

OFFICE OF THE COUNCIL

COUNCIL MEMBERS

BRANDON McCULLOUGH, President
MARTHA PTASHNIK, Vice President
CARRIE BUDZINSKI
ROB GJONAJ DONOVIC
JIM JOLLY
SCOTT MORGAN
LAURA M. TOY



33000 CIVIC CENTER DRIVE
LIVONIA, MICHIGAN 48154-3097
(734) 466-2250
citycouncil@livonia.gov

COMMITTEE MEMBERS:

Brandon McCullough, Chair
All Councilmembers

OFFICE OF THE COUNCIL

**MEETING PACKET FOR THE
COMMITTEE OF THE WHOLE
OCTOBER 16, 2024
6:00 P.M.**

**The electronic agenda is compiled, produced and distributed
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The official documents are on file in the City Clerk's office.

**PUBLIC MEETING - COMMITTEE OF THE WHOLE
WEDNESDAY, OCTOBER 16, 2024
Sheldon Park Pavilion
32901 Plymouth Rd Livonia, MI 48150
6:00 PM**

Members:

Brandon McCullough, Chair
All Councilmembers

AGENDA ITEM(S)

1. [The subject matter of the Noble Library and Sheldon Park issues. \(CR 116-24\)](#)
2. [The subject matter of Custodial services at the Jack E. Kirksey Recreation Center.\(CR 206-24\)](#)

AUDIENCE COMMUNICATION

THE FOLLOWING HAVE BEEN NOTIFIED AND ARE REQUESTED TO ATTEND:

Maureen Miller Brosnan, Mayor
Carter Fisher, City Attorney
Debbie Lichtenberg, Finance Director
Mark Taormina, Planning and Economic Development Director
Kristen Edson, Library Director
Ted Davis, Superintendent of Parks and Recreation
Don Rohraff, DPW Director
Jerome Hanna, Inspection Director
Livonia Library Commission

**THIS IS AN OPEN MEETING AND
ALL INTERESTED PARTIES ARE WELCOME TO ATTEND.**

This meeting will be reported at the Regular Meeting of **November 6, 2024**

Minutes of this meeting will be available for public inspection in the City Clerk's Office not more than eight business days following the date of the meeting.

In accordance with Title II of the American with Disabilities Act as it pertains to access to Public Meetings, the City Clerk's Office of the City of Livonia, upon adequate notice, will make reasonable accommodations for persons with disabilities. Please call (734) 466-2236 or email clerk@livonia.gov if you need assistance. Council agendas are available on the City's website – www.livonia.gov - under Government, City Council, Agendas.

LORI L. MILLER, CITY CLERK



LETTER TO THE LIVONIA CITY COUNCIL

1.

Council Office
September 24, 2024

MEETING DATE

COW101624/R110624

PRESENTED BY

AGENDA ITEM

The subject matter of the Noble Library and Sheldon Park issues. (CR 116-24)

BACKGROUND DETAILS

At the Regular Meeting of May 20, 2024:

President McCullough gave report on the Committee of the Whole meeting of April 3, 2024.

On a motion by Councilmember Jolly, supported by Councilmember Toy and unanimously adopted, it was:

CR 177-24 RESOLVED, that having considered the report and recommendation of the Committee of the Whole, dated April 3, 2024, submitted pursuant to Council Resolution 116-24, regarding the subject matter of the Noble Library and Sheldon Park issues, the council does hereby authorize the Administration to maintain the Noble Library property so as to prevent further deterioration.

On a motion by Councilmember Budzinski, supported by Vice President Ptashnik it was:

CR 178-24 RESOLVED, that having considered the report and recommendation of the Committee of the Whole, dated April 3, 2024, submitted pursuant to Council Resolution 116-24, regarding the subject matter of the Noble Library and Sheldon Park issues, the Council does hereby refer this item to the Administration for its report and recommendation regarding the cost of returning Noble Library to fitness for occupancy as determined by formal inspections and tests.

At the Regular Meeting of March 20, 2024:

RESOLVED, that upon the motion by Council President Brandon McCullough, seconded by Councilmember Carrie Budzinski, at the Regular Meeting held March 20, 2024, the Council does hereby refer the subject matter of the Noble Library and Sheldon Park issues to the Committee of the Whole for its report and recommendation. (CR 116-24)

PREFERRED COUNCIL RECOMMENDATION/RESOLUTION (Please complete this field. Attachments are not to be used in lieu of the recommendation)

To discuss the subject matter as presented.

ATTACHMENTS

1. COW093024 Library Comm letter - New Data recd 9-20-24
2. COW093024 Noble maint update - New Data recd 9-20-24
3. COW093024 LTC Noble Library updates

4. R052024 Administration for report of cost to return Noble Library to fitness of occupancy CR 178-24
5. R052024 Administration to maintain Noble Library property CR 177-24
6. COW040324 LTC Noble Library/Sheldon Park (from COI to COW)
7. R071023 Subject matter of the future of Noble Library to COI CR 202-23
8. OHM Updated Cost Estimate 04-2023 Noble Library 4-5-23
9. R031323 Library Strategic Plan item
10. R031323 OHM Findings Alfred Noble Library

APPROVED BY

LIVONIA PUBLIC LIBRARY

KRISTEN EDSON
Library Director

MAUREEN MILLER BROSNAN
Mayor

LIVONIA CIVIC CENTER LIBRARY

32777 FIVE MILE ROAD
Livonia, Michigan 48154-3045
Phone: (734) 466-2491
Fax: (734) 421-4860

ALFRED NOBLE BRANCH

32901 PLYMOUTH ROAD
Livonia, Michigan 48150-1793
Phone: (734) 421-6600
Fax: (734) 421-6606

CARL SANDBURG BRANCH

30100 SEVEN MILE ROAD
Livonia, Michigan 48152-1918
Phone: (248) 893-4010
Fax: (248) 476-6230

VEST POCKET LIBRARY

15218 FARMINGTON ROAD
Livonia, Michigan 48154-5417
Phone: (734) 466-2559



LIBRARY COMMISSION

Carol Bagazinski
Mary Morrison
Carrie Ryckman
Claire Sheldon

July 8, 2024

Mayor Maureen Miller Brosnan
33000 Civic Center Dr.
Livonia, MI 48154

Dear Mayor Brosnan,

Due to environmental issues, the Alfred Noble Library was closed in 2019 by Mayor Dennis Wright. In 2021, the Library Commission voted to support the demolition of the building due to public health concerns caused by severe mold issues.

On June 20, 2024, the Library Commission, per commission resolution #16-24, moved to recommend the decommissioning of the Alfred Noble Library building effectively transferring all future matters regarding the facility to the City of Livonia.

Respectfully,

Mary Morrison, Chairperson
Livonia Library Commission

Cc: Dave Varga, Chief of Staff
Kristen Edson, Library Director

Enclosure: Library Commission Draft Meeting Minutes of June 20, 2024

OFFICE OF THE MAYOR

MAUREEN MILLER BROSNAN
MAYOR



33000 CIVIC CENTER DRIVE
LIVONIA, MICHIGAN 48154-3097
mayor@livonia.gov
(734) 466-2201

September 19, 2024

TO: Livonia City Council
RE: Maintenance of Noble Library property

The City Council passed a resolution (CR 116-24) related to the Alfred Noble building and property earlier this year, requesting a report and recommendation from the Administration on two issues. These are being addressed below.

As background, it should be noted the building was closed to library services in October of 2019, after mold was discovered in the building.

1. **"The Council does hereby refer this item to the Administration for its report/recommendation regarding the cost of returning Noble Library to fitness for occupancy as determined by formal inspections and tests."**

In April of 2023, the City received an estimate from OHM based on an update of costs that included renovating the building to provide a core and shell building with no specific interior layout ("white box"). That estimate set a cost of \$5.5 million to renovate the existing building and make the necessary site improvements to make the building fit for occupancy.

It is important to note that estimate does not include interior finishes, loose furnishings or equipment, or replacing sidewalks (other than for drainage). It is also important to note that estimate is 18 months old. And finally, recent inspections by DPW Building Maintenance delineate continued deterioration.

2. **"The Council does hereby authorize the Administration to maintain the Noble property so as to prevent further deterioration."**

By way of providing Council an update, the DPW continues to monitor the shuttered building and maintain upkeep of the property in accordance with our city-wide municipal property maintenance schedule. That includes cutting grass, as needed, and maintaining exterior landscaping.

DPW staff provides monthly inspections of the interior, with personal protective equipment in place due to the presence of mold.

Additionally, the City has become aware of non-employees trespassing on the building, trimming trees, posting signs and graffiti, and other unauthorized activities. It also appears someone may have entered the building. These activities obviously endanger the health and safety of those involved and create liability for the City. Therefore, we will be adjusting signage on the property to warn against trespassing in and on the building.

We have also become aware that the current white sign on the lawn has caused confusion among people who assumed the building is still an operating library, open to the public. We will be removing the sign.

Please let me know if you have any questions and thank you for your continued support.

Sincerely,

A handwritten signature in black ink that reads "Maureen Miller Brosnan". The signature is written in a cursive, flowing style.

Maureen Miller Brosnan
Mayor



LETTER TO THE LIVONIA CITY COUNCIL

1.

Council Office
August 7, 2024

MEETING DATE

COW093024/R102124

PRESENTED BY

AGENDA ITEM

The subject matter of the Noble Library and Sheldon Park issues. (CR 116-24)

BACKGROUND DETAILS

At the Regular Meeting of May 20, 2024:

President McCullough gave report on the Committee of the Whole meeting of April 3, 2024.

On a motion by Councilmember Jolly, supported by Councilmember Toy and unanimously adopted, it was:

CR 177-24 RESOLVED, that having considered the report and recommendation of the Committee of the Whole, dated April 3, 2024, submitted pursuant to Council Resolution 116-24, regarding the subject matter of the Noble Library and Sheldon Park issues, the council does hereby authorize the Administration to maintain the Noble Library property so as to prevent further deterioration.

On a motion by Councilmember Budzinski, supported by Vice President Ptashnik it was:

CR 178-24 RESOLVED, that having considered the report and recommendation of the Committee of the Whole, dated April 3, 2024, submitted pursuant to Council Resolution 116-24, regarding the subject matter of the Noble Library and Sheldon Park issues, the Council does hereby refer this item to the Administration for its report and recommendation regarding the cost of returning Noble Library to fitness for occupancy as determined by formal inspections and tests.

At the Regular Meeting of March 20, 2024:

RESOLVED, that upon the motion by Council President Brandon McCullough, seconded by Councilmember Carrie Budzinski, at the Regular Meeting held March 20, 2024, the Council does hereby refer the subject matter of the Noble Library and Sheldon Park issues to the Committee of the Whole for its report and recommendation. (CR 116-24)

PREFERRED COUNCIL RECOMMENDATION/RESOLUTION (Please complete this field. Attachments are not to be used in lieu of the recommendation)

To discuss the subject matter as presented.

ATTACHMENTS

1. R052024 Administration for report of cost to return Noble Library to fitness of occupancy CR 178-24
2. R052024 Administration to maintain Noble Library property CR 177-24

3. COW040324 LTC Noble Library/Sheldon Park (from COI to COW)
4. R071023 Subject matter of the future of Noble Library to COI CR 202-23

APPROVED BY

Regular Meeting Minutes of May 20, 2024

On a motion by Councilmember Budzinski, supported by Vice President Ptashnik it was:

#178-24 RESOLVED, that having considered the report and recommendation of the Committee of the Whole, dated April 3, 2024, submitted pursuant to Council Resolution 116-24, regarding the subject matter of the Noble Library and Sheldon Park issues, the Council does hereby refer this item to the Administration for its report and recommendation regarding the cost of returning Noble Library to fitness for occupancy as determined by formal inspections and tests.

President McCullough passed the gavel to Vice President Ptashnik at 8:05 p.m.

The following residents spoke in favor of saving Noble Library:

Leslie Lynch Wilson, 1803 University Drive, Lincoln Park
Betsy Calhoun, 33023 Grennada
Jeff Dutka, former Livonia resident
Lori Narsession, President of Save the Noble Library
Jimmy Crowley, 14494 Yale
Cindy Fleming, 9025 Woodring
Deb Christiansen, West Chicago Street
Barbara Glover, 33288 Myrna Court

Christopher Martin, resident, shared his concerns about having one good library rather than three mediocre libraries. He is in favor of having just one good library.

Adam Kempa, 11405 Berwick, asked that they preserve the greenspace and asked that they put in a little kiddie library.

A roll call vote was taken on the foregoing resolution with the following result:

AYES: Toy, Jolly, Budzinski, Ptashnik, and McCullough

NAYS: Morgan and Donovic

President McCullough resumed the chair at 8:18 p.m.

<i>UNFINISHED BUSINESS ITEM 15b. (Regular Meeting of May 20, 2024)</i>

Motion:	Budzinski
Second:	Ptashnik
Ayes:	Toy, Jolly, Budzinski, Ptashnik, McCullough
Nays:	None
Absent:	Morgan, Donovic

Regular Meeting Minutes of May 20, 2024

On a motion by Councilmember Jolly, supported by Councilmember Toy and unanimously adopted, it was:

#177-24 RESOLVED, that having considered the report and recommendation of the Committee of the Whole, dated April 3, 2024, submitted pursuant to Council Resolution 116-24, regarding the subject matter of the Noble Library and Sheldon Park issues, the council does hereby authorize the Administration to maintain the Noble Library property so as to prevent further deterioration.

<i>UNFINISHED BUSINESS ITEM 15b. (Regular Meeting of May 20, 2024)</i>
--

Motion:	Jolly
Second:	Toy
Ayes:	Morgan, Toy, Jolly, Budzinski, Ptashnik, Donovic, McCullough
Nays:	None
Absent:	None



LETTER TO THE LIVONIA CITY COUNCIL

2.

Council Office
March 21, 2024

MEETING DATE

COW040324/R041524

PREPARED BY

Sara Kasproicz, Council Office Manager,

AGENDA ITEM

The subject matter of the Noble Library and Sheldon Park issues. (CR 116-24)

BACKGROUND DETAILS

At the Regular Meeting of March 20, 2024:

RESOLVED, that upon the motion by Council President Brandon McCullough, seconded by Councilmember Carrie Budzinski, at the Regular Meeting held March 20, 2024, the Council does hereby refer the subject matter of the Noble Library and Sheldon Park issues to the Committee of the Whole for its report and recommendation. (CR 116-24)

PREFERRED COUNCIL RECOMMENDATION/RESOLUTION (Please complete this field. Attachments are not to be used in lieu of the recommendation)

To discuss the subject matter as presented.

