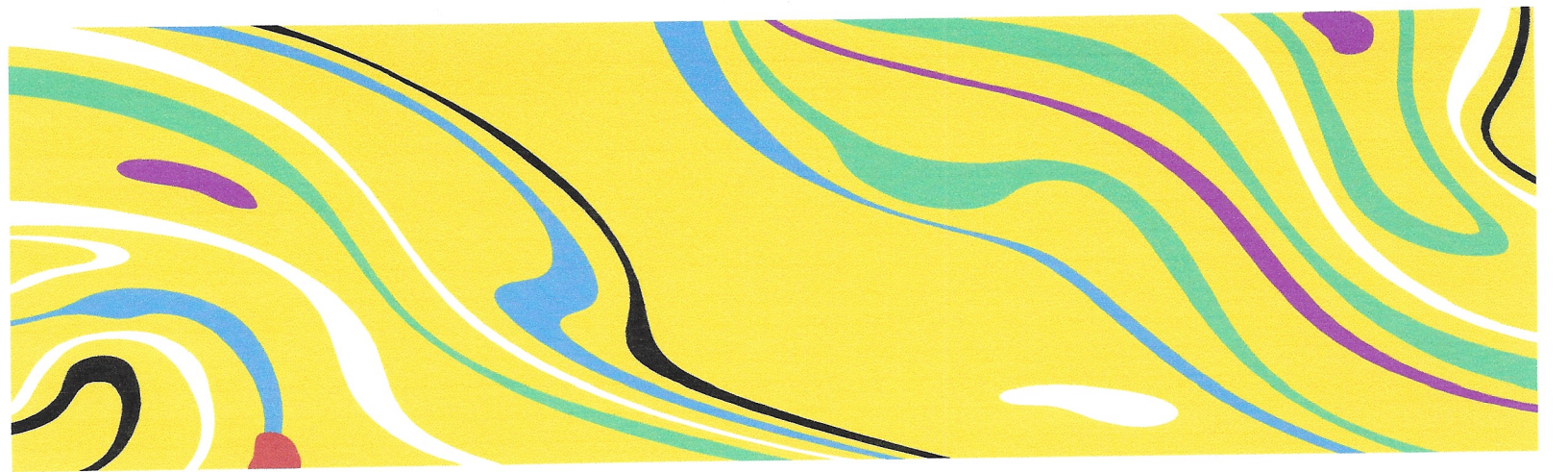
Kimberly Niemer

Director of Community Services City of Redding

777 Cypress Avenue | Redding, CA 96001

530-225-4085

kniemer@cityofredding.org



March 7, 2022

Dear Ms. Billings:

Library Solutions is pleased to submit the application for the Request for Proposal for developing a Strategic Plan and trifold brochure for the South Pasadena Public Library.

As presented in the following proposal, my experience demonstrates that I am uniquely qualified to partner with the South Pasadena Public Library (SPPL) in creating a reimagining plan to project overarching concepts, goals, and deliverables requested in the RFP. As the Executive Director of the Southern California Library Cooperative (SCLC), I am familiar with SPPL and the greater Los Angeles area in collaborating with them to deliver resource sharing projects and managing grants based on the demographics of the area.

More importantly, is the timing of the request to develop a roadmap. After enduring the pandemic and its impacts, SPPL can develop programs and services that address the needs and interests of the community with an emphasis on the changing landscape. I will collaborate with you, staff, stakeholders, and the general population to develop a new mission statement and goals, with consideration to the allocation of staff and funding resources.

Library Solutions has developed a process using SOAR- Strengths, Opportunities, Aspirations and Results. It has proven to be a successful model to engage staff and community members in a positive and productive manner. I bring knowledge from the perspective of a library director in small, medium, large, rural, suburban, and urban libraries in the development of strategic plans. I have managed budgets up to \$33m. I am familiar with Libraries of the Future, New Models of Service, and detail for reorganizing organizations. And most recently as the Executive Director of SCLC coordinating eighty-eight library jurisdictions to collaborate and enhance the customer's experience.

It is my pleasure to submit the proposal and I look forward to hearing from you. I wish you the best in your endeavors as you strive to provide value to your residents.


Sincerely,



Diane Satchwell
CEO

Library Solutions, LLC
diane@librarysolutions.net
209-500-7272

551 Sunland Dr Spc 21- Bishop, CA 93514



South Pasadena Public Library Strategic Planning



Proposal

March 2022

Library Solutions, LLC

PROPOSAL- Let's Reimagine South Pasadena Public Library

03/07/2022

Background

The consultant will conduct a Strategic Planning Process to create a living document for the South Pasadena Public Library (SPPL) in cooperation with the Library Director.

The scope of work will include public listening sessions, surveys, storyboards, and face-to-face interviews that engage staff and community members; data analysis provided by SPPL; gather data that focus on the impact of the changing conditions and the lives of the residents of South Pasadena; and build on the tools and services needed to assist in the reimagining of library programs and services.

The process uses *SOAR* (Strengths, Opportunities, Aspirations and Results). *SOAR* provides opportunities for community engagement, not a specific focus on library programs and services. The technique allows users and non-users to share their needs and interests that develop library programs and services to meet a wider range of needs. Strengths ask what we can build on. Opportunities ask what our stakeholders are asking for. Aspirations ask what we care deeply about. Results ask how we know we are succeeding.

The consultant will work with assigned staff to conduct one staff session. Staff will participate in responding to questions to discover tools they need in providing community's needs and resources. A Reimagining Team will be created to insure staff and community engagement. A community survey will be posted on the website, as well as asking specific organizations to promote the survey. Storyboards will be placed around the library to elicit input from those people currently using the library. The consultant will train staff to pursue non-users for input to conduct one-on-one interviews with new partners. The consultant and the Reimagining Team will compile all data into a document that reflects the intention to develop a community plan that allows flexibility due to changes in budget and staffing.

This is a unique opportunity for the South Pasadena Public Library to be in the forefront (statewide and local) in dealing with the issues facing residents due to the pandemic. The data compiled can be shared with partner agencies and local government to better understand the impacts and needs of the residents. The Reimagining Plan is a Community Plan, no beginning and no end. As situations arise, the plan can be a tool to provide flexibility to the residents and change as the situations change (pandemic, social injustice, business closures, economy, library budget and more) *SOAR* is a broad framework to assist the residents of South Pasadena to stimulate their aspirations and interests.

Synopsis

Library Solutions focuses on staff and community engagement through *SOAR*, a process proven to be successful with small, medium, and large libraries. The framework has been developed and the templates can be modified easily for any library resulting in cost savings. The principal, Diane Satchwell, has conducted strategic planning since 1998, utilizing best practices and demonstrating positive results from multiple participants, both current users and non-users. Ms. Satchwell has been a director in small, rural and urban library settings, managing budgets over \$35m.

Specific strategic planning experience included:

Sonoma County Library System, Consultant

Reimagining Plan Post Pandemic

Reimagined programs and services to implement after pandemic using *SOAR*.

Cooperative Library Systems in California, Executive Director

New Models of Service

Coordinated efforts of creating new models of service for five of the nine state cooperatives.

Merced County Library System, County Librarian

Strategic Planning

Conducted first County Library strategic planning process engaging staff, stakeholders, elected officials, and community members.

West Linn Public Library, City Librarian

Strategic Planning

Managed, coordinated, implemented and wrote first comprehensive strategic plan.

Oakland Public Library, Administrative Librarian

New Models of Service

Planned, organized, directed and wrote strategic plan.

San Diego County Library System, Deputy Director

Library of the Future

Prepared ten year strategic plan using library of the future foundation.

Murrieta Public Library, City Librarian

Strategic Planning and Needs Assessment

Developed and wrote first strategic plan and coordinated needs assessment process.

Strategic planning has evolved, and it is critical that the library use the most current and productive method. *SOAR* results create a model for staffing, budgeting, and partnerships through the discovery of overarching initiatives. Partnerships are determined by researching groups, organizations, clubs, businesses and government entities and reaching out to high level positions to represent the various entities. In a recent strategic planning process, over 90 one-on-one interviews were conducted by training staff and creating a contact list as to broaden the scope of participants.

Library Solutions has experience conducting successful virtual listening sessions. Promotion of upcoming sessions will be on SPPL website and emails to be sent to current users and partners. Non-users will be reached through organizations, clubs and local groups. Questions will be available prior to sessions. The virtual sessions will be conducted on Zoom. A general introduction will be made and the Library Director will make the introduction of the consultant. The consultant will explain the process and as a group, one question will be posed to start the discussion. If there are more than 20 participants, break out rooms will be used with trained facilitators. Previous projects have included over 60 participants. There was a reluctance to record the session so note takers were made available to assist the facilitators.

Ms. Satchwell is familiar with SPPL from her prior role as Executive Director for the Southern California Library Cooperative (SCLC), of which SPPL is a member library. Resource sharing and grant management connected SCLC with SPPL, as well as the Library Director's participation in regular meetings.

Deliverables

The following deliverables will be completed:

- A new SPPL Mission Statement that reflects SPPL's values and vision.
- Identification of strategic overarching concepts for SPPL that will guide decision making about allocating staff and financial resources over a five-year period.
- Identification of specific goals and actions related to each strategic overarching concepts.
- A well-designed strategic plan document that incorporates narratives and 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.

Steps

- I. Review of SPPL data
 - a. Request usage, circulation, holdings data.
 - b. Site visit.
 - c. Collect demographic data.
 - d. Collect statistical reports from California State Library (CSL) website.
 - e. Collate data onto excel templates.
 - f. Review process with Library Director.

- II. Develop Reimagining Team: Consultant will work with the Library Director and the Reimagining Team. The consultant will lead and:
 - a. Coordinate meetings, invitations, communications.
 - b. Verify if in person or virtual is appropriate.
 - c. Conduct one staff session first before public sessions.
 - d. Discuss with all staff concerns, safety, vision and inform staff of process moving forward.
 - e. Consultant to develop questions for outward conversations specific to staff.
 - f. Discuss and train staff for outreach to engage community groups and businesses.
- III. Tools
 - a. Develop survey for website.
 - b. Develop teen survey to be emailed to teachers, clubs, etc.
 - c. Design storyboards. Storyboards are an interactive tool for in-house visitors that also promotes survey and upcoming listening session. The storyboards have five columns for participants to place dots in areas they value. The question posed is “What do you value?” Columns include supporting young learners; arts, culture, and recreation; access to technology; workforce development; lifelong learning. Staff provide three dots to each visitor. Storyboards will be placed strategically around the library.
- IV. Conduct listening sessions.
 - a. One stakeholder session to include but limited to Board of Trustees, City Councilmembers, Friends of the Library board members and members, and school district employees.
 - b. Conduct one public listening session open to anyone interested, such as library users and non-users, and community groups.
 - c. Library Director introduction.
 - d. Registration recommended for virtual session- questions will be emailed in advance for virtual session.
 - e. Buddy system to facilitate breakout sessions.
 - f. High level questions for conversation.
 - g. Each session up to two hours.
 - h. One Spanish speaking translator.
 - i. Debrief after each session.
- V. Gather and analyze feedback, compare with library usage trends, community growth and demographic trends, budget projections.
- VI. Design a tri-fold to include new mission statement, overarching concepts, and explanation of process.
- VII. Consultant to develop draft plan.
- VIII. Delivery final plan for presentation to commission and public.

Timeline:

Target	Explanation	Date
Contract	Sign contract and process paperwork	Week of March 14
Data Request	Request statistical data from staff	Week of March 21
Site Visit	One site visit to meet with Director and assess site. Establish staff contacts.	Week of April 11

Listening Session Plan	Review tools, listening session plan and questions with Library Director.	Week of April 18
Staff Listening Session	Staff Listening Session will be first session. Focus on current staffing and needs. Explanation of staff roles. Training of one-on-one interviews.	Week of April 25
Development of tools	Develop survey for public website, teen survey, storyboards, promotional material.	Week of April 25
Roll out	Promotional material delivered; survey and announcement of sessions live on website.	Week of May 2
One-on-one Interviews	Consultant and assigned staff will conduct one-on-one interviews. These can be conducted over the phone.	Week of May 9 to June 6
Stakeholder Listening Session	Stakeholder invitations via email sent with explanation of process. Date of session.	Week of May 2 (invite) Week of June 6 (session)
Public Listening Session	Promotion on website with date of session. This session can be the same week as the stakeholders. It is best to have the stakeholder session first.	Week of May 2 (website) Week of Week of June 6 (session)
Meet with Library Director	Collate data in excel templates. Discuss overarching concepts.	Week of June 20
Draft report	Meet with Library Director to review draft report	Week of July 11
Final report	Final report and trifold delivered	Week of July 25

Cost:

Target	Hours x Hourly Rate	In Person	Virtual
Review and analysis of data; collate in templates	15 x \$125	\$1,875	\$1,875
Meeting with Library Director and site visit	Daily rate and includes travel	\$750	\$500
Development of tools and sessions	5 x \$125 + materials	\$1,500	\$1,500
Staff Listening Session	Daily rate and includes travel	\$1,250	\$750
One-on-one Interviews (5)	5 x \$125	n/a	\$625
Stakeholder Listening Session	Daily rate and includes travel	\$1,250	\$750

Public Listening Session	Daily rate and includes travel	\$1,250	\$750
Collate data and meet with Director to discuss overarching concepts	20 x \$125 (in person) 10 x \$125 (virtual)	\$2,500	\$1,250
Writing and presentation of draft report	60 x \$125	\$7,500	\$7,500
Writing and presentation of final report and tri-fold	10 x \$125	\$1,250	\$1,250
Total		\$19,125	\$16,750

References:

Name	Title	Email Address	Phone Number
Carol Frost	CEO, Pacific Library Partnership		650-349-5538
NorthNet Library System Study: Conducted a study of NorthNet's existing CLSA program, including services for member libraries and its funding cost share formula, for the purpose of determining options and recommendations for beneficial changes and enhancements.			
Ann Hammond	Library Director, Sonoma County Library System		
Reimagining Plan: Led reimagining process for large multi-branch library system to include data analysis, listening sessions, staff training, one-on-one interviews, developed overarching concepts, and partnered with Library Director to write final report.			
SCLC Director	TBD	TBD	TBD
Cooperative Library System Strategic Planning: Led strategic planning for three library cooperatives in California (59 public libraries). Goal was to discover resource sharing projects that brought value to the member library communities.			

Attachment: Resume

DIANE RAK SATCHWELL

551 Sunland Dr. Spc. 21 ~ Bishop, California 93514
209-500-7272
diane@librarysolutions.net

QUALIFICATIONS

Provide facility assessment and rethink spaces
Strategic planner and strong advocate for library services

PROFESSIONAL EXPERIENCE

CONSULTANT/OWNER

Library Solutions, Bishop, California January 2020 to Present

Created company to provide support to libraries
Designed Reimagining Plan for large county library due to impact of COVID, fires, and floods
Created a reimagining model using SOAR for all size libraries, rural to urban
Conducted a study for a California cooperative system consisting of 40 member libraries
Worked with large county library system in implementing strategic planning initiative
Developed and facilitated library board, staff, and branch manager retreats
Trained and transitioned Executive Director for Southern California Library Cooperative
Developed community assessment using Harwood method
Mentored librarians for advanced employment opportunities

EXECUTIVE DIRECTOR

Southern California Library Cooperative, Pasadena, California April 2014- May 2020

Managed five of the nine cooperatives in the State of California
Administrator of \$6m broadband equipment grant for the California State Library
Administrator for multiple statewide grants on behalf of the California State Library
Coordinated state-wide participation to the California League of Cities Conference
Responsible for marketing material for National Library Legislative Day for the State of California
Reduced operations by over 20% first year and 30% in second year; increased revenue by 142%
Coordinated five plans of service to implement new models of service to the cooperatives
Coordinated efforts during beginning stages of COVID; providing funds for collections
Lead strategic planning for three library cooperatives
Provided input in rewriting California Library State Act Rules and Regulations

COUNTY LIBRARIAN

Merced County Library System (MCLS), Merced, California, January 2013 to September 2014

Coordinated strategic planning forums and online survey to develop first strategic plan for MCLS
Developed partnership with HSA, Soroptimists and UC Merced for new programming for Foster Youth
Expanded current Literacy partnership with Human Services Agency to include tutor for GED
One of 16 libraries in California and 1 of 32 in country chosen to participate in EDGE
Presentation to Board of Supervisors for new models of service based on data and community input
Developed reuse of four sites and their collections
Introduced new model of service using one point of contact for public
Introduced partnership opportunities to Mental Health and Public Health department heads using remote library sites for immunization, dispensing medicine and promoting workshops
Invited Covered California counselors to library to educate, inform and assist in signing residents up for insurance

LIBRARY DIRECTOR

West Linn Public Library (WLPL), Oregon, December 2009 to December 2012

Managed, coordinated and wrote first comprehensive strategic plan for West Linn Public Library
Constructed a work plan from strategic plan to identify targets, performance measurements and tasks
Remodeled library to reassign spaces and Friends of the Library Bookstore
Secured 501(c)3 status for West Linn Library Foundation