SPECIFIC NAME OF PRODUCT AND NUMBER TO BE PURCHASED (if more than one)

CONTRACT: Amount and/or purchase price and length of contract (with dates if applicable)

DETAILED WORK BEING PERFORMED

FISCAL CONSIDERATIONS (Amount requested and Account(s) used. If applicable, Grant Funding information)

ACCEPTANCE OF BID (Please detail the following: Why accepted, why not lowest bidder, company name, contact person, full address)

REASON TO WAIVE BID PROCESS (Emergency, Professional services, No advantage to City and why, Consortium package, etc):

ATTACHMENTS

1. R071023 Subject matter of the future of Noble Library to COI CR 202-23

APPROVED BY

Regular Meeting Minutes of July 10, 2023

On a motion by Councilmember McCullough, supported by Councilmember Donovic and unanimously adopted, it was:

CR# 202-23 RESOLVED, that upon the motion by Councilmember Brandon McCullough, seconded by Councilmember Rob Donovic, at the Regular Meeting held July 10, 2023, the Council does hereby refer the subject matter of the future of Noble Library to the Capital Outlay and Infrastructure Committee for its report and recommendation.

Darryl Smith, 14006 Brookfield, said he is happy to see action taken.

<i>RESOLUTION REQUESTED BY COUNCILMEMBER B. MCCULLOUGH (Regular Meeting of July 10, 2023)</i>
--

Motion:	McCullough
Second:	Donovic
Ayes:	McCullough, McIntyre, Toy, Bahr, Donovic, Morgan, Jolly
Nays:	None
Absent:	None



April 5, 2023

Mr. Jacob Rushlow, PE
Assistant Director of Public Works
City of Livonia
12973 Farmington Road
Livonia, MI 48150

RE: Alfred Noble Library Opinion of Costs

Dear Mr. Rushlow:

In May 2021, OHM Advisors visited the closed Alfred Noble Library building and completed a walkthrough with City staff. Based on the walkthrough and additional materials provided by the City, we prepared a memo dated July 8, 2021, with an of Opinion of Cost and recommendations for repairs as well as a new building alternative and complete demolition. This letter is an update of the Opinion of Cost for the three options: 1) Complete Demolition, 2) Renovation of the building to provide a core and shell building with no specific interior layout, and 3) Construction of a new building of comparable size.

Below is a summary of these three approaches and associated costs:

Option	Description	Cost
1	Building/Site Demolition	\$ 475,000
2	Building Renovation and Site Improvements	\$ 5,510,000
3	New Building	\$ 7,320,000

A further breakdown of the above costs, including general construction, contingency, professional services , and contractor fees are outlined below in the Opinion of Cost section.



Opinion of Cost

Of recent, the current market has been volatile and ever changing as it relates to construction costs. With the costs of materials, , labor, and unknown factors like availability and lead time, the following opinion of costs have taken into consideration higher than normal contingency values as well as included an escalation markup for both labor and materials for an estimated construction time from starting end of 2023 at the earliest. If additional years are considered, there should be escalation costs added to these numbers between 5-6% annually.

1. Demolition of existing building and site clearing

The opinion of cost for demolition of the existing building includes demolition of entire building, removal of foundations and infill of basement area, sidewalks and site garden areas to be removed, general infill grading and seeding of area. It assumes the parking lot is to remain.

No	Description	Cost
1	Building demolition and Infill	\$ 300,000
2	Site	\$ 50,000
3	Subtotal	\$ 350,000
4	Contingency (10%)	\$ 35,000
5	Escalation (4%)	\$ 15,000
6	Testing (8%)	\$ 25,000
7	General Conditions/OH&P (15%)	\$ 50,000
10	Total	\$ 475,000



2. Renovation of existing building and site improvements

The intent of the renovation of the existing building and site improvements is to fully renovate the building to modernize the building envelope and provide an interior core of services and open concept plan for future development.

The following are site work assumptions used for development of this cost:

- Removal and replacement of parking lot pavement and aggregate base, including storm improvements to manage runoff from the new lot to current standards.
- Perimeter drainage at building footings to assist in water management around building. The new drainage system will be connected to existing sewers on site.
- New landscaping.
- New sidewalks with modification to grading areas around the building to improve site drainage.

The following are building component assumptions used for development of this cost:

- Complete tear out of existing space, providing new restroom core for size of building,
- Replacement of building envelope systems such as windows, roofs, and flashings. Existing structure and building enclosure (masonry) would remain with repair work such as tuckpointing and painting.
- Replacement of utility equipment, including mechanical units, power panels, and boilers. MEP distribution systems would be limited to core improvements (restrooms).

The following are items not in the opinion of cost:

- Interior space improvements, including MEP distribution systems and finishes.
- Loose furnishings or equipment.
- Replacement of existing sidewalks other than described above for drainage purposes.

We have included a 30% contingency with the type of renovation work being performed and possible mitigation required as additional areas/materials are exposed. We have also included a 4% escalation cost recognizing the project would not start until 2024 and reflective of continued rise in costs we have been seeing. A testing allowance of 6% is included due to further assessment of material abatement and existing conditions of materials that should be re-tested as work is completed to confirm all work has been done correctly.

No	Description	Cost
1	Building Renovations	\$ 2,835,000
2	Site work	\$ 550,000
4	Subtotal	\$ 3,385,000
5	Contingency (30%)	\$ 1,000,000
6	Escalation/Material Contingency (4%)	\$ 140,000
7	Testing (6%)	\$ 205,000
8	General Conditions/OH&P (10%)	\$ 340,000
9	Professional Fees (13%)	\$ 440,000
10	Total	\$ 5,510,000



3. New building of similar size and function

The new building cost includes cost for a new 13,500 SF building on a green site. Similar lot size with similar parking and site circulations, landscaping, and utilities would be available in the new design.

The following are site work assumptions used for development of this cost:

- Provide new parking lot with HMA pavement, including installation of underground storage system to manage runoff generated by the proposed improvements.
- New landscaping.
- New sidewalks access to building. Assumed new sidewalk would have approximately the same area as the existing walks.

The following are building component assumptions used for development of this cost:

- Similar building size and features including masonry construction, with storefront glass, standing seam metal roof.
- Primary utility equipment, including mechanical unit, power panels, and boilers. MEP distribution systems would be limited to core (restrooms).

The following are items not in the opinion of cost:

- Interior space layouts, including MEP distribution systems and finishes.
- Loose furnishings or equipment.
- Reconfiguration of existing water and sanitary sewer utilities on site. Reconfiguration may be needed depending on location and layout of the new building.

No	Description	Cost
1	Building	\$ 4,100,000
2	Site work	\$ 1,050,000
4	Subtotal	\$ 5,150,000
5	Contingency (15%)	\$ 775,000
6	Escalation/Material Contingency (4%)	\$ 206,000
7	Testing (2%)	\$ 105,000
8	General Conditions/OH&P (10%)	\$ 515,000
9	Professional Fees (11%)	\$ 569,000
10	Total	\$ 7,320,000

If you have any questions or want to discuss any items in more detail, please do not hesitate to call to review further.

Sincerely,
OHM Advisors



Christopher Ozog, Project Architect

cc: Rhett Gronevelt, OHM Advisors
Attachment: Aerial Site Scope

Alt 2: Renovation

Legend
Description Quantity Unit

french drain to intercept runoff near building. Outlets to existing sewer.

french drain to intercept runoff near building. Outlets to existing sewer.

9,480 sf

"GSI system" item included to stormwater management of parking lot. Assumes parking lot pavement to be replaced.

0.8 ac

Aerial - Site Scope
April 5, 2023

Regular Meeting Minutes of March 13, 2023

On a motion by Vice President Toy, supported by Councilmember McIntyre and unanimously adopted, it was:

CR 83-23 RESOLVED, that having considered the report and recommendation of the Library Director, dated February 15, 2023, which bears the signatures of the Director of Finance and the City Attorney, and is approved for submission by the Mayor, to which is attached a proposed Library Strategic Plan for the Livonia Public Library, prepared by Library IQ, the Council does hereby accept the bid of Library IQ, 2600 Tower Oaks Blvd., Suite 510, Rockville, MD 20852 for performing all work required in connection with facilitating the strategic planning process for the Livonia Public Library, in an amount not to exceed \$30,000.00; FURTHER, the Council does hereby authorize an expenditure in an amount not to exceed \$30,000.00 from funds already budgeted in Account No. 271-778-971-000 (Capital Outlay, Minor) for this purpose; FURTHER, the Council does hereby reject the bids of Rethinking Libraries, White Pine Solutions and Library Strategies in view of the Strategic Planning Committee (consisting of library department heads and two library commissioners) evaluating and scoring the four (4) proposals and interviewing the top two companies, leaving Library IQ with the majority of the votes; FURTHER, the Mayor and City Clerk are hereby authorized for and on behalf of the City of Livonia to execute a contract, approved as to form and substance by the Department of Law, with Library IQ and to do all things necessary or incidental to the full performance of this resolution.

<i>CONSENT AGENDA ITEM 1 (Regular Meeting of March 13, 2023)</i>

Motion:	Toy
Second:	McIntyre
Ayes:	McIntyre, Toy, Bahr, Donovic, Morgan, McCullough, Jolly
Nays:	None
Absent:	None

**CITY OF LIVONIA – CITY COUNCIL
MINUTES OF STUDY MEETING HELD FEBRUARY 27, 2023**

Meeting was called to order at 8:00 p.m. by Council Vice President Toy. Present: Kathleen McIntyre, Scott Bahr, Rob Donovic, Scott Morgan, Brandon McCullough, and Laura Toy. Absent: Jim Jolly.

Elected and appointed officials present: Susan Nash, City Clerk; Leo Neville, Assistant City Attorney; Todd Zilincik, City Engineer; Mark Taormina, Director of Planning and Economic Development; Josh Sabo, Director of Communications, and Casey O'Neil, Information Systems Director.

Councilmember McIntyre led the meeting in the Pledge of Allegiance.

5. AWARD OF BID: Livonia Public Library, re: for a Strategic Plan Consultant for the Livonia Public Library, from budgeted funds.

Toni LaPorte, Library Director, presented the request to Council.

Councilmember McCullough asked if Toni knows who the Strategic Planning group will be comprised of.

Toni indicated it will include the new Library Director, Library Commissioners, employees from the library, and people from the community.

Councilmember McCullough asked that they consider including a couple of the councilmembers as well.

Councilmember McCullough offered an approving resolution for the Consent agenda.

DIRECTION:

APPROVAL

CONSENT



LETTER TO THE LIVONIA CITY COUNCIL

5.

Library
February 15, 2023

MEETING DATE

S022723/R031323

PREPARED BY

Toni LaPorte, Library Director,

AGENDA ITEM

AWARD OF BID: Livonia Public Library, re: for a Strategic Plan Consultant for the Livonia Public Library, from budgeted funds.

BACKGROUND

It is respectfully requested that City Council approve the bid from Library IQ to facilitate the strategic planning process for the Livonia Public Library. The selection was made by the strategic planning committee, consisting of library department heads and two library commissioners. The committee evaluated and scored four proposals, and the top two were selected for interviews. After interviewing the top two, scores were again compiled, leaving Library IQ with the majority of the votes.

This plan will include an up-to-date community profile and identification of community markets, an assessment of the library's environment, recommendations for improvements to services, finances, collection, technology (that integrates with the City's existing platforms), marketing, branding, staffing, and facility configuration. Also included will be recommendations for the establishment of a mechanism for a regular evaluation of library needs, concerns, and satisfaction with service.

RECOMMENDATION

We are asking the Council to approve the bid in the amount of \$30,000 from Library IQ, 2600 Tower Oakes Blvd. Suite 510 Rockville, MD 20852

FISCAL CONSIDERATION

Budgeted funds are available in the amount of \$30,000 from account 271-778-971-000, Capital Outlay, minor.

ATTACHMENTS

1. S022723 LTC Strat Consult Library
2. STRATEGIC PLAN RFP
3. Library IQ
4. Rethinking Libraries
5. White Pine Solutions
6. Library Strategies

APPROVED BY



Toni LaPorte, Library Director

Date: February 15, 2023



Michael Slater, Finance Director

Date: February 15, 2023



Paul Bernier, City Attorney

Date: February 15, 2023



Maureen Miller Brosnan, Mayor

Date: February 15, 2023

LIBRARY STRATEGIC PLAN

Livonia Public Library

libraryIQ



Todd Frager

STENZONCO

3

Cover Letter

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Executive Summary

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Consultant's Qualifications and Relevant Experiences

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Key Personnel

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Work Plan

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Exclusions or Exceptions

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Budget and Fee Schedule

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Statement of Insurance

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References

September 26, 2022

Ms. Enna Bachelor
Purchasing Manager
City of Livonia
33000 Civic Center Dr
Livonia, Michigan 48154

Dear Ms. Bachelor:

Thank you for the opportunity to provide a proposal for strategic planning for the Livonia Public Library (LPL). We recognize the important role the Library plays in your 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 Livonia Public Library.

The enclosed proposal details how LibraryIQ will develop a strategic plan in collaboration with City, County and Library leaders, staff, stakeholders and the public. The project will ensure the Library meets current and future community needs while staying true to core values of free and open access to information, education, technology and life enrichment.

LibraryIQ is willing and able to provide the goods and services required for a successful engagement; (b) the proposer has read and understands the Request for Proposals; and (c) the Proposal is made in accordance with the Request for Proposals and is based upon the materials, products, systems and equipment required by the Request for Proposals.

Thank you for your interest and consideration.

Sincerely,

Mark Kunin

Mark Kunin | Regional Sales Executive
2600 Tower Oaks Boulevard, Suite 510
Rockville, Maryland 20852
(800) 638-8725
mark.kunin@lsslibraries.com

Executive Summary

LibraryIQ is a division of Library Systems & Services (LS&S), LLC, one of the largest library networks in the U.S. LS&S partners with local governments to operate high quality, patron-focused public libraries in communities nationwide.



Consultants are actively operating successful public libraries across the country. LibraryIQ has current, real-world experience in library management, governance, funding models and trends in library services.

Data-driven process provides analysis from two exclusive software packages. Access is included in the project fee. No other public library consultancy offers the depth and breadth of data analysis provided by LibraryIQ. This proposal includes access to the LibraryIQ Analytics Platform and proprietary library use analysis, including comparison to peer libraries in circulation, program attendance, etc.



Focus on equity will ensure **LibraryIQ's methodology for public engagement will ensure all residents are heard** and represented in LPL's strategic plan..

Staff will be involved and will learn a great deal about their Library, their community and their role in ensuring plan success. Strategic planning is a valuable career development opportunity and staff involvement will help manage cost.

Review of the current mission statement, values statement and motto and facilitation of revisions is included along with an up-to-date community profile and identification of community.

Methodology includes data analysis, best practices benchmark, online public survey and optional Social Pinpoint online community engagement. Focus groups and personal interviews with Library, education, business, government and community leaders, Commission, volunteers, patrons and the public provide depth and breadth of input. **Data analysis and public input are combined to form the basis for visionary yet realistic and achievable strategic goals and objectives.**

FORM OF PROPOSAL FORMS

Please see Appendix for an example of a completed strategic plan and proposal attachments.