Reorganized staffing and services to reflect new models of service and redesigned organizational chart
Present two sessions at the Oregon Library Association Conference and American Library Association Conference
Chair of Clackamas County Director's Group for two years
Wrote governance brochure defining roles and published in Oregon League of Cities May Newsletter
Mitigated 10-year parking issue with friendly purchase of adjoining property for additional parking
Wrote plans for Disaster Preparedness, Technology, Collection Management, Staff Development and Marketing

ADMINISTRATIVE LIBRARIAN

Oakland Public Library (OPL), March 2007 to January 2010

Member of project team for 81st Avenue Branch for construction and planning
Planned, organized, directed, and reviewed various system wide initiatives thru strategic planning
Developed goals, objectives, policies, priorities and performance standards
Member of Administrative Team managing \$22m budget
Managed implementation of Wi-Fi, Electronic Timesheet and Direct Access projects
Researched and implemented new programs, concepts and technology for use in the library system
Supervised Public Service Support, Teen Services, Children's Services, OPL IT Department
Coordinated deployment of Gates Grant computers and hosted UW IMLS Case Study project
Member of the International Council at SJSU and CSL Summer Reading Outcome Committee 2009
Designed and taught Library Services for Older Adults workshops for Infopeople

DEPUTY LIBRARY DIRECTOR

San Diego County Library (SDCL) System, July, 2005 to October, 2006

Managed 32 branches with 400 staff, 3288 square miles and managed operating budget of \$33m
Prepared 10-year strategic plan and developed a work plan
Restructured branch organization to improve supervision with fewer positions, no lay offs
Initiated technology programs to include virtual library, wireless and SDCL University
Coordinated programming to address diversity within County communities
Established programs for senior population to include Part D, Medicare instruction and senior chats
Promoted excellence in staff development and service to public
Increased teen programs by 700% and children's programs by 43%
Liaison to over 30 Friends of SDCL branches
Opened two new facilities and remodeled six projects FY 2004/05 (7 projects in process)
Organized, promoted and facilitated all staff retreat after two months of appointment
Assisted in the strategizing to implement RFID to maximize service to public
Member of Management Team for Labor Relations

DIRECTOR OF LIBRARY SERVICES

City of Murrieta (MPL), November, 1998- July, 2005

Project Manager for new \$10m library facility
Opened first temporary City of Murrieta Library through renovation of a vacated commercial structure
Evaluated, acquired, and processed opening day collection for new City Library
Recipient of \$6.4m grant award from the Office of Library Construction Bond Act
Recipient of a \$90,000 grant for a video conferencing center in the new library
Implemented a passport processing center collecting \$75,000 for FY 2004/05 library budget
Designed and developed specifications for implementation of collection management and public PC resource management including self check, inventory, PC reservations management, and print cost recovery systems
Recruited, hired, and trained staff and volunteers
Developed partnerships with local schools and corporations to generate revenue
Worked with City Government administration and elected officials; write local resolutions and municipal ordinances
Developed and directed Library Advisory Commission to enhance services and programming
Wrote Standard Operations Procedure Manual for new Library and Strategic Plan



PROPOSAL TO

South Pasadena Public Library

TO PROVIDE A

Library Strategic Plan

RFP No. 2022.01

BerryDunn
2211 Congress Street
Portland, ME 04102

Chad Snow, PMP®, CFE | Principal
csnow@berrydunn.com

Jason Genck | Project Manager
jgenck@berrydunn.com

Submitted on March 25, 2022

berrydunn.com



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1. Letter of Interest



March 25, 2022
Cathy Billings, Library Director
South Pasadena Public Library
1100 Oxley St.
South Pasadena, CA 91030

Sent via email to: cbillings@southpasadenaca.gov

Dear Director Billings:

On behalf of Berry Dunn McNeil & Parker, LLC (BerryDunn), thank you for the opportunity to submit this proposal for a Library Strategic Planning Consultant for the South Pasadena Public Library (SPPL, the Library). We are very pleased to be teaming up with Susan Kent for this opportunity.

Our team has been assembled specifically to help you plan for the next five years, creating a new mission and identifying how the Library can meet residential needs in the wake of new development. We understand that the Library has seen many improvements in its last strategic planning period, and is now considering how it can continue to meet residents' needs.



As library consultants, we regularly work with agencies such as the SPPL to drive bold change and inspire innovation. We have assisted agencies across the country, regularly participate in industry conferences and training, and have firsthand experience leading municipal library systems. As a team comprised of former public library and public-sector leaders, we understand your challenges because we have walked in your shoes, and we are able to leverage real-world, innovative solutions informed by our national consulting experience. Our team also includes Susan Kent, founder of S.R. Kent LLC, a consulting firm specializing in strategic planning and other services for libraries and other non-profit organizations.



SPPL is highly valued by South Pasadena residents, who appreciate learning opportunities provided by library programming and resources. It also provides a way for senior members of the community to connect with one another. We know that the Library is currently seen as a community hub, and you would like it to remain so following extensive City growth. During such periods of change, we believe public libraries must remain vital community partners in creating connections and fostering community education and wellbeing—and we appreciate this opportunity to support the SPPL in doing just that.

As a principal in BerryDunn's Local Government Practice Group, I am authorized to bind BerryDunn to the commitments made in this proposal. Should you have any questions, please do not hesitate to contact me directly.

Sincerely,

Charles (Chad) Snow, Principal
2211 Congress Street, Portland, ME 04102
T/F: 207.541.2294 | csnow@berrydunn.com



2. Project Approach

2.1. Understanding the Library's Needs

The SPPL is interested in conducting a Strategic Plan to provide a vision and recommendations for the next five years. Although the SPPL has been renovated, there are still ways in which the building can better meet residents' needs. The building needs more electrical outlets and meeting spaces. Residents have also expressed a need for additional technology and teen programming.

There is a senior center in the same park, but the Library is a popular spot for seniors in the community to socialize and connect. It is also a center for families who value educational programming and resources. Your previous strategic plan showed that many in the community see the Library as an important hub, and they appreciate the dedication to programming and events.

The SPPL was founded in 1895 and has served as a community hub for South Pasadena residents ever since. Although the library was moved to a new building in 1982, it contributes to the City's small town and historic character. The Library currently sits in the vibrant city park location.

2.2. How Our Team Can Help

We are confident that we are best suited to lead the Library's project, and we would like to share the following key attributes that distinguish our approach to providing the requested services.

YOUR PURPOSE

To remember the past, equip the present, and envision the future.

YOUR VISION

A welcoming gathering place in the community to build connections, support creativity, and encourage learning.



The Library will benefit from a fresh perspective. You can count on our project team to infuse new energy and enthusiasm into the Strategic Plan. We will build off of existing data, while also engaging citizens in new and dynamic ways and encouraging the Library stakeholders to think beyond what they previously thought possible. Our team members will contribute best practices related to diversity, equity, and inclusion; innovation training models; technology utilization; marketing and outreach; mission development; financial management; performance measurement; and more.



The Library will benefit from our focus on stakeholder engagement. Stakeholder engagement is the foundation of our work, and the SPPL can be confident that its Strategic Plan will be rooted in the needs and aspirations of stakeholders ranging from Library leadership and staff to the Friends of the Library, community partners, donors, patrons, and non-patrons. Our team members bring experience, both as consultants and public-sector employees, in creating meaningful outreach and communication channels and translating feedback into action.



The Library will benefit from our focus on the future. The SPPL's Strategic Plan will provide a foundation for successfully addressing community priorities, as well as unmet and unknown needs. We will work diligently to determine the best solutions for the Library and community, encourage innovative thinking, and contribute lessons learned to help ensure the Library is successful in whatever initiatives it pursues. Our approach will include a focus on creating a new mission and strategies for the next five years. The plan will help position the library to meet the challenges and opportunities of the future and address the issues important to the residents of the City of South Pasadena.



The Library will benefit from our holistic understanding of how libraries integrate into the local government ecosystem. Our team members are former library leaders and public-sector employees who understand both the perspectives of library staff and that government agencies must balance time and budget constraints, staffing resources, competing projects, and differing opinions on project priority. Additionally, our team is experienced in nonprofit management and innovative solutions, such as revenue diversification. As such, in developing recommendations for the Library, we will account for project costs, benefits, organization-wide prioritization, and timing, so that the Library will have a clear baseline for its future decision-making as it relates to Library goals, resources, and staffing.



The Library will benefit from our local expertise and experience. Our team members are completing the Strategic Plan for the Southern California Library Cooperative, of which SPPL is a member. Our team member, Susan Kent, lives in the area and has completed many similar library consulting projects throughout the country. We will apply this blend of local knowledge and national experience to develop implementable recommendations for SPPL.



PHASE 1: INITIAL PROJECT PLANNING

Initial Planning Call

Key Tasks: During this phase, we will lead an initial planning call, request and review existing data, host an onsite project kickoff meeting, recommend to the SPPL the types of individuals that should be invited to be on the Strategic Planning Advisory Committee and develop a formal Project Work Plan and Schedule.

Work Plan and Schedule Development

BerryDunn will develop the Project Work Plan and Schedule, which will outline our communication and scope management approaches; include a timeline to schedule project meetings; and identify stakeholder groups. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the SPPL related to project control, including quality management and deliverable submission/acceptance management. Your feedback will be incorporated into the draft Project Work Plan and Schedule, which we will then distribute in final form.

Deliverable 1: Project Work Plan and Schedule

Comprehensive Data Review

One of the most important elements of this strategic planning process will be our team's ability to gain a breadth of knowledge about SPPL's plans, structure, operations, and systems, as well as staff and communities. This will allow us to collaboratively work with you to create robust strategic initiatives. To start the process, we will submit an information request to key stakeholders. Areas of review include, but are not limited to:

- ▲ Previous strategic planning goals from the SPPL
- ▲ SPPL annual reports
- ▲ Usage, fiscal data
- ▲ Budgets and policy documents
- ▲ Relevant development information from the City's General Plan
- ▲ Documentation recording data such as annual visits, location of services, and operating hours for the public library
- ▲ Size and space documentation

Strategic Kickoff (SKO) Meeting

We will conduct a project kickoff presentation with the SPPL project team that will serve as an opportunity to introduce our project team members, discuss goals, present our project approach and methodology, review the final schedule of key project dates, and answer questions. We can conduct a virtual session with the Library Board to follow.

PHASE 2: ANALYSIS AND ENGAGEMENT

Objectives: We commend the SPPL for its role as a community hub and a valued educational resource for South Pasadena residents of all ages. In Phase 2, we will help the Library better understand its users and non-users, evaluate the progress on goals and objectives from the previous strategic plan, and prioritize the importance of community outreach services. We will evaluate develop a project brand and review SPPL operations.

Key Tasks: In order to do so, we will develop a detailed Demographics Report and outline a Comprehensive Engagement Strategy. The former will examine the community's growth patterns and demographics so that our team can begin to identify service needs associated with future trends. The latter will include a schedule of innovative engagement activities, such as community-based pop-up meetings. Additionally, we will develop and administer a customized Social Pinpoint Site, which will serve as a virtual engagement hub for the Strategic Plan and allow community members to provide input wherever, whenever, and in whichever language is most convenient for them.

We will conduct an analysis of the SPPL’s overall service model, a process which will include an organizations and operations review and a Strengths, Opportunities, Aspirations, and Results (SOAR) Assessment. As an optional service, we could introduce SPPL to Gale Analytics to dive into the Library’s internal and external data in a way that provides a clear picture on the future Library mission and programming that will accommodate population growth.

Strengths, Opportunities, Aspirations, and Results (SOAR) Assessment



Following our initial analysis, we will embark on a robust and innovative engagement process, meeting with both internal and external stakeholders. Depending on the Library’s desires, we may meet with groups such as the Board of Trustees, City Council members, staff, Friends of the Library board members and other members, library users and non-users, community groups, and school district employees —as well as the network of local agencies that provide community assistance in or near the Library. Staff engagement will also be an important component of strategic planning efforts

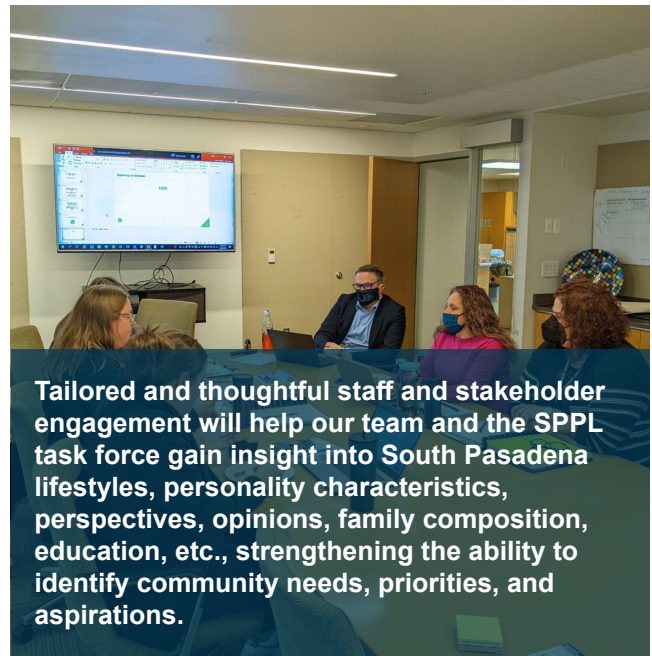
During Phase 2, we will lead a strategic planning session with the Task Force. Our goals will be to set a foundation for the strategic planning process and review initial findings. We will review the Engagement Feedback Summary and use community feedback to refine the focus of our strategic planning efforts.

Engagement

1. Two open to the community sessions
2. 3-6 Focus groups (work with staff to determine)
3. Interviews with key stakeholders 8-10 – by phone – work with library to identify
4. Staff – two or three groups – front line, supervisors/managers
5. Friends of library small group
6. Online survey

Deliverables:

- ▲ Demographics Report
- ▲ Comprehensive Engagement Strategy
- ▲ Customized Social Pinpoint Site
- ▲ Environmental Scan Summary
- ▲ Task Force Strategic Planning Session One
- ▲ Engagement Feedback Summary
- ▲ *Optional: Gale Analytics Analysis*



Tailored and thoughtful staff and stakeholder engagement will help our team and the SPPL task force gain insight into South Pasadena lifestyles, personality characteristics, perspectives, opinions, family composition, education, etc., strengthening the ability to identify community needs, priorities, and aspirations.

PHASE 3: GOAL SETTING AND VISIONING

Objective: We will work with the SPPL to develop a new mission and vision statement that will guide innovative service delivery over the next three to five years. We will support the development of prioritized goals, measurable objectives, and activities to meet community needs.

Key Tasks: In Phase 3, our team will lead a Visioning Workshop with representatives from key stakeholder groups, such as SPPL leadership and staff, the City of South Pasadena, City Council members Task Force members, Friends of the Library Board and members, community partners, donors, patrons, and non-patrons. During this workshop, we will review the findings and recommendations from Phase 2: Analysis and Engagement. The goal will be to align the SPPL's mission and vision with local data and various stakeholders' goals; make responsible use of resources in order to provide relevant, tangible benefits to the citizenry; and encourage bold thinking that will help the Library become a model for innovative thinking that creatively addresses the unique needs of its community.

Additionally, we will reconvene the Task Force to hone in on clear, concise, and attainable library service goals, objectives, and activities. We will support the prioritization of current and new services to address these goals, objectives, and activities for the next three years. This work will be founded in and reflect the in-depth analysis and robust engagement completed in Phase 2 as well as the results of the Visioning Workshop.

Deliverables:

- ▲ Visioning Workshop
- ▲ Task Force Session Two

PHASE 4: STRATEGIC PLAN DEVELOPMENT

Objective: We will make sure the SPPL has everything it needs to successfully implement an innovative, one-of-a-kind Strategic Plan that serves as a roadmap for the next five years.

Key Tasks: Our team will develop a Draft Strategic Plan that summarizes the strategic planning process to date, paints a picture of the SPPL's community and stakeholder base, and includes the following: a new mission and vision statement; prioritized goals, objectives, and activities; an annual assessment methodology; planned facility updates; and projected financial impacts.

We will share the Draft Strategic Plan with the Task Force and solicit and incorporate feedback before facilitating a Final Presentation, in which our team will review the strategic planning process and unveil the new Strategic Plan before the Board of Trustees, SPPL leadership, staff, partners, and community members. We find that facilitating a final presentation helps build buy-in for the Strategic Plan and ensures the plan's long-term success.

We will incorporate feedback from the Final Presentation before updating the Strategic Plan to final, and we will develop an Executive Summary of the plan, which the Library can use for marketing and outreach purposes. We will check in with the Library six months and one year after the adoption of the Strategic Plan to review progress and provide any course corrections that may be necessary.