Consultant's Qualifications and Relevant Experiences

LibraryIQ is eminently qualified to provide strategic planning services to LPL. Strategic planning is a core LibraryIQ service. Three factors make LibraryIQ stand out from the competition:

- 1. Consultants are **actively operating successful public libraries** in communities across the United States. From one-location libraries serving populations of 13,000 residents to 35-location systems serving 1.1 million, LibraryIQ **serves libraries and communities of many sizes and needs.**
- 2. Consultants have **current, real-world experience** in library management, governance, funding models and current trends in library services.
- 3. The LibraryIQ strategic planning process is **data-driven with quantifiable information** that informs goals and objectives. This **results in a fact-based plan** that can be used to support tax levy initiatives and other funding measures.



LibraryIQ expertise is demonstrated by the operations, services, technology and facilities plans developed in collaboration with the following libraries and communities during the past five years:

- Lena Armstrong Public Library, Belton, TX
 - Batavia Public Library, IL
 - Collegedale Public Library, TN
 - Camarillo Public Library, CA
 - Delaware Division of Libraries
 - Escondido Public Library, CA
 - Finney County Public Library, KS
 - Matanuska-Susitna Borough Libraries, AK
 - Musser Public Library, Muscatine, IA
 - New Port Richey Public Library, FL
 - Ethel M. Gordon Oakland Park Library, FL
 - Oberlin Public Library, OH
- Osceola Library System, FL
 - Palmdale City Library, CA
 - Given Memorial Library, Village of Pinehurst, NC
 - Prince George's County Memorial Public Library System, MD
 - Riverside County Library System, CA
 - Shasta Public Libraries, CA
 - Simi Valley Public Library, CA
 - Siouxland Libraries, SD
 - Upland Public Library, CA
 - Township of Upper Providence, PA
 - United States Army Robert F. Sink Library, Fort Campbell, KY
 - Yuba Public Library, Yuba County, CA

LibraryIQ experience with large public library systems similar to SCCCL includes:

 Riverside County Library System	 The Osceola Library system	 SIOUXLANDLIBRARIES	 Prince George's County Memorial Library System
California	Florida	South Dakota	Maryland
35	6	13	20
LOCATIONS	LOCATIONS	LOCATIONS	LOCATIONS

Please see Appendix for examples of completed strategic plans.



Driven by Data

LibraryIQ provides data analysis from two exclusive software packages. Access is included in project fee. Consultants will combine this with existing City of Livonia data, including that from OrangeBoy. **No other public library consultancy offers the depth and breadth of data analysis provided by LibraryIQ.**



LibraryIQ Analytics Platform

[Software providing patron analysis](#) and segmentation that includes library use. This highly valuable, anonymized and detailed data reveals patron consumer segmentation groups (lifestyle, hobbies, preferred media channels, demographics, etc.) and links to library collection use. Data also includes anonymized maps outlining where patrons live. This segmentation data is also provided for City of Livonia households who are non-users.



Library Use Analysis

Proprietary technology compares Livonia Public Library data to Michigan and national averages, as well as to selected peer libraries of similar size and budget. Categories include Library Journal ranking, spending analysis, staff per 1,000 population and cost, visits, circulation, program attendance and funding trends. This comparison, based on publicly reported Institute of Museum and Library Services data, provides an excellent understanding of operations.



Focus on Equity

The Library's service population has declined in the past ten years from 96,942 to 95,535. In 2021, LPL's circulation was 560,379. All the City's unique communities and library cardholders must be represented in LPL's strategic plan. LibraryIQ will make recommendations on how LPL can more effectively serve patrons who have physical, visual or emotional impairments. **LibraryIQ's methodology for public engagement will ensure all communities are heard.**



Involve Staff

A strategic planning team comprising Library administrators, Commission members, City-County representatives and staff will play a key role in the process. LPL staff will participate on the team and their input will be an important part of the discovery process. **Staff will learn a great deal about their Library, their community and their unique role in ensuring plan success.** Strategic planning is a valuable career development opportunity for staff, and it is fun!

Key Personnel

The proposed team is available for the Livonia Public Library strategic planning project during the timeline below. No subcontractors will provide goods or services.



Deborah Joy, MLS

Marketing Director | Project Lead (Primary Point of Contact)

Phone: 410-456-5881 | Email: debbie.joy@lsslibraries.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 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. At the Enoch Pratt Free Library in Baltimore, Debbie's work included design and 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.



Greg Vogt

Director of Information Technology

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 this 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.



Brian L. Mortimore SPHR, Director of Human Resources and Organizational Development, Kent District Library
Public and Stakeholder Engagement

Brian brings over 20 years' experience as a Human Resource professional in the library industry. He was published by the American Library Association's Library Journal. In 2020, Brian was named a "Mover and Shaker" by Library Journal for excellence in Human Resource Management in public libraries and specifically for his efforts to create the library industry's first employment assessment tool to aid libraries in candidate selection. Brian provides professional consultation to libraries on a variety of HR subjects related to libraries, including strategy development, performance management, staffing best practices, labor negotiations and compensation management.

An alum of Leadership Grand Rapids, he is the Director of Human Resources and Organizational Development for the Kent District Library where he also serves as Pension Plan Administrator with over 300 employees and 19 locations throughout Kent County. Brian has taught undergraduate human resource management classes and has presented professionally to local chapters of SHRM, the Michigan Library Association and other local businesses.

Brian is a true "Michigander" having been born, raised, educated and now working in the state of Michigan his entire life where he resides with his wife and four children. He holds a bachelor's degree from Lake Superior State University and a masters degree from Michigan State University (MSU).



Sara Roberts, MLS

Director of Library Operations

Sara manages operations for a variety of library systems, working closely with the Chief Library Officer to ensure quality services at all locations. Sara has worked in many libraries and brings that experience to several projects she manages to support LibraryIQ's libraries. Sara recently served as the Deputy Director of the Ventura, California library system and managed the Main Library of the Jacksonville Public Library, which included the Adult Literacy department, a Special Collections department and an innovative makerspace and art gallery. Sara is passionate about family engagement at the library, and co-authored a chapter in the book *The Relevant Library* (2018) titled "Family Engagement at the Library: Bringing Families Together to Learn, Grow and Have Fun". Sara is a project manager with a drive to improve libraries. She earned her first master's degree in teaching from Georgia College & State University and her second master's degree in Library Science from the University of Alabama.



Steve Coffman, MLS

Vice President for Library Support Services

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.



Rebecca Piazza

Content Marketing Specialist

Rebecca creates compelling content to drive engagement and fulfill the needs and interests of a variety of target audiences. From case studies, presentations, promotional copy, proposals and social media posts, Rebecca delivers consistency in the LS&S voice, style and tone. She has her Master of Fine Arts in Writing from Hollins University and a Bachelor of Fine Arts in Art and Design and a Bachelor of Science in English from Towson University.

Work Plan

LibraryIQ will provide recommendations for improvements to services, finances, collection, technology (that integrates with the City's existing platforms), marketing, branding, staffing and facility configuration. LibraryIQ proposes a collaborative strategic planning process and final plan that will position the Library for sustainability and success over the next five years.

Key points:

- LPL strategic plan will be developed collaboratively with the library administration, Commission, staff and stakeholders
- Process includes far-reaching and inclusive input from a cross-section of stakeholders including, but not limited to, community leaders, local residents, nonprofits, educators and business leaders
- LibraryIQ will identify the financial impacts of plan implementation and inform the development and execution of future ballot initiatives
- Project includes review of the current mission statement, values statement and motto and facilitation of revisions
- The strategic plan will be flexible, data-driven and realistic in scope. Project includes ongoing process for LPL staff and leaders to regularly review, evaluate and adjust strategic objectives and actions based on a changing operational environment

Background

LibraryIQ understands LPL is seeking a qualified, professional facilitator to develop a strategic plan for Library initiatives for the next five years.

Public libraries today are valuable community assets that reflect the values, wants and needs of the populations they serve. The COVID-19 pandemic significantly affected library operations throughout the country and world, and the pandemic's potential ongoing impact on customer and staff habits and needs has prompted many changes within the library sphere.

LPL has four branches, including the recently renamed Robert & Janet Bennett Civic Center Library. The Civic Center Library hosts a Friends Book Store, an Auditorium, meeting rooms and the Arts Commissions Art Gallery. LPL employs a total of 29 full-time and 26 part-time employees and a pool of approximately 15 substitute librarians.

Upcoming changes to the Library signify the importance of community revitalization and engagement. Between the pandemic and its resulting reduced Library hours, statistics have decreased but are on the rise again. The LPL is a member of The Library Network cooperative, participates in MeLCat (a statewide inter-library loan system) and uses TLC Carl automation system for its catalog. LibraryIQ will perform all obligations of the contract.

PHASE 1

Discovery and Analysis | October 31 - December 14, 2022

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

Library administrator will identify a Strategic Planning Team to collaborate on the project. The Strategic Planning Team will advise and ensure that the strategic plan reflects broad community objectives.

A virtual project kickoff meeting will include the Strategic Planning Team and LibraryIQ consultants to share the data collection and analysis approach (including comprehensive information request), confirm project scope, schedule and communication protocols. Project methodology and timeline will be confirmed.

LibraryIQ consultants will use proprietary technology to compare Livonia Public Library with selected peer libraries of similar size and budget 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.

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 currently available

Livonia Public Library data and literature will be reviewed, including:

- Funding
- Capital project improvement plans
- Service delivery models
- Policies and practices
- Facilities
- Technology
- Programs, including underlying planning and evaluation processes
- Partnerships
- Outreach
- Statistics, including use rate, visits, circulation, technology access, etc.

Existing City of Livonia factors (environmental scan) will be reviewed including:

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

PHASE 2

Community Engagement | December 15, 2022 - February 27, 2023

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

LibraryIQ will collaborate with the Strategic Planning Team to execute an inclusive public engagement strategy designed to ensure broad community input.

Survey

An online survey will be conducted. The survey will be prepared by LibraryIQ with approval by the Strategic Planning team.

- Questions targeted to users focus on existing and potential new services
- Questions targeted to nonusers focus on why the resident has not used the Library and what services might spark use

The online survey link will be emailed to patrons (addresses from the LPL ILS). Additional email addresses for survey distribution will be generated from Livonia Public Library partner organizations, Strategic Planning Team members and other sources.

The survey link will be shared and promoted via library marketing channels (in-library signage and flyers, Livonia Public Library website, City of Livonia websites if possible, partner websites if possible, social media and local media). Paper surveys will also be available at Livonia Public Library locations (as identified by Strategic Planning Team) to provide representation to those without computer/mobile device and Internet access.

Outreach teams comprising LPL staff and volunteers will take tablets, paper surveys and/or bookmarks/flyers with the survey QR code out into the community. Farmers markets, holiday parades, cultural celebrations, grocery stores, laundromats and social services access centers are all good places to engage residents and yield results that are more representative of the entire community.

Online community engagement provided through Social Pinpoint will capture resident input and encourage broader reach, diversity and inclusion. Engagement Pages are a central portal for surveys, comments and open-ended ideas and use an intuitive, drag-and-drop interface. Note: Social Pinpoint is not included in the proposed project cost and is available for additional cost.

This wide-ranging approach will yield the largest number of survey participants.

Focus Groups

Sessions for stakeholders and the public will be employed to gather a broad cross-section of input. The Strategic Planning Team will identify key stakeholders, representatives from local organizations, members of all communities, demographic and socioeconomic groups, education representatives, business representatives and government officials and work with the LibraryIQ project lead to schedule.

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:

- Two public sessions at two different library or community locations
- One session with Library Commission members

- One session with Foundation members and Friends
- One session with education representatives (focus on local schools)
- One session with nonprofit representatives (including literacy, health care and social services organizations)
- One session with LPL partner organizations
- One session with prominent citizens, business leaders and government officials
- One session with homeschool leaders

Staff Workshops

LibraryIQ will conduct one workshop with staff to review current successes and challenges and gather ideas about how LPL can innovate to fill education/technology/enrichment gaps in the community.

Individual Interviews

LibraryIQ consultants will conduct up to six 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 Commission Chair
- Foundation and/or Friends Group Chair
- City government leaders
- Other key stakeholders as identified by Strategic Planning Team

Note: This proposal assumes LibraryIQ will provide in-person sessions. Travel is included in the proposal cost. Virtual sessions using the Zoom platform are possible if preferred by Livonia Public Library leaders.

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

LibraryIQ Analytics Platform Access

LibraryIQ will perform patron analysis and consumer segmentation during Phase Two. This highly valuable, anonymized and detailed data reveals patron consumer segmentation groups (lifestyle, hobbies, preferred media channels, demographics, etc.) and links to library collection use. Data also includes anonymized maps outlining where patrons live. This segmentation data is also provided for City of Livonia households who are non-users.

The analytics platform can also provide data about collection performance (including electronic materials), the diversity, equity and inclusion of the collection and real-time budget tracking.

This exclusive access to the LibraryIQ data analytics platform highlights library use patterns and enables and supports data-driven decision-making. The result is more tailored services to Library users and reach to non-users, increasing card registration.

PHASE 3

Presentation of Findings | February 10 - 28, 2023

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

LibraryIQ will prepare a presentation with an executive summary and detailed findings on all areas of discovery and analysis. Meaningful trends that emerged from external and internal engagement processes will be explained and gaps between current Library operations, services and programs will be included, along with recommendations.

High-level recommendations to best match Library operations, services, and programs to stakeholder needs and interests including an assessment of critical resources required to achieve alignment.

PHASE 4

Plan Development | March 1 - 30, 2023

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

LibraryIQ consultants will work closely with the Library Director, Strategic Planning Team and stakeholders to draft goals and objectives and compile a draft strategic plan. The plan will be dynamic and compelling and will identify essential library service priorities, goals and objectives for both the short and long terms, including those currently offered.

The plan will be shared with the Strategic Planning Team and stakeholders. During this iterative process, LibraryIQ consultants will incorporate feedback into a final plan, which will include a mechanism for reporting on progress to internal and external stakeholders as well as a plan for marketing the final product (including with respect to future ballot initiatives).

PHASE 5

Achievability Analysis | March 31 - April 14, 2023

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

LibraryIQ will provide analysis of the Library's organizational capacity to implement the plan including:

- Financial implications of implementation
- Gap analysis report of areas in which organizational capacity does not meet needs for implementation
- Recommendations for achieving plan goals and objectives

PHASE 6

Prepare And Deliver A Final Strategic Plan | April 17 - 28, 2023

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

LibraryIQ will prepare and deliver a written Livonia Public Library Strategic Plan that includes:

- Executive Summary outline of short and long term priorities and objectives
- Detailed report with clearly prioritized goals, timeline, measurable objectives, and evaluation methodology
- Communication Plan, including reporting tools
- Achievability/Gap Analysis Report and Recommendations for Ongoing self-assessment methodology and tools

LibraryIQ will present the plan to the Library Trustees and the Strategic Planning Team in a virtual meeting.