Deliverables:







- ▲ Task Force Session Three
- ▲ Draft Strategic Plan
- ▲ Final Presentation
- ▲ Final Strategic Plan
- ▲ Executive Summary



3. Project Timeline

Table 1, below, provides a high-level overview of our plan to complete the Library’s desired tasks in the specified three-month window. We will work with the SPPL Project Manager to agree upon the exact timeline and deliverable format during Phase 1: Initial Project Planning.

Table 1: BerryDunn’s Proposed Timeline

	MAY	JUN	JUL	AUG	SEP
PHASE 1. INITIAL PROJECT PLANNING 1.1 Initial Planning Call 1.2 Project Workplan and Schedule Development 1.3 Comprehensive Data Review 1.4 SKO	 				
PHASE 2. ANALYSIS AND ENGAGEMENT 2.1 Engagement Strategy and Branding 2.2 Online Platform Development 2.3 Demographics Report 2.4 Environmental Scan 2.5 Task Force Sessions		 			
PHASE 3. GOAL SETTING AND VISIONING 3.1 Strategic Planning Task Force Session 3.2 Staff Visioning Session 3.3 Project Team Work Session					
PHASE 4. STRATEGIC PLAN DEVELOPMENT 4.1 Draft Plan 4.2 Presentation to Stakeholders 4.3 Strategic Plan Brochure 4.4 Final Plan					



Deliverables

MAY

Project Workplan and Schedule
 Demographics Report
 Comprehensive Engagement Strategy

JUN

Environmental Scan
 Summary
 Task Force Session 1

JUL

Engagement Feedback
 Summary
 Task Force Session 2

AUG

Task Force Session 3
 Project Team Work Session

SEP

Executive Summary
 Draft Plan
 Presentations
 Final Plan



4. Cost Proposal

Table 2, below, presents our proposed fee to complete the scope of work as outlined in the RFP. We propose a firm, fixed-fee inclusive of all time, materials, and travel. If additional time or on-site work is required to deliver the proposed scope of services, we are committed to delivering at that level with no cost increase to the Library. Because we propose a firm, fixed fee, we do not include hourly rates of our team members. These costs were developed based on the following factors:

- ▲ Our detailed work plan narrative presented in this proposal
- ▲ Our thorough deliverable review and quality management processes
- ▲ Our staffing plan and resource allocation, which provides the Library with the appropriate number of resources and a level of expertise to complete the tasks defined in the RFP
- ▲ Our experience conducting projects of similar scope and size

Table 2: Fee Proposal

PHASE	COST
PHASE 1. INITIAL PROJECT PLANNING	
	\$3,800
PHASE 2. ANALYSIS AND ENGAGEMENT	
	\$8,000
PHASE 3. GOAL SETTING AND VISIONING	
	\$3,600
PHASE 4. STRATEGIC PLAN DEVELOPMENT	
	\$4,200
TOTAL	\$19,600
<i>OPTIONAL: GALE ANALYTICS</i>	<i>\$4,500</i>

An important aspect of our consulting style is providing assistance in a form that truly meets our clients' needs and designing our scope of services around a lump sum fee to help avoid change orders. It is natural for project needs to evolve during and after a project, and the Library can depend on our team to adapt and find creative solutions that contribute to success. Additionally, we are available to serve in a trusted advisor role even after the project's formal end to answer follow-up questions for a successful, long-term implementation.



5. Firm Background

5.1 Introducing BerryDunn

BerryDunn is a nationally recognized independent management and IT consulting firm focused on inspiring organizations to transform and innovate. We are a Limited Liability Company formed in 1974 with 57 principals, 29 owners, and eight office locations, depicted in Figure 1. We have experienced sustained growth throughout our 48-year history.

Figure 1: BerryDunn’s Office Locations



We employ more than 700 staff members—including more than 250 in our Consulting Services Team. Our Parks, Recreation, and Libraries team members bring valuable perspective from their extensive project experience for more than 635 state, local, and quasi-governmental agencies as well as their prior experience serving state and local government agencies. This experience provides us with an in-depth understanding of government operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the SPPL’s internal divisions and the constituents it serves. BerryDunn has been providing services similar to those requested by the SPPL for more than 30 years. Through this experience, we have assisted public-sector and non-profit clients with a variety of organizational development services, including:

- ▲ Strategic planning
- ▲ Master planning
- ▲ Community engagement
- ▲ Needs assessments
- ▲ Leadership development
- ▲ Executive coaching
- ▲ Organizational change management
- ▲ Organizational assessment
- ▲ Business process improvement
- ▲ Performance measurement



5.2 Specialized Parks, Recreation, and Libraries Practice

Our strong history of providing management consulting services to local governments nationwide is driven in part by our Parks, Recreation, Libraries Practice.

This practice builds upon our firm’s strong foundation and decades of success in the public sector to assist municipal parks, recreation, and library agencies across the country with master and strategic planning projects, community engagement, operational and organizational assessments, staffing and culture assessments, change management, business planning, financial analysis and cost recovery, feasibility studies, and service quality assessments.

All of our Parks, Recreation, Libraries consultants are former industry practitioners and seasoned advisors. We offer our clients deep industry expertise built upon decades of experience working in and with agencies similar to the Library. Our team leverages this experience to help libraries push the limits of what they think is possible and achieve their management and planning goals. We pride ourselves on applying our understanding of the programmatic process to our analyses, beyond what “looks good on paper.” Our academic and practical backgrounds in parks, recreation, and libraries are a cornerstone from which we approach all projects.

Our Libraries team, in particular, consists of some of the most innovative leaders in the library industry, including those who served as library directors during the pandemic. Our planning efforts are innovative, highly engaging, data-supported, and outcomes-based. Our approach is regarded as the most up-to-date and responsive in the rapidly evolving industry.

THE FUTURE OF THE PUBLIC LIBRARY

FROM BOOK-CENTRIC TO PEOPLE-CENTRIC

Public libraries are continuously evolving. While technology and web-based access to information are sometimes cited as reasons libraries may no longer be necessary, increased use of public libraries, in the United States and internationally, has belied this notion. Libraries have embraced technology and have capitalized on it to both offer more and better services to their users and to enable them to operate more effectively as important partners in the world of information. For example, e-books and e-media have emerged as strong and growing segments of a library’s collection, and maker spaces, digital media centers and demonstration kitchens, equipped with the latest technology and a wide variety of tools and equipment, provide a springboard for new forms of 21st century literacy.

Public libraries all over the world are taking hard looks at what they do and how they move forward into the future. Now, more than ever, the public library is about inspiration and creativity, engagement and community involvement, digital inclusion (bridging digital divides in technology access, learning and mastery), building partnerships, and learning, both formal and informal. With new technology available to the public and new spaces that stress community and collegiality, public libraries are facing the challenges and risks of evolving from book-centric institutions focused on collecting to people-centric institutions focused on creativity, inclusion, and discovery.

Today, as result of COVID-19, libraries have rapidly adapted from serving their users in the building to creating and expanding services virtually. What they have learned from this “overnight” shift will certainly affect how they continue to offer and develop new services and spaces in the years ahead. How much risk to take and how fast reinvention should happen are two significant questions facing the public library. It will be key for each public library to assess its experiences during COVID, including the success and challenges of pivots in library services and the library’s capacity to support these changes as the basis to anticipate emerging needs in the communities it serves and its overall services to the public.

5.3 Representative Experience

In addition to the project references shared on Page 14, we would like to highlight the Westminster Public Library Master Plan, 2017 – 2021. Project Manager Jason Genck and Library Subject Matter Expert (SME) J.R. Clanton led the development of this action-oriented plan while serving the City of Westminster, Colorado, as Director of Parks, Recreation, and Libraries and Library Services Manager, respectively.

This action-oriented plan was developed with substantial staff input and public engagement as well as an environmental assessment. Staff developed the recommended actions in collaborative planning sessions and tailored recommendations to the needs of the community, with consideration for current and expected financial resources.