TIMELINE SUMMARY

Phase One: Discovery and Analysis

October 31 - December 14, 2022

Phase Two: Community Engagement

December 15, 2022 - February 27, 2023

Phase Three: Presentation of Findings

February 10 - 28, 2023

Phase Four: Plan Development

March 1 - 30, 2023

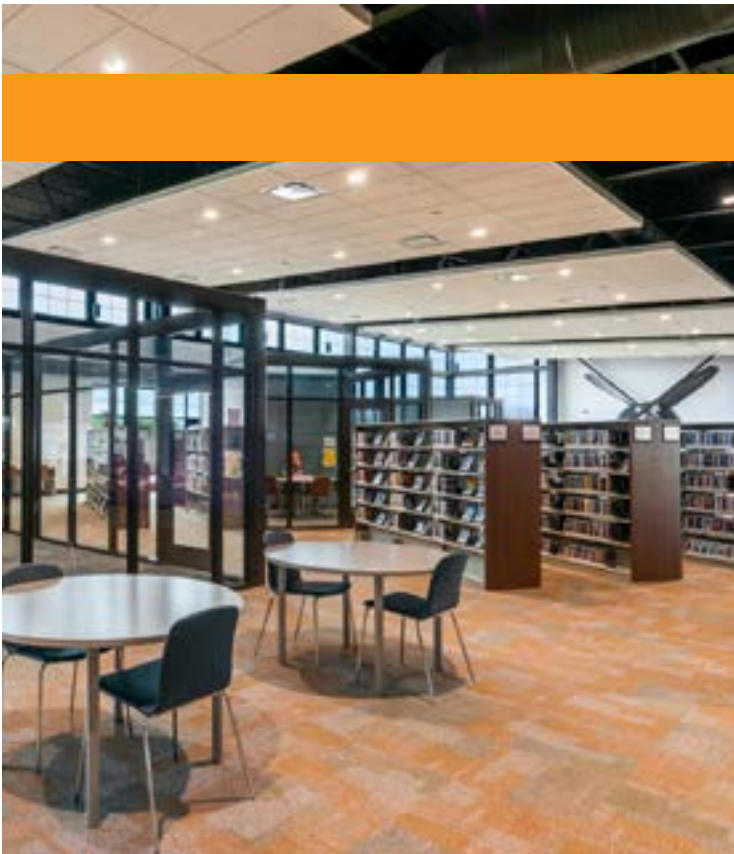
Phase Five: Achievability Analysis

March 31 - April 14, 2023

Phase Six: Prepare And Deliver A Final Strategic Plan

April 17 - 28, 2023

Timeline subject to change pending project start date.



Exclusions or Exceptions

There are no conflicts of interest that would deter LibraryIQ’s expertise.

Budget and Fee Schedule

ITEM	COST
Data Gathering and Analysis (community research)	\$13,550
Synthesize and Present Data, Prepare Strategic Plan	\$14,000
Supplies	\$250
LibraryIQ analytics platform patron segmentation data and analysis	Included in project cost
Travel (two consultants, three days to include staff day and onsite focus group facilitation)	\$2,200
Total Project Cost	\$30,000
OPTIONAL Onsite presentation of final plan	\$1,000

This pricing and offer for services is valid for 120 days and can be extended upon request by Livonia 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.

Statement of Insurance



LIBRSY5-01

PATRA2

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
1/23/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER HUB Int'l Mid-Atlantic Inc. formerly The Insurance Exchange, Inc. 9713 Key West Avenue Suite 401 Rockville, MD 20850	CONTACT NAME Jeremy Welsh PHONE (A/C, No. EXT.) (301) 270-2039 FAX (A/C, No.) E-MAIL ADDRESS welsh.jeremy@tie-inc.com														
INSURED Library Systems & Services, LLC 2600 Tower Oaks Blvd., Suite #510 Rockville, MD 20852	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Travelers Indemnity Company of Connecticut</td> <td>25682</td> </tr> <tr> <td>INSURER B: Travelers Property & Casualty Company of America</td> <td>25674</td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Travelers Indemnity Company of Connecticut	25682	INSURER B: Travelers Property & Casualty Company of America	25674	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
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COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
REF. NO.	TYPE OF INSURANCE	ADDITIONAL INSURED	POLICY NUMBER	POLICY EFF. DATE	POLICY EXP. DATE	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☒ LOC ☐ OTHER (OTHER)		0603P198363	12/1/2019	12/1/2020	EACH OCCURRENCE: \$ 1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence): \$ 1,000,000 MED EXP (Per person injured): \$ 10,000 PERSONAL & ADJ INJURY: \$ 1,000,000 GENERAL AGGREGATE: \$ 2,000,000 PRODUCTS - COMPOD AGG: \$ 2,000,000
B	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTO ONLY ☐ HIREN AUTO ONLY ☐ SCHEDULED AUTO ☐ NON-SCHEDULED AUTO ONLY		BA3P199187	12/1/2019	12/1/2020	COMBINED SINGLE LIMIT (Per accident): \$ 1,000,000 BODILY INJURY (Per person): \$ BODILY INJURY (Per accident): \$ PROPERTY DAMAGE (Per accident): \$
D	☒ UMBRELLA LIAB ☐ EXCESS LIAB ☒ RETENTIONS 10,000		CLIP3P281717	12/1/2019	12/1/2020	EACH OCCURRENCE: \$ 10,000,000 AGGREGATE: \$ 10,000,000
D	☒ WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/RENDERER PART LEVITY (Mandatory in MD) T.Y.R. DISORDER UNDER DESCRIPTION OF OPERATIONS below	Y/N N	UN3P205580	12/1/2019	12/1/2020	☒ PER STATUTE ☐ OTH ER E.L. EACH ACCIDENT: \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE: \$ 1,000,000 E.L. DISEASE - POLICY LIMIT: \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

EVIDENCE OF COVERAGE

CERTIFICATE HOLDER

EVIDENCE OF COVERAGE
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CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03)

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References



SIOUXLAND LIBRARIES, SOUTH DAKOTA

Strategic Plan 2022

Jodi Fick | Director

C200 North Dakota Ave | Sioux Falls SD 57117
605-367-8713 | jfick@siouxfalls.org

ESCONDIDO, CALIFORNIA PUBLIC LIBRARY

[Strategic Plan \(August 2018\)](#), [Full Library Operation](#)

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



OSCEOLA, FLORIDA LIBRARY SYSTEM

[Strategic Plan \(September 2020\)](#), Full Library Operation

David Barnett | Library Contract Manager, Human Services Manager

1 Courthouse Square, Suite 2400 | Kissimmee, FL
34741
407-742-8468 | David.Barnett@Osceola.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



APPENDIX

Attachments and Strategic Plan Sample

FORM OF PROPOSAL
LIBRARY STRATEGIC PLAN

Bid of Library Systems & Services _____
hereinafter called Bidder, organized and existing under the laws of or a resident of the State of Michigan, doing business as LibraryIQ, a corporation*. * Insert as applicable: “a corporation”, “a partnership” or “an individual”

TO THE CITY OF LIVONIA, MICHIGAN, hereinafter called OWNER:

The undersigned as Bidder hereby declares: that this Bid is made in good faith without fraud or collusion with any person or persons bidding on the same Contract; that the Bidder has read and examined the Notice to Bidders, Instructions to Bidders, Bid, General Conditions, Supplementary Conditions, Agreement, Forms of Proposal, Bond, Specifications and Drawings, as prepared by the City of Livonia, and understands all of the same; that the Bidder or its representative has made personal investigation at the site and has become fully familiar with regard to the conditions to be met in the execution of this Contract, and the undersigned proposes to furnish all labor, materials, tools, power, transportation, and construction equipment necessary for the construction of the Project and performing related work in full accordance with the aforesaid Contract Documents, including any and all Addenda officially issued, their receipt of which is hereby acknowledged:

Addendum No. Addendum Date

The work may be awarded per item.

Item No.	Item Description	Complete for the Sum of:
1	Five-year strategic plan for the City of Livonia Library	\$30,000

FEE SCHEDULE

ROLE	DUTIES PERFORMED	HOURLY RATE
Lead consultant/LibraryIQ consultant team	Project management, communications with Livonia Public Library leaders and staff	\$140
LibraryIQ consultant team	Background information discovery and analysis	\$120 average
LibraryIQ consultant team	Community engagement	\$175 average

LibraryIQ consultant team	Staff workshop	\$175 average
LibraryIQ consultant team	Individual interviews	\$140
LibraryIQ consultant team	Data gathering and analysis/presentation of findings	\$120 average
LibraryIQ consultant team	Plan development/achievability analysis	\$175 average
LibraryIQ consultant team	Prepare and deliver final plan	\$140

In submitting this sealed bid, it is understood that the City of Livonia reserves the right to reject or accept any or all proposals in whole or in part and waive any irregularities and informalities therein. It is agreed that this bid may not be withdrawn for 120 days from the opening thereof.

Number of days it will take to complete the project upon being given notice to proceed 180 DAYS

The contractor and their sub-contractors agree that they will not discriminate against any employee or applicant for employment, to be employed in the performance of this contract with respect to their hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of their sex or age, except when based on a bona fide occupational qualification, or because of their race, color, religion, national origin or ancestry. (Act 453 P.A. 1976 As Amended) The contractor further agrees that they will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to age, sex, race, creed, color or national origin. Breach of this contract may be regarded as a material breach of contract.

Bidder will identify business entity as individual, or if doing business under assumed name, indicate assumed name, partnership, (naming partners), corporation, foreign or domestic (naming principal officers), and indicate official capacity of person executing proposal and bid.

Date 9-26-2022

Firm Name Library Systems & Services dba LibraryIQ
(If corporation, partnership, or assumed name)

Address 2600 Tower Oaks Blvd. Suite 510, Rockville, MD 20852

Signature Todd Frager (Person executing bid and official capacity)

Print Name Todd Frager

City Rockville State MD Zip Code 20852

Email todd.frager@lsslibraries.com

Phone (800) 638-8725 FAX _____

(Names of Principal Officers and designate (If partnership or assumed name, indicate official capacity) names of owners) Todd Frager, Chief Executive Officer

**CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE
SHOULD BE DIRECTED:**

NAME: Mark Kunin

TITLE: Regional Sales Executive

PHONE: (800) 638-8725

EMAIL: mark.kunin@lsslibraries.com

LIBRARY STRATEGIC PLAN
REFERENCE FORM

COMPANY NAME: Library Systems & Services dba LibraryIQ

Reference Company Name: SIOUXLAND LIBRARIES
City/State: Sioux Falls, South Dakota
Summary of Work Performed: Public library strategic plan
Dates of Work: Completed April, 2022
Company Contact Person: Jodi Fick Title: Library Director
Phone Number: 605-367-8713 Email: jfick@siouxfalls.org

Reference Company Name: ESCONDIDO PUBLIC LIBRARY
City/State: Escondido, California
Summary of Work Performed: Public Library Strategic Plan
Dates of Work: Completed June, 2022
Company Contact Person: Joanna Axelrod Title: Deputy City Manager Director of Communications & Community Services
Phone Number: 760-839-4871 Email: jaxelrod@escondido.org

Reference Company Name: Osceola Library System
City/State: Osceola County, Florida
Summary of Work Performed: Public library strategic plan
Dates of Work: Completed September, 2020
Company Contact Person: David Barnett Title: Library Contract Manager, Human

Services Manager
Phone Number: 407-742-8468 Email:David.Barnett@Osceola.org

STATEMENT OF QUALIFICATIONS LIBRARY STRATEGIC PLAN

Respondents must answer all questions. If more space is needed to complete a question, attach a separate sheet.

Company Name: Library Systems & Services dba LibraryIQ

Address 2600 Tower Oaks Blvd. Suite 510. Rockville, MD 20852 Contact

Person: Mark Kunin Title Regional Sales Executive Phone

No. (800) 638-8725 Email mark.kunin@lsslibraries.com

1. Number of years operating under your present name: 39

2. Number of years present owners have owned the company: 2

3. How many years of experience does your company have providing the services specified in the bid documents? 5 years

4. List municipalities/public libraries who the bidder has serviced in the past five (5) years to present:

Name of Municipality	Term of Service
Sioux Falls, South Dakota	Public Library Strategic Plan, 2022
Camarillo, California	Public Library Strategic Plan, 2022
Collegedale, Tennessee	Public Library Strategic Plan, 2020
Osceola County, Florida	Public Library Strategic Plan, 2019
Escondido, California	Public Library Strategic Plan, 2018, 2022
Finney County, Kansas	Public Library Strategic Plan, 2021
Matanuska-Susitna Borough, Alaska	Public Library Strategic Plan, 2018

New Port Richey, Florida	Public Library Strategic Plan, 2022
Palmdale, California	Public Library Strategic Plan, 2021
Redding/Shasta County, California	Public Library Strategic Plan, 2018
Simi Valley, California	Public Library Strategic Plan, 2022
Upland, California	Public Library Strategic Plan, 2021
Yuba County, California	Public Library Strategic Plan, 2019

5. General nature of work performed by your company:

LibraryIQ provides public library consulting in the areas of strategic planning, operational assessment, facility assessment, technology assessment, facility master planning and community needs assessment. LibraryIQ also provides a software platform to help libraries better manage their resources and make data-driven decisions.

6. Have you performed work for the City of Livonia in the last ten (10) years? If so, please specify:

Year of Service	Department Serviced	Description of Services Provided
N/A		

SQ-1

7. List the members of the team who will oversee the contract and the roles they will perform.

Name	Title	Role	Years of Experience
Deborah Joy	Project Lead	Project Lead	15
Greg Vogt	Director of Information Technology	Library technology consultant	25

Brian Mortimore	Director of Human Resources	Staff and public engagement	20
Sara Roberts	Director of Library Operations	Data analysis, plan development	15
Steve Coffman	Vice President for Library Support Services	Data harvesting and analysis	40
Rebecca Piazza	Content Marketing Specialist	Background data harvesting and analysis	3

8. What challenges do you foresee?

Reaching library non-users can be a challenge in strategic planning efforts. This proposal addresses that challenge by adding outreach teams and robust marketing for survey and focus groups. Concern about funding for strategic objectives can also be a challenge, this proposal addresses that concern by including funding mechanism analysis in the project.

9. What is included in your base price for services? What services will incur additional fees: All services described in the attached proposal are included in base price for services.

COMPANY NAME: Library Systems & Services dba LibraryIQ

SIouxLAND LIBRARIES

Strategic Plan Fiscal Year 2022-2027



PREPARED FOR

Siouxland Libraries | Sioux Falls, SD
May, 2022

STRENGTH CONNECTION

3	INTRODUCTION
4	STRATEGIC PLANNING PROCESS
5	KEY CHALLENGES
6	STRATEGIC PLANNING GOALS AND OBJECTIVES - Community Hub/Cultural Connector - Traditional and Emerging Services - Flexible Spaces - Sustainability
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INTRODUCTION

During the past eight months Siouxland Libraries engaged in an inclusive and thorough process of input and feedback from a diverse group of residents from Sioux Falls and Minnehaha County. The goal of the strategic planning process was to evaluate the Libraries' current state, identify opportunities and challenges and chart a course for a strong and vibrant future.

The communities served by Siouxland Libraries are growing and thriving and even more growth is projected in coming months and years. As the way residents interact with their libraries evolves, Siouxland Libraries will evolve by achieving the goals described in this plan.



Checkout of physical library materials (books, audiobooks, movies, etc.) has slowly decreased over the past several years, and use of digital content (in the form of e-books, e-audiobooks, e-magazines, downloadable music and movies, etc.) has increased, especially during the COVID-19 pandemic. More importantly, the library continues to play a more prominent role as a destination for community events and activities, services and programs. Consideration of this role is important in planning the Libraries future.

At the same time, books, reading and literacy remain an important part of library service.



Thank you to all the residents and staff who completed the survey, participated in focus groups or individual interviews and shared their time and expertise to support the strategic planning process.

STRATEGIC PLANNING PROCESS

When the strategic planning process began in November 2021 the team set out to answer three key questions:

1. What does the community want?
2. Where do we want to go and how do we get there?
3. How can Siouxland Libraries meet community desire and innovate to meet changing needs?

In an effort to answer these questions, the Libraries reached out to people throughout Sioux Falls and Minnehaha County. Through an online survey, focus groups, individual interviews and direct staff participation, ideas and feedback were gathered from nearly 1,300 people including business, education and nonprofit leaders, key stakeholders, library staff and—most important of all—patrons and volunteers.

National best practices and local data about services and statistics, actual facility use and service area demographics and projections were also an essential part of the analysis. Through this process, residents' current and future needs, broad community influences and the Libraries' crucial role in the community became apparent. Respondents agreed the Libraries are deeply valued community resources, and their appreciation for the Library's hardworking staff, affirmation of current services and programs and a strong desire for even more services, especially outside library walls, emerged. These findings formed the framework for the strategic goals in this plan.

The online survey was available for public input throughout the month of January 2022, and numerous focus groups were conducted in mid-February 2022. Some statistics and patron usages that this Plan is based on were impacted by COVID-19. Siouxland Libraries continued to adapt and enrich the community in new and thoughtful ways throughout the pandemic. As public libraries throughout the country move forward, Siouxland staff will monitor and make the necessary changes to meet their community mission and goals.

We Want to Hear **FROM YOU!**



Requesting
community input
on library services
for our upcoming
Strategic Plan.

KEY CHALLENGES

A few key challenges emerged from the research process:

1. Fast growth of service area, with newcomers comprising diverse nationalities and socioeconomic groups. A hub for information about the community, government and other services is needed.
2. Perception that Siouxland Libraries are primarily a place to check out books. There is less understanding of how Siouxland Libraries can be a community hub and the variety of exciting and useful services potentially available.
3. Assumption that brick and mortar locations are the only way to provide services, particularly in rural areas. There is a gap in community understanding about all the ways library services can be delivered.
4. Assumption that most library users are from underserved communities; patrons are in fact from many socioeconomic groups.
5. Lack of central staff responsibility for outreach/ partnerships and need to leverage community service agency relationships with clients and provide library services at partner facilities.



STRATEGIC PLANNING GOALS AND OBJECTIVES

During the community input process, desire for library services in four goal areas became clear:



COMMUNITY HUB/CULTURAL CONNECTOR

Goal Statement: Siouxland Libraries will provide experiences that bring the community together and celebrate Sioux Falls/Minnehaha County's rich traditions and embrace the diversity of a dynamic and growing community.

Siouxland Libraries will be the partner of choice for service agencies and community leaders.



TRADITIONAL AND EMERGING SERVICES

Goal Statement: Siouxland Libraries provide experiences that surprise and delight and are the center for lifelong learning in Sioux Falls and Minnehaha County.



FLEXIBLE SPACES

Goal Statement: Siouxland Libraries are dynamic, flexible welcoming spaces for people to gather, learn, connect and have fun.



SUSTAINABILITY

Goal Statement: Siouxland Libraries will be a good neighbor and community member through sound environmental practices, socially responsible policies and practices with sustainable growth and value to the public. Support City's sustainability efforts.

COMMUNITY HUB/CULTURAL CONNECTOR



Goal Statement:

Siouxland Libraries will provide experiences that bring the community together and celebrate Sioux Falls/Minnehaha County's rich traditions and embrace the diversity of a dynamic and growing community.

Siouxland Libraries will be the partner of choice for service agencies and community leaders.

STRATEGY	OBJECTIVE	TIMELINE
Educate residents about modern library services.	Create understanding among 40% of the service area population that libraries are places to connect with the community, access exciting new technology, have fun and enrich lives by conducting ongoing communication campaign.	Throughout the planning period (FY2023-2028)
	Market services by researching initiatives such as podcasts, video tutorial series, outreach opportunities, etc. Launch one unique service.	Q2 FY2023
	Increase new cardholder activity 5% by sending welcome newsletter specifically to new cardholders.	FY2023
Centralize responsibility for partnerships/ outreach.	Create a Community Engagement Coordinator position and hire one FTE.	FY2023
Leverage partnerships for marketing.	Develop consistent cross-marketing opportunities with four partners and focus on the top three Library services.	FY2024
	Raise profile by presenting at community events (city council meetings, local community service organizations, etc.) four times annually and connecting with one community group per month.	FY2024
Support digital equity.	Amplify effort by partnering with IT professionals from four organizations in the community to provide one-on-one digital training.	FY2025

Act as City and County information hub.

Leverage library reputation for warmth and friendliness by posting on social media with info about government services and requirements each month.

Position library as center for community improvement activities by sharing community improvement project info quarterly through social media and newsletter postings.

Throughout the planning period
(FY2023-2028)

Throughout the planning period
(FY2023-2028)

Offer services beyond library walls.

Increase impact by taking reading programs out into the community. Partner with one educational institution per year in order to promote reading in a meaningful and measurable way.

Throughout the planning period
(FY2023-2028)

Embrace diverse cultures.

Expand multicultural marketing efforts by researching most effective channels for specific communities. Select one channel and execute one campaign annually.

Improve offerings to Spanish speakers by reviewing Spanish language physical collection performance annually.

Unite and inspire the community by hosting one large event each year.

Throughout the planning period
(FY2023-2028)

Throughout the planning period
(FY2023-2028)

Throughout the planning period
(FY2023-2028)

TRADITIONAL AND EMERGING SERVICES



Goal Statement:

Siouxland Libraries provide experiences that surprise and delight and are the center for lifelong learning in Sioux Falls and Minnehaha County.

STRATEGY	OBJECTIVE	TIMELINE
Support economic development.	Determine local business needs by conducting one survey. Design two services to enhance new-to-the-community employees.	Q1 FY2024
Encourage reading.	Provide personalized reading suggestion lists by request on the website by rebranding the Book Butler program. Increase participation by 50%.	FY2023
	Increase access by focusing collection development to meet specific community needs (bestsellers, eBooks) and shorten wait times by 5%.	Q4 FY2024
	Provide Student Cards via partnership with Sioux Falls School District and Minnehaha County School Districts (Baltic, Brandon Valley, Garretson, Tri-Valley and West Central) to increase access to library services. Promote program to 100% of Sioux Falls School District's elementary students and 25% of middle and high school students. Develop partnerships with the Minnehaha County School Districts and other private schools in Sioux Falls.	FY2023-2025
	Celebrate reading throughout the year by hosting one spring reading challenge starting in FY2023. Establish a baseline of participation and increase 5% each year.	Throughout the planning period (FY2023-2028)
	Support literacy by increasing Summer Reading participation by 5% each year.	Throughout the planning period (FY2023-2028)
Support early literacy and education.	Engage parents by focusing efforts on three large parent education programs each year. Establish baseline of participation in 2023, increase participation by 5% each year.	Throughout the planning period (FY2023-2028)
	Focus efforts on preparing children for kindergarten. Leverage 1000 books before Kindergarten. Increase participants by 5 percent each year of plan.	Throughout the planning period (FY2023-2028)

Introduce innovative services.

Provide life skills programs by investigating partnerships and/or offering one series each quarter in areas such as financial literacy, sewing and mending, affordable living (couponing, etc).

Create a greater depth of virtual offerings by exploring three service options annually and implementing as possible.

FY2023

Throughout the planning period
(FY2023-2028)

Raise awareness.

Understand the impact of library fines on patrons and result of removing library fines on collection access by performing cost/benefit analysis. Use data to explore becoming a fine free library system.

Reach users and nonusers with information about services by leveraging analytical data and strategic marketing channels. Identify three patron segmentation groups and launch a communication campaign.

Q2 FY2023

FY2023

Provide access to new and existing technology.

Increase adult engagement by investigating a once-a-month series of author visits and speakers with focus on specific topics and consistent day/time. Could be ticketed and fundraiser or sponsored. Include virtual/ongoing option.

Support technology adoption by providing one-on-one instruction at least four days per month, including help on how to download and stream content to personal devices.

Increase convenience for patrons by providing 30% of programs during the evening or weekends for working families and single adults.

FY2024

FY2025

Throughout the planning period
(FY2023-2028)

FLEXIBLE SPACES



Goal Statement:

Siouxland Libraries are dynamic, flexible welcoming spaces for people to gather, learn, connect and have fun.

STRATEGY	OBJECTIVE	TIMELINE
Encourage residents to gather and connect.	Provide a branded, system-wide Memory Lab service by leveraging current scanning equipment to digitize print photos at three locations. Consider adding additional equipment.	FY2023-2025
	Provide space for multigenerational gathering by finding opportunities to partner with City Parks and Recreation four times per year.	FY2026
	Create more space for people to gather, access information and technology in all locations by evaluating and finding opportunities to refresh one branch per year.	Throughout the planning period (FY2023-2028)
Optimize access in rural areas.	Provide more effective service delivery for low-use branches by evaluating three options including pop-up, mobile, or locker services.	FY2024
	Identify three options for a larger, multi-use facility in Hartford by partnering with the local government.	FY2025
Modify Downtown location.	Create more efficiency by redesigning the staff area for increased storage and public space.	FY2025
	Offer a high quality coffee bar with snacks by releasing an RFP for private operation with contractual obligations for hours of operation and products.	FY2025
Modify Prairie West and Oak View branches.	Support after school programs by monitoring public schools' program development and identifying needs that Libraries could fill.	FY2023 and FY2024
	Increase options for families by exploring offering three afterschool options such as a STEAM area for elementary and middle grades students.	FY2023

Optimize
Mobile Unit.

Leverage efficiency by partnering closely with City Parks and Recreation and County agencies to ensure six visits per year coincide with other public events.

Increase Mobile Unit visibility by continuing to visit six farmers’ markets, holiday and other public events per year.

Determine return on investment by continuing to track hours of service, hours in maintenance/repair and all associated costs.

Throughout the planning period
(FY2023-2028)

Throughout the planning period
(FY2023-2028)

Throughout the planning period
(FY2023-2028)

SUSTAINABILITY



Goal Statement:

Siouxland Libraries will be a good neighbor and community member through sound environmental practices, socially responsible policies and practices with sustainable growth and value to the public. Support City's sustainability efforts.

STRATEGY	OBJECTIVE	TIMELINE
Reduce waste.	Determine whether the current process continues to be the most sustainable by verifying current reuse and recycling of materials that have been withdrawn from the collection. Reduce carbon footprint or wasteful practices by asking staff to notice and implement four ways to improve each year throughout the system.	FY2026 Throughout the planning period (FY2023-2028)
Minimize fuel consumption.	Increase efficiency by collaborating with courier, City vehicles and Bookmobile for planning/scheduling. Evaluate two vehicles/programs per year. Reduce travel distance for patrons by investigating provision of lockers for materials pickup throughout the community. Pickup lockers can be located at parks and recreation sites, fire stations, etc. Continue to encourage walkable/bikeable/short commute communities by offering quality library services at multiple locations throughout the city and county. Educate residents about responsible consumption by offering four focused library programs each year. Provide best possible access to resources for patrons without physically traveling to a library by improving the website. Provide programs in a variety of spaces throughout the service area (parks and recreation spaces, etc.) to increase convenience, shorten travel distance and reach a larger audience.	FY2023 - Bookmobile FY2024 - Courier and Downtown vehicle FY2025 - Rural East and Rural West vehicles FY2025 Throughout the planning period (FY2023-2028) Throughout the planning period (FY2023-2028) Throughout the planning period (FY2023-2028) Throughout the planning period (FY2023-2028)
Optimize staff time.	Reduce staff time spent switching tasks by evaluating staff scheduling and meetings/trainings to determine necessity.	FY2023

Encourage outdoor activities.

Encourage early literacy by creating a permanent story walk in partnership with City Parks and Recreation.

Educate patrons by offering resources for home gardening and three programs on organic gardening, composting, etc. annually.

FY2024

Throughout the planning period
(FY2023-2028)

Reduce public new equipment consumption.

Improve technology access by investigating providing laptops and Wi-Fi hotspots for circulation beyond library buildings. Plan for some loss in annual budget, as would happen for print collection.

Improve access by increasing the Library of Things by five items per year.

FY2023

Throughout the planning period
(FY2023-2028)

APPENDIX I: ENVIRONMENTAL SCAN

Siouxland Libraries serve a dynamic and fast-growing community. From its inception in 1856 on the banks of the Big Sioux River, Sioux Falls has been an important South Dakota community. The history, development and continued population and economic growth of Sioux Falls is intricately related to the river and falls, with major industries continuing to be banking/financial services, agriculture, health care, manufacturing and transportation as well as the service industry.

Siouxland Libraries also serve Minnehaha County. Formed in 1995 and covering 814 square miles, Siouxland Libraries was created by merger of the Sioux Falls Public Library and the Minnehaha County Rural Public Library.

Siouxland Libraries' service area population is 230,819. In 2020, there were 96,842 cardholders, representing approximately 42% of the 89,354 population, which is strong market penetration for a public library.

The City is coming together in the *One Sioux Falls* framework, which guides work for strategic community growth.

ONE SIOUX FALLS FRAMEWORK



The One Sioux Falls framework guides our work for strategic community growth.

Each of the four focus areas are supported by innovation, engaging people, and sustainable growth.

Safety & Health: Provide a safe community in which the health and well-being of our citizens is above the national average.