Westminster Public Library Master Plan
2017 – 2021

“Whether it is preparing a New American to attain citizenship, making literacy fun for an early reader, or simply providing a good book to download for a family road trip, libraries truly do have the power to transform lives. Since their inception, public libraries have served as inclusive places, open to all, with services offered at little or no charge... When they have had nowhere else to go, people have stepped into libraries and have changed the direction of their lives.”—
Westminster Public Library Master Plan

5.4 Our Commitment to the State of California

BerryDunn has developed a strong understanding of the public-sector landscape in the State of California (the State) through recent consulting engagements with the following clients:

- ▲ City of Carlsbad
- ▲ City of Coronado
- ▲ Cosumnes Community Services District
- ▲ City of Encinitas
- ▲ City of Goleta
- ▲ City of Grover Beach
- ▲ City of Irvine
- ▲ City of Long Beach
- ▲ City of Oceanside
- ▲ City of Oxnard
- ▲ City of Santee
- ▲ Simi Valley
- ▲ Southern California Library Cooperative
- ▲ Hesperia Park and Recreation District
- ▲ Valleywide Park and Recreation District



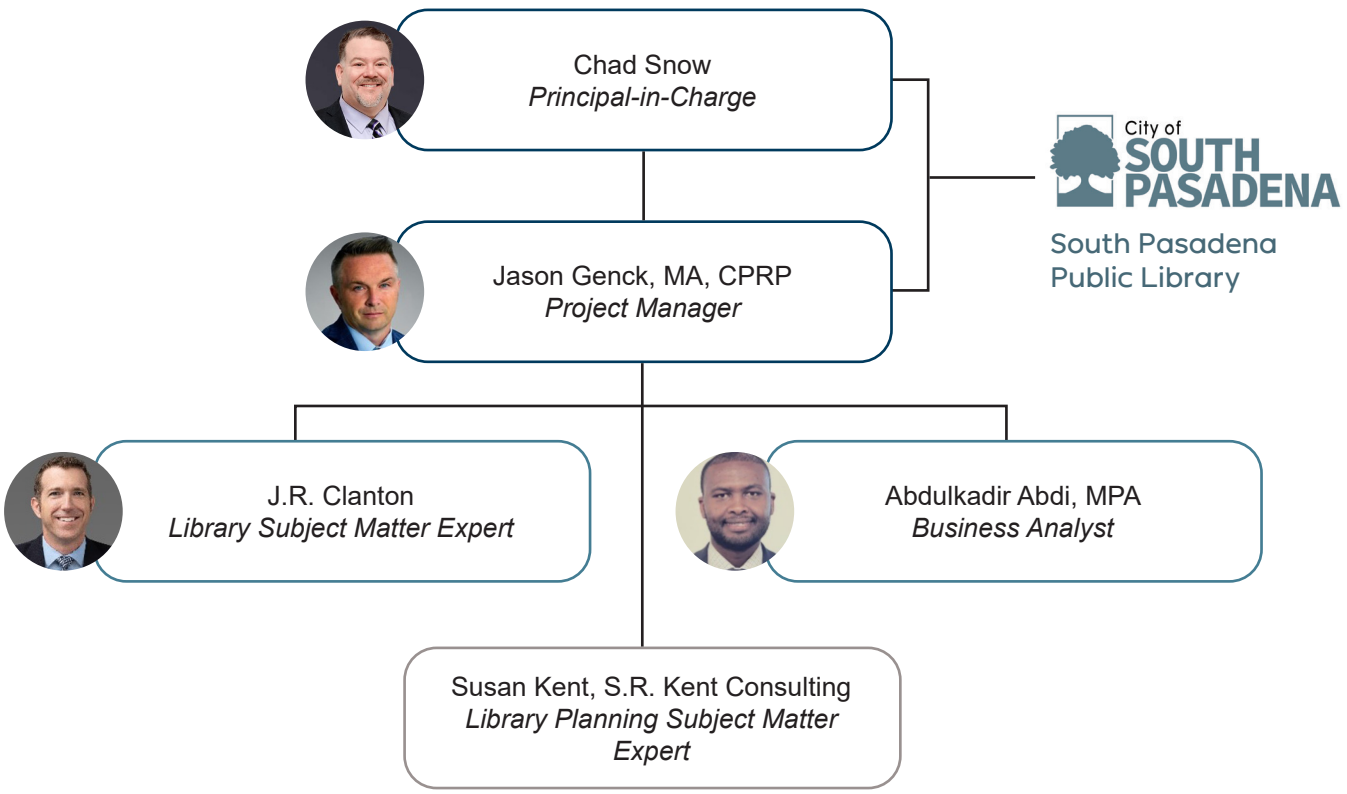


6. Project Team

The primary strength of our team, illustrated in Figure 2, is our combined interdisciplinary experience, which will provide the SPPL a holistic perspective throughout the project. The SPPL will benefit from working with skilled facilitators who bring experience working in consulting, local government, and the public library industry.

We also believe that project success is inextricably linked to a “one project, one team” mentality and a commitment to consistent communication with our clients. This aligned philosophy helps our clients receive clear messaging, recommendations, and guidance from each team member, regardless of their role.

Figure 2: Team Organizational Structure



6.1 Roles and Responsibilities

On the following pages, we describe the roles and responsibilities of our proposed team members as they relate to the Library's desired scope of work. Full resumes can be found in Appendix A.

Susan Kent has decades of experience in public libraries. In 2008, she formed S. R. Kent LLC, a consulting firm that provides services to libraries, foundations and nonprofit organizations in the areas of capital facilities planning and strategic planning, management and organization development, fundraising and leadership development. In 2015, Kent was appointed the Chair of the Advisory Committee for the American Library Association's Center for the Future of Libraries. Library Strategies International LLC (2010-2021), formed by Ms. Kent and a partner, was a consultancy firm that works with libraries around the world on strategy issues including collections, technology, facilities, and planning.



Jason Genck, MPA, CPRP | Project Manager

As project manager, Jason will serve as primary point of contact for the Library, leading our work and day-to-day project management. He will develop our planning and facilitation approach with project stakeholders, lead community engagement efforts, and oversee the development of deliverables. He will leverage his decades of industry experience to reach community members in unique and thought-provoking ways in order to help ensure all community members, users and non-users alike have an opportunity to make their voices heard and to have fun doing so. Recently, as executive director of the Westminster, Colorado Parks, Recreation, and Libraries Department, Jason oversaw the development of Westminster's Libraries Master Plan, which became a source of tremendous pride for the department's staff and community. He also served on several nonprofit boards, including as board president, and led strategic planning for several nonprofit organizations in Colorado. Additionally, Jason is an expert in the development of innovation hubs and cutting-edge staff training.



James R (J.R.) Clanton, MLS, MPA | Library Subject Matter Expert

As library subject matter expert (SME), J.R. will leverage his recent experience as library services manager for the City of Westminster, Colorado Parks, Recreation, and Libraries Department, where he oversaw the municipal library system's 54 employees, two branches, three satellite operations, and online library and provided leadership during the COVID-19 pandemic. J.R. will leverage qualitative and quantitative data to verify community engagement findings and help ensure we are reaching a truly representative cross-section of the community. As a public-sector financial management expert, J.R. will analyze the Strategic Plan's financial impacts and develop creative ways to achieve the Library's goals while helping to ensure its economic stability.



Abdulkadir Abdi (Abdi) | Business Analyst

Abdi joins BerryDunn through our internship program as a consultant in the Local Government Practice Group. Having received his Master of Public Administration from Arizona State University, Abdi brings responsibility, strong communication skills, and attention to detail when he engages with clients.

Chad Snow, PMP® | Principal-in-Charge

As principal-in-charge, Chad will have overall responsibility for the services proposed to the Library. He will review all deliverables for compliance and help ensure they meet the Library's expectations and BerryDunn's high-quality standards.

SOCIAL PINPOINT

As part of our hybrid community engagement approach, we will create a project-branded online hub where we will centralize information and provide virtual engagement opportunities. The tool we have found most powerful in supporting this goal is Social Pinpoint, an online engagement platform that we will customize to reflect the exact goals, needs, objectives, and background specific to the SPPL. We will work with the Library’s Task Force to help ensure the landing page is built thoughtfully and speaks to the SPPL’s unique culture. Within this landing page, staff and community members will have access to surveys, forums, and idea walls, where they can provide feedback in whichever format (and from wherever, whenever) they feel most comfortable.

Social Pinpoint A Virtual Home Base

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress and provide opportunities to interact and gather information. This comprehensive tool has several features that we will use frequently and as needed throughout the project, such as forums, maps, idea walls, surveys, and more. Social Pinpoint includes language translation services.

With this tool, we will easily be able to set up a landing page and sub-pages for the Library to capture the essence of the planning initiative and staff goals—giving residents, business owners, community members, and other stakeholders opportunities to contribute to mission, values, vision, and strategic priorities. We will also be able to track analytics and progress in real-time, promote participation, and set up email notifications to help ensure that, even in a remote environment, effective comprehensive planning and community engagement activities will take place.