Accessible Housing: Foster the availability of housing options at all income levels, throughout the city.

Workforce: Continue to develop a community with a quality of life that will attract and retain the best employee base in the United States.

Kids & Families: Support a community where kids and families want to be, and can thrive.

This is supported by innovation, engaging people, and sustainable growth.

Siouxland Libraries are incorporating metro-wide goals for innovative growth into their daily and long term actions as the library leading the way in the community.

Demographics

Minnehaha County's population of 197,214 makes it the most populous county in South Dakota, containing over 20% of the state's population¹. The county seat is Sioux Falls, the largest city in South Dakota. In the Sioux Fall Metropolitan Area, the average household size is 2.46 people. About one-third of all households

¹ US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620> Accessed 4-6-2022.

(33.5 percent) have one or more children under the age of 18; 23.6 percent of all households have one or more people 65 years and over.

The average median income in Minnehaha County is \$61,772 (compared to South Dakota median \$59,896)² with 8.7% of the population under the poverty level. Sioux Falls has a 2.8% unemployment rate, far lower than the national average of 6.2%.

Household Income in Minnehaha County, South Dakota in 2016-2020

	Percent
Less than \$10,000	4.4
\$10,000 to \$14,999	3.3
\$15,000 to \$24,999	7.8
\$25,000 to \$34,999	9.9
\$35,000 to \$49,999	13.0
\$50,000 to \$74,999	19.5
\$75,000 to \$99,999	15.3
\$100,000 to \$149,999	16.5
\$150,000 to \$199,999	6.1
\$200,000 or more	4.2

Types of Households in Minnehaha County, South Dakota in 2016-2020

	Percent
Married-couple households	46.0
Cohabiting Couples	7.2
Male Householder No spouse/partner present	20.2
Female Householder No spouse/partner present	26.6

² US Census. <https://www.census.gov/quickfacts/fact/table/SD/BZA210219>. Accessed 4-14-2022.

Percent of the Population 5 years and over who Speak a Language other than English in Sioux Falls, SD Metro Area in 2016-2020

	Percent
Spanish	3.0
Other Indo-European languages	2.2
Asian and Pacific Islander languages	0.7
Other languages	2.4

In Minnehaha County, an estimated 93.2 percent of residents are U.S. natives. 62.2 percent of Sioux Falls, SD residents are native South Dakotans with 6.8 percent of Sioux Falls Metropolitan residents born in other countries. An estimated 59.8 percent of these residents entered the United States prior to 2010.³

Digital Access & Technology in Minnehaha County

Types of Computers in Sioux Falls, SD Metro Area in 2016-2020

	Percent
Desktop or laptop	81.2
Smartphone	85.8
Tablet or other portable wireless computer	65.8
Other computer	2.1

Sioux Falls residents have strong access to technology. 94.2 percent of households in Sioux Falls, SD Metro Area had a computer, and 88.8 percent had a broadband internet subscription.⁴

³ US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620> Accessed 4-20-2022.

⁴ US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620> Accessed 4-20-2022.

Types of Computers in Minnehaha County, South Dakota in 2016-2020

	Percent
Desktop or laptop	79.9
Smartphone	86.0
Tablet or other portable wireless computer	64.1
Other computer	2.1

Education

Sioux Falls has a significant number of high-school educated residents. Of those 25 years and over, 93.5 percent had at least graduated from high school and 33.9 percent had a bachelor's degree or higher. An estimated 6.5 percent did not complete high school.

The total school enrollment in Sioux Falls, SD Metro Area was 64,966. Sioux Falls children's nursery school enrollment was 4,859 and Kindergarten through 12th grade enrollment was 46,936. Students college or graduate school enrollment numbered 13,171.⁵

Educational Attainment of People in Sioux Falls, SD Metro Area in 2016-2020

	Percent
Less than high school diploma	6.5
High school diploma or equivalency	26.5
Some college, no degree	20.3
Associate's degree	12.8
Bachelor's degree	23.4
Graduate or professional degree	10.5

⁵ US Census American Community Survey. <https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/2020/report.php?geotype=msa&msa=43620> Accessed 4-20-2022.

APPENDIX III: PATRON SEGMENTATION BY CONSUMER GROUP

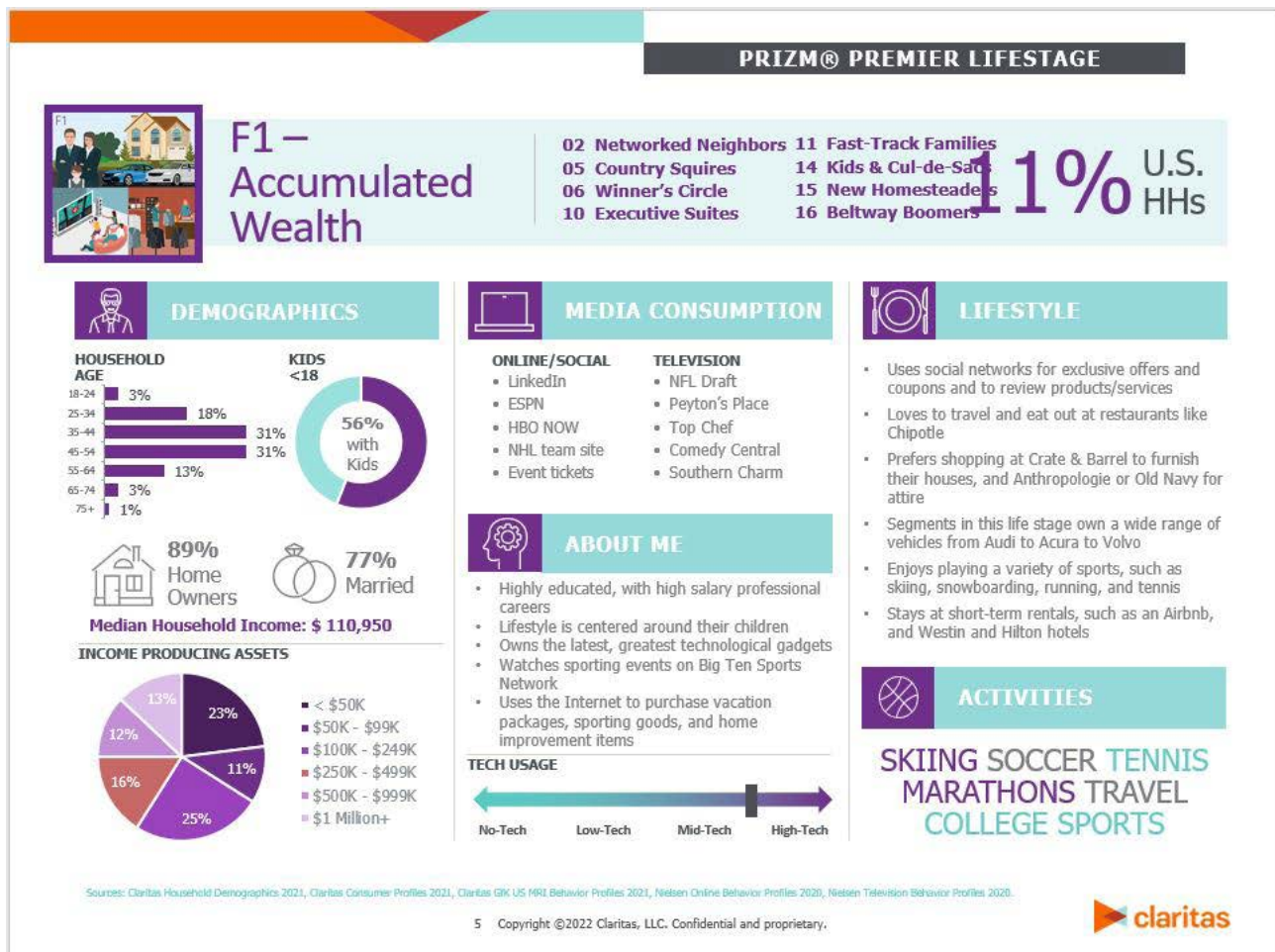
Data from the LibraryIQ analytics platform provides insight into Siouxland Libraries patron needs and interests. The chart below includes information about Siouxland Libraries patrons who checked out physical materials during 2021. Anonymized patron information was mapped to Claritas® consumer information to provide deep understanding of patron needs and interests by household. This data will assist Siouxland Libraries in allocating budget for resources, services and collection development. A deep understanding of demographics, lifestyle and behaviors can be used to create effective marketing strategies, engagement efforts, programs and outreach.

Key Takeaways

Segment Name	Household Income	Household Technology	Household Age Range	% of Total Siouxland Households	% of Total Siouxland Households That Are Library Patrons	% of Total Library Print Checkouts
Accumulated Wealth	Upscale	Average to High	35-55	19.41%	24.33%	34.44%
Cautious Couples	Lower Midscale	Low	65+	13.89%	10.80%	10.06%
Conservative Classics	Upscale	Low to Average	55+	7.76%	8.34%	9.49%
Affluent Empty Nests	Upscale	Average	55+	7.62%	8.60%	9.26%
Young Accumulators	Upper Midscale	Average	Age <55	8.05%	8.92%	9.01%
Young Achievers	Lower Income	Average to High	Age <55	17.07%	15.52%	9.97%
Mainstream Families	Upper Midscale	Low to Average	25-50	6.90%	6.69%	5.79%
Midlife Success	Lower Midscale	Low	65+	4.22%	4.28%	4.53%
Striving Singles	Lower Income	Average to High	Age <55	9.65%	8.10%	4.06%
Sustaining Seniors	Downscale	Low	55+	3.95%	3.15%	2.71%
Sustaining Families	Lower Income	Average	Age <55	1.47%	1.26%	0.69%

Accumulated Wealth

- Highest volume of print materials checkouts
- Suburban environment with emphasis on families with children
- Educated parents with high-salary professional careers
- Above average use of technology, great for STEAM related programs and activities



Cautious Couples

- Interest is in DIY, tools and the home
- Prefer to stay in local setting over venturing out
- Retirement phase: lean more toward comfort and casual areas
- Lower-tech; reads the newspaper and favorite genres (crafting, current affairs, cooking)

PRIZM® PREMIER LIFESTAGE



M3 – Cautious Couples

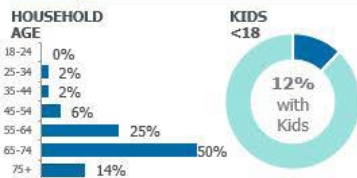
32 Traditional Times
36 Toolbelt Traditionalists
38 Hometown Retired
41 Domestic Duos
43 City Roots

46 Heartlanders
49 American Classics
52 Simple Pleasures
53 Lo-Tech Singles

13% U.S. HHs



DEMOGRAPHICS



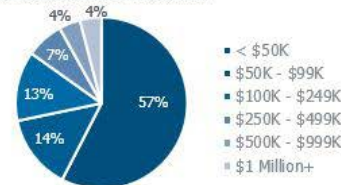
82% Home Owners



53% Married

Median Household Income: \$ 38,795

INCOME PRODUCING ASSETS



MEDIA CONSUMPTION

ONLINE/SOCIAL

- AARP
- Facebook
- Email
- Shopping sites

TELEVISION

- INSP
- Dolly Parton: 50 Year at the Opry
- NASCAR races
- Bonanza
- Walker, Texas Ranger



ABOUT ME

- Typically beginning their empty-nest years
- Maintains easy-going and predictable lifestyles
- Enjoys reading and eating out at restaurants with good values
- Listens to classic country or soft adult contemporary music
- Reads the local newspaper as well as fraternal magazine

TECH USAGE



LIFESTYLE

- Likely to choose a night out over relying on technology to entertain them
- Prefers dining at restaurants like Cracker Barrel or Golden Corral
- Shopping excursions usually include Stein Mart, JC Penney, and Big Lots
- Owns domestic brand vehicles such as Buick, Chevrolet, or Lincoln
- Does not travel often, but when vacationing enjoys going on guided tours and visiting casinos



ACTIVITIES

GOLF FIGURE SKATING
FORMER MILITARY
NASCAR RETIREMENT

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GRI US MRI Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

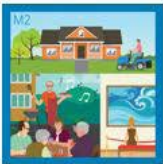
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Conservative Classics

- Partakes in outdoor leisure activities (boating, golf)
- Interest in local events and cultural opportunities
- Typically not up-to-date on latest technology
- Watches live TV and listens to talk/personality radio

PRIZM® PREMIER LIFESTAGE

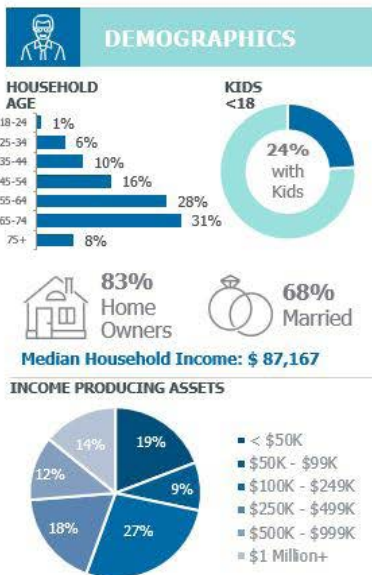


M2 – Conservative Classics

17 Urban Elders
18 Mayberry-ville
19 American Dreams
20 Empty Nests

22 Middleburg Managers
24 Pickup Patriarchs
28 Country Casuals

11% U.S.
HHs



Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GIK US MRI Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Affluent Empty Nest

- Well-educated group with high literacy levels
- Enjoys taking vacations and traveling
- Engaged in community and current events
- Maintains lawn, garden and home's interior style and curb appeal

PRIZM® PREMIER LIFESTAGE

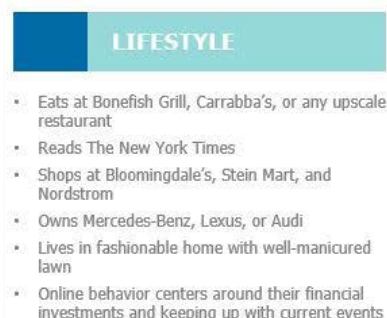
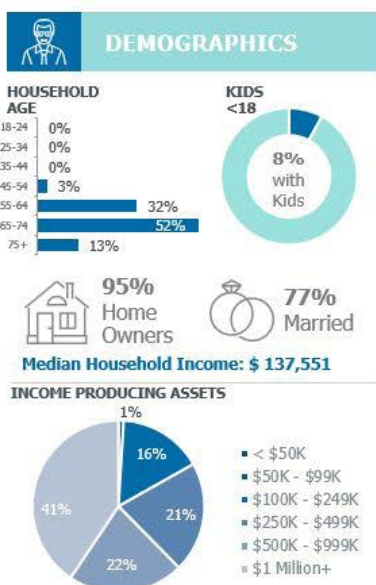


M1 – Affluent Empty Nest

01 Upper Crust
03 Movers & Shakers
07 Money & Brains

08 Gray Power
09 Big Fish, Small Pond
12 Cruisin' to Retirement

9% U.S. HHs



Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GIK US PRIZM Behavior Profiles 2010, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Young Accumulators

- Lives in mid-size homes w/interest in home improvement/projects
- Mix of professional and managerial jobs
- Strong inclination to use the Internet for shopping and researching products, reads book reviews
- Enjoy outdoor activities (hunting, fishing, baseball) and owns bounty of sports equipment

PRIZM® PREMIER LIFESTAGE



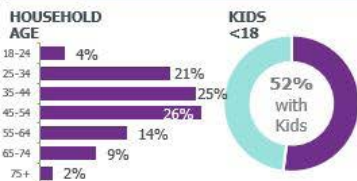
F2 – Young Accumulators

23 Township Travelers 29 White Picket Fences
26 Home Sweet Home 30 Pools & Patios
27 Big Sky Families

8% U.S. HHs



DEMOGRAPHICS



78%
Home Owners



68%
Married

Median Household Income: \$ 78,927

INCOME PRODUCING ASSETS



MEDIA CONSUMPTION

ONLINE/SOCIAL

- Sling TV
- YouTube
- Pinterest
- NASCAR
- RetailMeNot

TELEVISION

- Nick Jr.
- Street Outlaws: Fastest
- Disney Channel
- NFL Network
- Comedy Central



ABOUT ME

- Lives in mid-sized homes and stays busy remodeling and making improvements
- Listens to SEC sports and country radio
- Frequently attends high school sports events
- Adults typically have college educations and work a mix of white-collar managerial and professional jobs

TECH USAGE



LIFESTYLE

- Researches products online and spends over \$2,500 online a year
- Eats at Zaxby's, Sonic, and Hardee's
- Shops at Academy Sports + Outdoors, Sam's Club, and Bass Pro Shops
- Owns RAM vehicles, but also favor GMC and Dodge
- Enjoys outdoor activities such as hunting and owns lots of sporting equipment



ACTIVITIES

**BASEBALL HUNTING
MONSTER JAM PET
OWNER FISHING**

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GRK US PRQ Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Young Achievers

- Ethnically diverse group
- Heavily engaged with technology (streaming, online shopping) and different social media platforms (Youtube, Instagram, etc.)
- Interested in going back-to-school or moving
- Prefer experiences (hiking, travel, theme parks, dining out) over materials

PRIZM® PREMIER LIFESTAGE

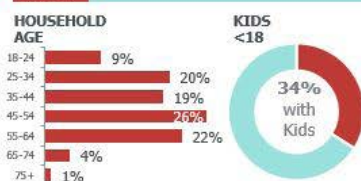


Y2 – Young Achievers

40 Aspiring A-Listers 50 Metro Grads
47 Striving Selfies 54 Struggling Single
48 Generation Web

7% U.S. HHs

DEMOGRAPHICS



Median Household Income: \$ 24,813

INCOME PRODUCING ASSETS



MEDIA CONSUMPTION

ONLINE/SOCIAL

- YouTube
- Hulu
- Snapchat
- CareerBuilder
- Monster.com

TELEVISION

- Basketball Wives
- Love & Hip Hop Atlanta
- Video Music Awards
- Black Ink Crew
- BET Awards

ABOUT ME

- Enjoys sporting events, such as WWE, Mexican league soccer, and Monster Jam
- Looking for a new job, and often attends job and recruitment fairs
- Heavy focus on maintaining their social lives
- Interested in moving or going back to school in the next year
- Ethnically diverse

TECH USAGE



LIFESTYLE

- Spends 10+ hours a week streaming video online
- Spends heavily on name brand materials and dining out, but eats at fast food restaurants frequently
- Shops at Burlington, Ross Dress for Less, and Family Dollar
- Owns vehicles made by Nissan and Hyundai
- Planning vacations centering on hiking, spa activities, and theme parks
- Listens to Mexican Regional, Spanish Tropical, and Spanish Adult Hits

ACTIVITIES

WWE BACK TO SCHOOL
MONSTER TRUCKS
ESPORTS JOB FAIRS

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GIK MRI Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Mainstream Families

- Partakes in outdoor-related vacations
- Heavy focus on children and family-friendly activities
- Emphasis on maintaining active family lifestyle, promote sports and love of the outdoors
- Interested in social networking and online gaming

PRIZM® PREMIER LIFESTAGE

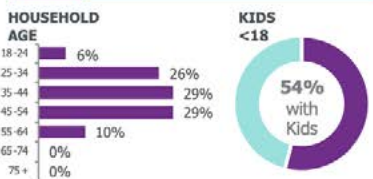


F3 – Mainstream Families

33 Second City Startups 44 Country Strong
37 Bright Lights, Lil City 51 Campers & Camo
39 Kid Country, USA

9% U.S.
HHs

DEMOGRAPHICS



Median Household Income: \$ 64,991

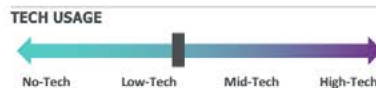


MEDIA CONSUMPTION

- ONLINE/SOCIAL**
- Snapchat
 - Crunchyroll
 - Reddit
 - UFC
 - Monster.com
- TELEVISION**
- Ax Men
 - Street Outlaws: Fastest
 - WWE Smackdown
 - Disney Channel
 - The Substitute

ABOUT ME

- Looks for deals when shopping online or in-person
- Raises their families in small-town settings
- Plans to get married or have child in next year
- Maintain lifestyles befitting large families and buy groceries in bulk
- Listens to high school sports and Active Rock on the radio



LIFESTYLE

- Uses social networks to play games but despite their age, they are somewhat low in their tech use
- Eats at fast food chains like Zaxby's, Hardee's, and Dairy Queen
- Shops primarily at Academy Sports + Outdoors, GameStop, and Dollar General
- Typically owns a Dodge, GMC, or Chevrolet
- Travels to theme parks and enjoys both mountain and adventure vacations

ACTIVITIES

**MONSTER JAM FISHING
HUNTING PET OWNER
BACK TO SCHOOL**

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GfK US PRQ Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Midlife Success

- Children-oriented families require wide selection of children's material
- Interested in travel and outdoor activities/sports
- Engaged in technology and its many offerings
- Interest in adult fiction and nonfiction

PRIZM® PREMIER LIFESTAGE



Y1 – Midlife Success

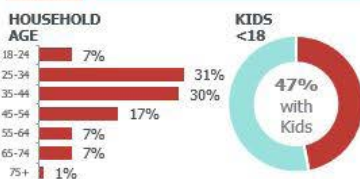
04 Young Digerati
13 Upward Bound
21 The Cosmopolitans
25 Up-and-Comers

31 Connected Bohemians
34 Young and Influential
35 Urban Achievers

9% U.S. HHs



DEMOGRAPHICS



59% Home Owners



55% Married

Median Household Income: \$ 73,911

INCOME PRODUCING ASSETS



MEDIA CONSUMPTION

ONLINE/SOCIAL

- Yelp
- HBO Now
- Meetup.com
- NBA League Pass
- LinkedIn

TELEVISION

- US Open Tennis
- Video Music Awards
- Southern Charm
- Top Chef
- Shaws of Sunset



ABOUT ME

- Researches travel plans online
- Likely to move or change address in next year
- Streams music via Spotify, Stitcher, and TuneIn
- Listens to Alternative music, as well as Rhythmic Adult Contemporary and Spanish Contemporary

TECH USAGE



LIFESTYLE

- Eats at Chipotle, California Pizza Kitchen and organic/health food restaurants
- Shops online and in-store at men's and women's retailers, like Bloomingdale's, Nordstrom and Crate & Barrel
- Owns luxury vehicles like an Audi, BMW, or Acura
- Participates in skiing and snowboarding, while also enjoying tennis and yoga
- Enjoys traveling extensively to locations such as Los Angeles, New York City, and Europe



ACTIVITIES

TRAVEL ORGANIC FOOD
YOGA NBA SKIING
TENNIS MARATHONS

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GIK US PR3 Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Striving Singles

- High percentage of households that check out print materials
- Actively use social media and on the hunt to find a new job and/or go back to school
- Interest in fiction, mysteries, thrillers, YA and graphic novels
- More focused on print material over ematerial

PRIZM® PREMIER LIFESTAGE



Y3 – Striving Singles

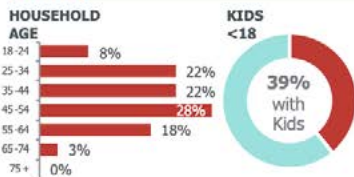
55 Red, White & Blue
59 New Melting Pot
60 Small-Town Collegiates
63 Low-Rise Living

64 Family Thrifts
65 Young & Rustic
66 New Beginnings

10% U.S. HHs



DEMOGRAPHICS



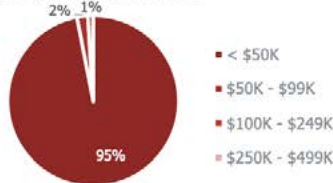
20% Home Owners



25% Married

Median Household Income: \$ 21,870

INCOME PRODUCING ASSETS



MEDIA CONSUMPTION

ONLINE/SOCIAL

- YouTube
- CareerBuilder
- Facebook
- WWE.com
- Coupons.com

TELEVISION

- The New Edition Story
- Love & Hip Hop Atlanta
- Basketball Wives
- BET
- Black Ink Crew



ABOUT ME

- Works entry-level service jobs and uses CareerBuilder.com to search for new jobs
- Relies on public transportation
- Enjoys Monster Jam, NBA Gatorade League, and WWE
- Listens to Gospel and Urban Contemporary
- Stays at budget motels like Super 8 or Motel 6

TECH USAGE



LIFESTYLE

- Spends over 25 hours a week on social networking sites
- Eats at low budget fast food restaurants, like Hardee's, Church's Chicken, and Chuck E Cheese
- Prefers shopping at Family Dollar, GameStop, and Burlington
- Typically owns a Dodge, Buick, or GMC
- Does not travel often, but when they do, they stay at economically-sound motels like Motel 6



ACTIVITIES

**WEDDING PLANNING
MONSTER TRUCKS BACK
TO SCHOOL ESPORTS**

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GFK US PRQ Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Sustaining Seniors

- Very low Internet and tech usage
- Lives a peaceful, classic small-town life with love of all things local
- Retired and rarely travels due to leaner lifestyle
- Social life revolves around veteran's clubs, fraternal organizations and other local groups

PRIZM® PREMIER LIFESTAGE



M4 – Sustaining Seniors

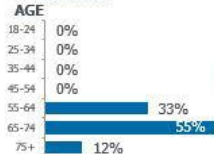
57 Back Country Folks
58 Golden Ponds
62 Crossroad Villagers
67 Park Bench Seniors

7% U.S. HHs

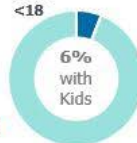


DEMOGRAPHICS

HOUSEHOLD AGE



KIDS <18



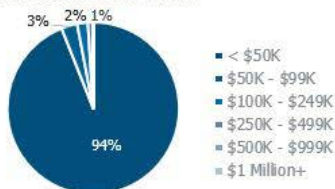
53% Home Owners



30% Married

Median Household Income: \$ 22,835

INCOME PRODUCING ASSETS



MEDIA CONSUMPTION

ONLINE/SOCIAL

- Little to no Internet usage
- Facebook
- AARP
- Email

TELEVISION

- INSP
- Branded 1
- Gunsmoke
- Bonanza
- The Weather Channel



ABOUT ME

- Lives a classic, small-town lifestyle
- High school educated with downscale incomes
- Social life often revolves around activities at veterans' clubs and fraternal organizations
- Daily life consists of sedentary activities, like reading, watching TV and crafting
- Listens to gospel and classic country

TECH USAGE



LIFESTYLE

- Internet usage is very low, but when they do browse, it is focused on health-related websites and crafting inspiration
- Often eats at restaurants where you can get a lot of food for a good price, like Hardee's or Golden Corral
- Does not shop often, but when they do it is often at stores such as Dollar General
- Tends to own a Buick, GMC, or Chevrolet
- Due to a low income, these seniors rarely travel



ACTIVITIES

NASCAR BULL RIDING
FIGURE SKATING
RETIREMENT SEWING
FORMER MILITARY

Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GIK US PR3 Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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Sustaining Families

- Segment with the lowest number of library checkouts and least amount of households in Siouxland service area
- Group lives in multi-generation households
- Uses job-seeking websites and weighs back to school possibilities
- Opportunities for outreach to this group as well as evaluation of current targeted services

PRIZM® PREMIER LIFESTAGE

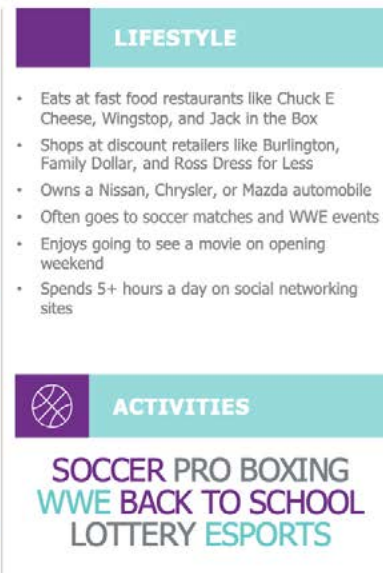
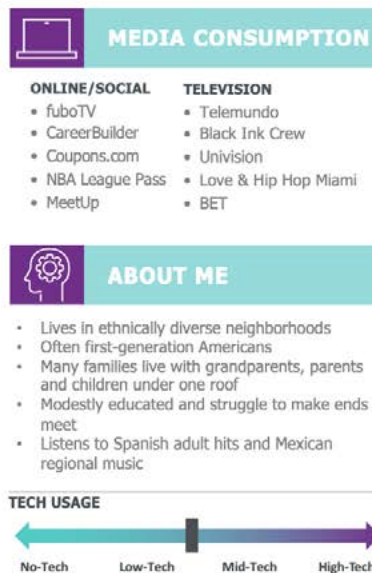
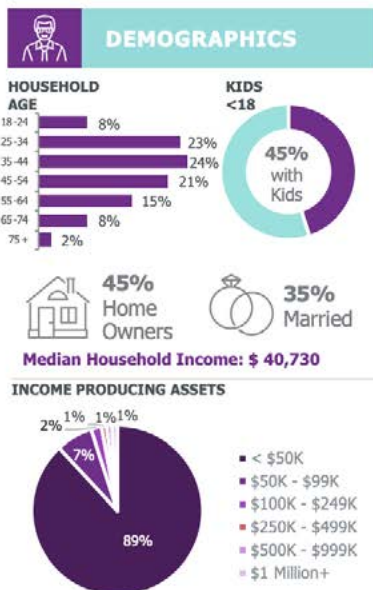


F4 – Sustaining Families

42 Multi-Culti Mosaic
45 Urban Modern Mix
56 Multi-Culti Families

61 Second City Generations
68 Bedrock America

7% U.S. HHs



Sources: Claritas Household Demographics 2021, Claritas Consumer Profiles 2021, Claritas GRK US PRK Behavior Profiles 2021, Nielsen Online Behavior Profiles 2020, Nielsen Television Behavior Profiles 2020.