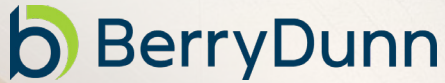


*Churchill County, Nevada
Library Strategic Plan*



*Iowa City, Iowa
Gather Here Master Plan Site*

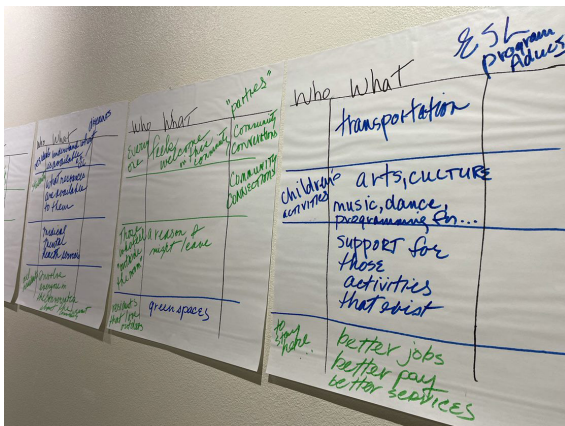
7. References



BerryDunn led the strategic planning process for the Churchill County Library in Nevada in partnership with Ruth Metz Associates. This action-oriented plan featured all of the core components requested by SPPL. Highlights of this strategic plan include robust engagement with diverse community stakeholders, establishing a task force for support and advocacy, in-depth data analysis and much more. The plan was completed in January 2022 and supported with an implementation workshop for library staff in March 2022.

CONTACT

Carol Lloyd, MLIS, Director
celloyd@churchillcountylibrary.org
775.423.7581 x6
BerryDunn Team Members:
Jason Genck and J.R. Clanton





Jason Genck recently led a strategic planning retreat for the Lake Tahoe Community College Foundation Board of Directors, a 501(c)(3) nonprofit. He guided board members, the college president, and the foundation executive director through a strategic retreat focused on diverse programs and services that are rapidly evolving due to the impacts of the COVID-19 pandemic and recent wildfires. Jason helped ensure that each board member was able to provide input on their needs and expectations, and at the conclusion of the retreat, the group developed a vision and framework for their next 12 to 18 months.

CONTACT

Jeff DeFranco, President
defranco@ltcc.edu
BerryDunn Team Members:
Jason Genck





BerryDunn regularly collaborates with Ruth Metz Associates and is currently completing the library strategic plan for the City of Richland, Washington. Ruth Metz is a library services expert with nearly 40 years of industry experience. She works with governments and libraries of all sizes, helping to improve libraries and their efficiencies, integrate best practices, and develop conceptual, service, and funding models for the 21st century. She specializes in strategic planning, community needs assessments, building programs, and feasibility studies. We encourage SPPL to gain a perspective of our approach to teamwork, collaboration, and client service on the following projects:

- ▲ City of Richland, Washington Library Master Plan
- ▲ Churchill County Library Strategic Plan

CONTACT

503-422-8024

ruthmetz@spiretech.com

www.RuthMetzAssociates.com





BerryDunn is pleased to be serving the Southern California Library Cooperative (SCLC) in their strategic planning efforts. SCLC and its 40 member libraries currently face a period of change and potential uncertainty as a result of the COVID-19 pandemic. Fundamental concepts like physical connection, collaboration, teamwork, and communication have all been impacted in both short-term and long-term ways. The SCLC Strategic Plan will be an actionable and visionary plan guiding the next three years of SCLC efforts. This Plan is shaped and supported through the extensive engagement efforts that have taken place throughout this planning process. We recognize and appreciate that SPPL is a member of SCLC and we have the unique opportunity to bring a perspective and knowledge from our experience serving SCLC, including the 40 library directors on the SCLC Administrative Council.

Appendix A: Resumes



JASON GENCK, MPA, CPRP

Project Manager

HOME BASE

Denver, Colorado

EDUCATION AND CERTIFICATIONS

MPA, Arizona State University

BA, University of St. Francis

Certified Park and Recreation Professional (CPRP), National Recreation and Park Association (NRPA)

PROFESSIONAL AFFILIATIONS

National Recreation and Park Association (NRPA)

American Park and Recreation Society Colorado Park and Recreation Association Illinois Park and Recreation Association

American Academy for Park and Recreation Administration Extern Program

Jason Genck has nearly 30 years of experience in the parks, recreation, libraries industry, and is a sought-after thought leader in this space. Prior to joining BerryDunn's Parks, Recreation, Libraries Practice, Jason was executive director of the three-time Gold Medal Award Winning Westminster, Colorado, Parks, Recreation, and Libraries Department, where he oversaw a staff of more than 1,000 and served a city of approximately 115,000 residents. Jason recently helped guide Westminster's \$1 billion downtown development plan, transit oriented development plan, citywide COVID-19 social recovery efforts, the City's first ever Inclusivity Board, and focus area-specific plans in marketing and outreach, libraries, open space and cultural arts.

PROJECT EXPERIENCE

Library Strategic Plan, City of Richland, WA — Project Manager

Strategic Plan, Southern California Library Cooperative, CA — Project Manager

Parks, Recreation, and Open Space Master Plan, City of Pflugerville, TX — Project Manager

Outdoor Adventure and Alternative Sports Master Plan, City of Denver, CO — Recreation Analyst (Prime firm: Livable Cities Studio)

Strategic Plan, Metro Parks Tacoma, WA — Business Analyst

Comprehensive Parks, Recreation, and Active Transportation Plan, City of Bozeman, Montana — Recreation Analyst (prime firm: Agency Landscape + Planning)

OTHER RELEVANT EXPERIENCE

City of Westminster, CO: Prior to joining BerryDunn, Jason was executive director of a parks, recreation, and library department that had a \$22 million annual operating budget; 1,000+ staff members; 65 parks, two full-service libraries, five recreation centers, three aquatic facilities, multiple sports complexes, two golf courses, and 150 miles of recreation trails. Jason provided executive level leadership to the design, development, operations, management and renovations of all parks and public spaces in Westminster. Most recently, he was responsible for the development and implementation of the award winning Westminster Station Park.

KEY FOCUS AREAS

Project Management and Leadership: During his tenure with the City of Westminster, Jason created and led one of the highest performing marketing and outreach teams in the United States. This experience has given him a deep understanding of the challenges and opportunities of engaging the local and diverse communities (including those that are hard to reach) in Arizona and Colorado, especially in the Denver Metro area.

Strategic Planning: Jason has overseen the development of numerous strategic plans, including a citywide strategic plan, libraries master plan, open space stewardship plan, arts and culture master plan, park and recreation district comprehensive plan and cost recovery models, organization restructure plans, and more. In particular, a recent libraries master plan became a source of tremendous pride for the staff and community.



**JAMES (J.R.)
CLANTON, MLS, MPA**

Engagement Manager

HOME BASE

Denver, Colorado

**EDUCATION AND
CERTIFICATIONS**

MS, Library Sciences,
Emporia State

University

MPA, North Carolina State
University

BA, Public Policy Studies,
Duke University

**PROFESSIONAL
AFFILIATIONS**

American Library Association
Colorado Association of
Libraries

International City/County
Management Association

Colorado City and County
Management Association

National Recreation and Park
Association

J.R. Clanton is an experienced library and recreation manager and local government professional with over 13 years of experience in libraries, parks, recreation, open space, finance, capital planning, organizational development, and performance management. He is a subject matter expert in library administration, operations, and technology, and he has proven success developing and implementing library master plans and strategic plans.

PROJECT EXPERIENCE

Library Strategic Plan, City of Richland, WA — Subject Matter Expert

Strategic Plan, Southern California Library Cooperative, CA — Subject Matter Expert

Parks and Recreation Master Plan, Town of Erie, CO — Business Analyst

Westminster Arts and Culture Master Plan — Library Services Manager

City of Westminster (CO) Creation of “Harvest Fest”, Outdoor Immersive Theater and all City Special Events — Library Services Manager

OTHER RELEVANT EXPERIENCE

City of Westminster, Parks, Recreation, and Libraries (2017 – 2021) — Library Services Manager | J.R. oversaw a municipal library system with 54 employees, two branches, three satellite operations, and an online library. He led the development of the Westminster Library Master Plan, led the creation of new funding sources and partnerships, and contributed to citywide and regional efforts addressing food insecurity, homelessness, crime reduction, employment, mobility, and more.

City of Westminster, Parks, Recreation, and Libraries (2014 – 2017) — Senior Management Analyst | J.R. was responsible for all business operations functions of a three-time National Gold Medal Award winning organization with over 1,000 staff and an annual budget of \$24 million.

City of Boulder, Colorado (2011 – 2014) — Financial/Budget Analyst | J.R. coordinated the development of the City’s \$200 million capital improvement program; assisted in the development of the city’s operating budget; championed technology and business improvements to the city’s budgeting and financial management processes; and oversaw funds providing transportation services and a municipal airport.

KEY FOCUS AREAS

Parks, Recreation, Libraries Management: J.R. has seven years of experience in leadership roles for a Gold Medal Award winning municipal parks, recreation, and library system. He is an expert in strategic management, creative funding strategies, and social services alignment, including diversity, equity, and inclusion efforts.

Financial Management: J.R. is adept at identifying new funding sources and partnerships, overseeing capital improvement programs, analyzing business processes, creating cost recovery models, managing public sector finances, and developing citywide operating budgets.



ABDULKADIR ABDI (ABDI)

Consultant

EDUCATION AND CERTIFICATIONS

MPA, Arizona State University

BS, International Relations, The University of Buffalo

BS, International Trade, The University of Buffalo

Abdi joins BerryDunn through our internship program as a consultant in the Local Government Practice Group. Having received his Master of Public Administration from Arizona State University, Abdi brings responsibility, strong communication skills, and attention to detail when he engages with clients.

PROJECT EXPERIENCE

City of Avondale, AZ

City of Helena, MT

Dona Ana County, NM

Other Relevant Experience

Communication: Utilizing his multilingual skills, Abdi works effectively as both a leader and team player. He facilitates meetings and interviews with clients to better understand their needs and/or concerns as they move forward with their projects. He leverages his skills to keep clients informed, developing concise summaries, reports, and presentations of complex data for client leadership. In addition, Abdi extends himself beyond the demands of his current assignments and responsibilities thus making him an integral part to any project and helping ensure client satisfaction. His work has afforded him the opportunity to collaborate with supervisors, engineers, quality controllers, and multiple NGOs and other agencies and to act as a mediator when necessary so that the project remains on time and within budget.

Project Support: As a consultant with BerryDunn, Abdi has assisted in performing engagements of all sizes. He has followed appropriate diagnostic, data collection, fact-finding, and data analysis practices. He has provided ad hoc assessments and briefings in response to client requests, and he has assisted with project management tasks, such as tracking and reporting project progress, maintaining project document repositories, and reviewing deliverables for quality assurance. In addition, Abdi has conducted research, assisted with detailed and technical aspects of engagements, documented the engagement, and assisted with engagement reporting. He leverages his skills so that he performs his tasks effectively and efficiently.



CHAD SNOW, PMP®

Principal-in-Charge

SPECIAL QUALIFICATIONS

Leads the Local Government Practice Group

EDUCATION AND CERTIFICATIONS

BA, University of Southern Maine

AS, Southern Maine Technical College

Project Management Professional® (PMP®), Project Management Institute®

Chad has more than 27 years of experience working with local government agencies and has extensive experience assisting government clients with project management, technology planning, business process improvement, system implementation and design, and enterprise systems.

PROJECT EXPERIENCE

- ▲ Loudoun County, VA
Technology Staffing Analysis
- ▲ Metro Parks Tacoma, WA
Organizational Assessment and Development
- ▲ Somerset County Parks Commission, NJ
Information Technology Assessment and Master Plan
- ▲ Three Rivers Park District, MN
Financial System Selection

Key Focus Areas

Operational and Organizational Assessments: Chad has over 20 years of experience leading local government operational and organizational assessments. Past projects have focused on analyzing organizations' operational efficiency and progress against strategic and tactical goals. Components of these projects, include, but are not limited to, scope involving staffing, organizational structure review, and collaboration across departments.

Recommendations Development: Chad's focus is to recommend improvements for his clients that are actionable. He has an in-depth understanding of the local government operating environment and leverages this knowledge to develop recommendations that align with operational goals and objectives. This experience includes work with the tax collector and assessor offices across the country to help align recommendations with available resources, staffing, and technology assets.

Business Process Improvement: Chad has extensive experience working with local government agencies to review existing processes, identify inefficient activities, and recommend process changes to improve output metrics. His past experience includes multiple software implementations that focused on aligning business processes with software functionality to improve operational efficiency, reporting, and data analysis. Prior to joining BerryDunn, Chad led the Connecticut Tax User Group while employed at Tyler Technologies. This group focused on functions related to the assessor and tax collector.

SUSAN KENT S.R. KENT LLC

Susan Kent has decades of experience in public libraries. In 2008, she formed S. R. Kent LLC, a consulting firm which provides services to libraries, foundations and nonprofit organizations in the areas of capital facilities planning and strategic planning, management and organization development, fundraising and leadership development. In 2015, Kent was appointed the Chair of the Advisory Committee for the American Library Association's Center for the Future of Libraries. Library Strategies International LLC (2010-2021), formed by Ms. Kent and a partner, a consultancy firm that works with libraries around the world on strategy issues including collections, technology, facilities and planning,

SELECTED CONSULTING EXPERIENCE

Austin Public Library. Austin, Texas
Strategic plan and master facilities plan.

Bridgeport Public Library. Bridgeport, Connecticut
Master facilities plan.

Buffalo Erie County Public Library System. Buffalo, New York
Conceptualization and planning for renovation of 400,000 square foot Central Library including new space for archives and special collections
Strategic plan 2010-2014.
Facilities and service assessment of 37 libraries.

Carmel Public Library. Carmel, California
Analysis and plan for library facilities improvement.

Chattanooga – Hamilton County Public Library. Chattanooga, Tennessee
Vision and planning for the future of the library system and its facilities.

County of Los Angeles Public Library. Downey, California
Strategic plan for library system serving 3.7 million people.

Dayton Public Library. Dayton, Ohio
Programming and planning for Main Library and sixteen branch libraries.

District of Columbia Public Library. Washington, D.C.
New vision and conceptual plan for the Martin Luther King Jr. Public Library
Programming for Martin Luther King Jr. Central Library (new or renovated).
Executive Recruitment – Library Director.

Enoch Pratt Free Library. Baltimore, Maryland
Strategic Plan.

Flint Public Library. Flint, Michigan
New service model and strategic plan.

City of Homestead. Homestead, Florida
Creation of new Cybrary/Library.

Houston Public Library. Houston, Texas
Master facilities and strategic plan.

Indianapolis Public Library. Indianapolis, Indiana
Master facilities plan.

Johnson County Public Library. Franklin, Indiana
Master facilities plan.

Johnson County Public Library. Overland, Kansas
Program and planning for new Monticello Branch Library.

Kansas City Public Library. Kansas City, Missouri
Planning for a new Central Library
Develop strategic initiatives related to governance and funding.

King Abdulaziz Center for World Culture. Dhahran, Saudi Arabia
Planning and implementing the Center Library, a 90,000 square foot facility and the first public library and archives in Eastern Saudi Arabia, including collections, technology, human resources, partnerships, facility, furnishing and equipment.

Lincoln City Libraries. Lincoln, Nebraska
Conceptual plan for new Main Library of more than 100,000 square feet.

Louisville Free Public Library. Louisville, Kentucky
Action (strategic) plan.
Executive recruitment – Library Director.

Miami Dade Public Library. Miami, Florida
Strategic Plan.

Milwaukee Public Library. Milwaukee, Wisconsin
Organizational review and strategic planning assistance.

Missoula Public Library. Missoula, Montana
Program for new Central Library, children’s museum and two other cultural organizations.

Moreno Valley College. Moreno Valley, California

Appendix B: Exceptions

We take exception to the indemnification language in section 11.3. BerryDunn has a robust professional liability policy for acts or omissions of BerryDunn, our agents, employees and subcontractors. This policy contains language within it that states that it will not apply if BerryDunn takes on additional liabilities under contract, such as the agreement to indemnify a client for its own negligence. In order to help ensure that our clients have the protection of this policy, we suggest using the following language instead:

- “The Contractor agrees, to the fullest extent permitted by law, to indemnify and hold harmless the Client against damages, liabilities and costs arising from the negligent acts of the Contractor in the performance of professional services under this Agreement, to the extent that the Contractor is responsible for such damages, liabilities and costs on a comparative basis of fault and responsibility between the Contractor and the Client. The Contractor shall not be obligated to indemnify the Client for the Client’s own negligence.”

P. 14: We ask for an exception to the insurance requirement of general liability of \$2,000,000 per occurrence. Berry Dunn holds general liability of \$1,000,000 per occurrence and \$2,000,000 aggregate. In addition, we hold separate umbrella liability of \$8,000,000, which we believe satisfies the City’s intent with regard to insurance requirements. However, we will work the City to ensure we maintain sufficient insurance coverage.

P. 16 section 12.7: We ask for an exception to the requirement that the deductible for professional liability no exceed \$50,000. BerryDunn carries \$10M worth of professional liability coverage with a deductible of \$500K. It is prohibitively expensive for our firm to lower our deductible to \$50,000. We are happy to provide financial information to demonstrate our ability to self-insure up to our current deductible



b BerryDunn

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