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LIBRARY STRATEGIES

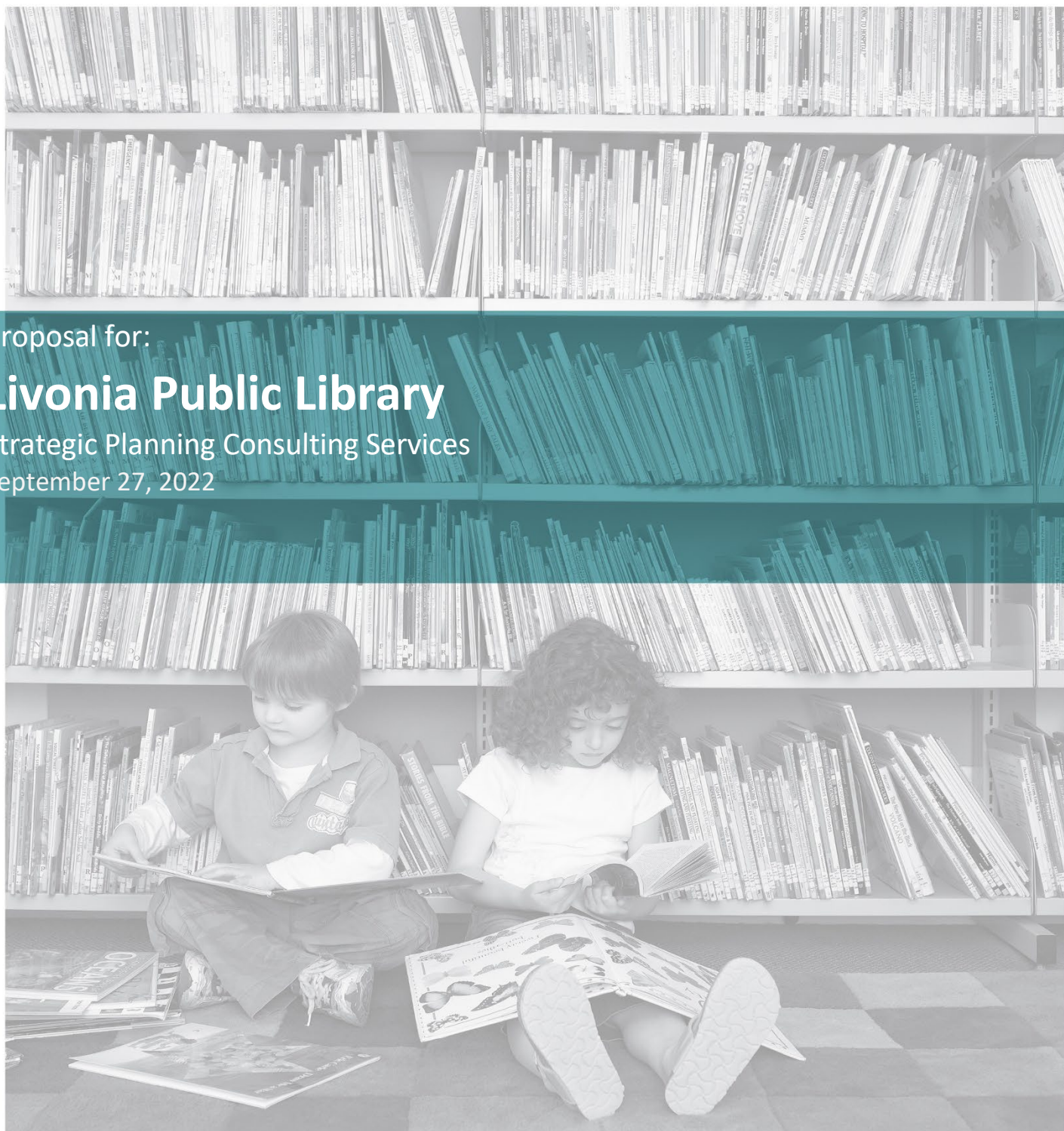


Proposal for:

Livonia Public Library

Strategic Planning Consulting Services

September 27, 2022



LETTER OF INTRODUCTION

Enna Bachelor
City of Livonia, Michigan
33000 Civic Center Drive
Livonia, Michigan 48154

Ms. Bachelor,

Library Strategies is pleased to submit the following proposal to facilitate Livonia Public Library's strategic planning process.

As demonstrated by this proposal, Library Strategies offers unique insights and specialization to support the Livonia Public Library for its strategic planning goals. Our team includes distinguished members of the library community, ready to apply their knowledge and experience to guiding the staff, board, and township and other stakeholders in developing an actionable strategic plan for the Library.

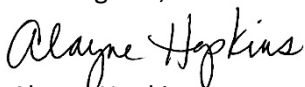
Library Strategies Consulting Group
1080 Montreal Avenue, Suite 2
Saint Paul, MN 55116

Primary Contact & Authorized Agent:

Alayne Hopkins
Director of Programs & Services
(651) 366-6488
(651) 222-1988 fax
alayne@thefriends.org

We look forward to the opportunity to work with the City of Livonia and the Livonia Public Library team and stakeholders. Thank you for your consideration of our attached proposal.

Best regards,


Alayne Hopkins

EXECUTIVE SUMMARY

Livonia Public Library (LPL) is a valued public resource for city residents, with robust programming and a history of responsiveness to the needs of the community. As the Library looks ahead to strategic planning, there is a strong interest to incorporate the diverse and varied voices of the



Livonia community: Library users, non-users, and stakeholders including board, Friends and staff. This intentionally inclusive approach will strengthen the Library's position as an integral resource that provides meaningful services reflective of the needs of its service area.

The past three years have seen much change for libraries and communities around the country, and in Livonia, as well. The combined desire to ensure LPL's services are meeting the needs of all City residents, answer questions surrounding the best use of facilities, including the fate of the Alfred Noble Branch, as well as look to what partnerships, technologies, and messaging will position the Library for the future, means now is an opportune time for the Livonia Public Library to establish a comprehensive strategic plan. As outlined in our proposed Methodology, Library Strategies utilizes a number of unique tools to engage and incorporate inputs from a wide range of internal and external stakeholders. This multi-pronged approach allows us to articulate a vision and goals for LPL that will complement and support your mission and values.

We propose a broad-based and rigorous strategic planning process that effectively incorporates multiple community input opportunities with a scope to include facilities, services, collections, programs, and operations. Community engagement activities include surveys, one-on-one interviews, focus groups and/or a community retreat, designed to hear and incorporate the diverse voices and visions of the community. At the conclusion of the strategic planning process, we believe the resulting strategic plan can set the Library on course to continue its responsiveness to varied community interests, and build a dynamic future for the Library and community.

Library Strategies believes that our team is well matched to partner with Livonia Public Library stakeholders on the design of the Library's next strategic plan. Library Strategies is mission-driven in our work to provide unique services that facilitate libraries and library support organizations to strengthen their position and effectiveness in their communities.

ABOUT US: QUALIFICATIONS & EXPERIENCE

Library Strategies is a consulting group of The Friends of the Saint Paul Public Library – the foundation of the Saint Paul (Minnesota) Public Library system. We are the *only* consulting group in the country based *inside of* a library support organization. Moreover, our consultants are leaders in the national library community, and outstanding professionals in allied fields, who each offer decades of expertise and a wide range of practical skills.



We offer a unique set of services designed specifically to strengthen libraries and their communities. These services include:

- Strategic Planning (using our Rapid Results Planning™ model)
- Facilities and Space Planning
- Feasibility Studies + Capital Campaign Counsel
- Staff Planning
- Friends and Foundation Assessments/Plans
- Library Operations Audits
- Fundraising and Advocacy Training
- Board and Staff Leadership Training

The Friends of the Saint Paul Public Library formally established Library Strategies in 2006, to provide insights and hands-on assistance *solely* to libraries and library support institutions. Our teams have partnered with organizations in 34 states, Eastern Europe, and the Middle East. Clients range from small libraries in rural Tennessee and Wisconsin, to national bodies like the American Library Association (ALA) and Council of State Library Agencies (COSLA), to public libraries in places as far afield as Romania and Saudi Arabia.

We pride ourselves on innovation. In recent years, Library Strategies developed a comprehensive “capacity building” training program for small and rural libraries in Wisconsin, Minnesota, and North Dakota. We’ve also designed a replicable, scalable “train-the-trainer” program built upon our Rapid Results Planning™ process, which has been rolled out to library directors throughout Georgia, South Carolina and southeast Florida. Our team also proudly designed, structured, and implemented an exciting and first-of-its-kind children’s “One Read” program for the State of Minnesota. In 2013, Library Strategies

published, *Beyond Book Sales: A Comprehensive Guide to Library Fundraising* (American Library Association Press).

Our Mission and Values

Libraries are vital centers for community connection, collaboration, and inspiration. But libraries must continually hone their skills and adapt to a changing society to thrive. Library Strategies exists to cultivate your potential – so that you can better serve and strengthen your community over the long haul.

We strengthen communities, one library at a time.

- **We believe in libraries. We get libraries.** We're a nonprofit housed within a library foundation. We understand library missions because they are *our* mission. We also understand the challenges libraries and library organizations face. We bring this passion and library-focused knowledge and experience, and tailor it to achieve your goals.
- **We help you serve your community by *engaging your community*.** We enlist individuals representing a wide swathe of your community, to get to know their aspirations and help them understand (and you to articulate) how libraries can help people achieve those goals.
- **We bring a “comprehensive perspective” to your project.** Whether you're looking for fundraising, marketing, strategic planning, advocacy, or other guidance, we approach your project in the whole context of you: your current capacity, your future goals, and your desired influence on your community.
- **We turn big ideas into practical insights that help you create meaningful change.** We lead national conversations about the future of libraries, but more importantly, we've developed unique tools and action plans that equip your organization for tomorrow.
- **We are your ally.** We connect with your key stakeholders to engage them in the process, help them adapt to change, and empower them to be advocates for your plan, so that the results are meaningful and sustainable after we leave.

In short, we are passionate about helping clients deliver on their missions and achieve their visions for increased community impact. You will find our team smart, experienced, creative, passionate, and dedicated to libraries.

Library Strategies' Commitment to Diversity, Equity, and Inclusion

Library Strategies, as part of The Friends of the Saint Paul Public Library, is committed to embracing diversity, becoming more inclusive, and producing more equitable outcomes through our work. We have immersed ourselves in ongoing learning and sharing activities related to building our team and individual strengths for diversity, equity, and inclusion. For example, we have partnered with consultants to conduct a thorough audit of our organizational practices and create an action plan for growth. Our teams have been participating in all-staff training sessions with DEI professionals, journal club style discussions, and creating space for one-on-one and small group discussions. Our goals include continuous attention to, and growth towards, being an equitable and inclusive organization, and incorporating organizational and individual values for diversity, equity, and inclusion into our day-to-day work with each other, our partners, and our clients.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/27/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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INSURED The Friends of the Saint Paul Public Library dba: Library Strageries Consulting Group & The Minnesota Center of the Book 1080 Montreal Avenue Suite 2 Saint Paul MN 55116	INSURER(S) AFFORDING COVERAGE INSURER A: Citizens Insurance Company of America INSURER B: Federal Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES**CERTIFICATE NUMBER:** CL2292717347**REVISION NUMBER:**

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A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			OBXD624281	03/02/2022	03/02/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			OBXD624281	03/02/2022	03/02/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB DED ☒ RETENTION \$ 5,000			OBXD624281	03/02/2022	03/02/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☐	N / A	WBX8966525	03/02/2022	03/02/2023	☒ PER STATUTE E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liability (Claims Made)			82558738	03/02/2022	03/02/2023	\$2,000,000 Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**Livonia Public Library
32777 Five Mile Rd

Livonia

MI 48154

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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FORM OF PROPOSAL **LIBRARY STRATEGIC PLAN**

Bid of Library Strategies, a consulting group of The Friends of the Saint Paul Public Library, hereinafter called Bidder, organized and existing under the laws of or a resident of the State of Michigan, doing business

as a corporation*.

* Insert as applicable: "a corporation", "a partnership" or "an individual"

TO THE CITY OF LIVONIA, MICHIGAN, hereinafter called OWNER:

The undersigned as Bidder hereby declares: that this Bid is made in good faith without fraud or collusion with any person or persons bidding on the same Contract; that the Bidder has read and examined the Notice to Bidders, Instructions to Bidders, Bid, General Conditions, Supplementary Conditions, Agreement, Forms of Proposal, Bond, Specifications and Drawings, as prepared by the City of Livonia, and understands all of the same; that the Bidder or its representative has made personal investigation at the site and has become fully familiar with regard to the conditions to be met in the execution of this Contract*, and the undersigned proposes to furnish all labor, materials, tools, power, transportation, and construction equipment necessary for the construction of the Project and performing related work in full accordance with the aforesaid Contract Documents, including any and all Addenda officially issued, their receipt of which is hereby acknowledged:

Addendum No.

Addendum Date

The work may be awarded per item.

Item No.	Item Description	Complete for the Sum of:
1	Five-year strategic plan for the City of Livonia Library	\$ 26,100*

FEE SCHEDULE

ROLE	DUTIES PERFORMED	HOURLY RATE
Consultant team	Planning committee meeting and facilities tour, 1.5 days	\$225 per hour/\$1800 day= \$2700
Consultant team	Data collection and review, 1 day	\$225 per hour/\$1800 day= \$1800
Consultant team	Create, post and manage online English-language surveys, 1.5 days	\$225 per hour/\$1800 day= \$2700
Consultant team	Analyze and draft survey summary reports, 1 day	\$225 per hour/\$1800 day= \$1800
Consultant team	Staff SWOC analysis and write-up, 1 day	\$225 per hour/\$1800 day= \$1800
Consultant team	Conduct 6-8 stakeholder interviews (English language), 2 days	\$225 per hour/\$1800 day= \$3,600
Consultant team	Launch community participants invitation process and session preparations, .5 day	\$225 per hour/\$1800 day= \$900
Consultant team	Facilitate RRP™ Retreat or Focus Groups, 3 days	\$225 per hour/\$1800 day= \$5,400
Consultant team	Draft and finalize Strategic Plan, 2.5 days	\$225 per hour/\$1800 day= \$4,500
Consultant team	Dashboard measurement tool, .5 day	\$225 per hour/\$1800 day= \$900
	*this total does not include optional items listed on project budget page	

*This requirement does not seem applicable to the bidding for strategic planning services and while all else in this paragraph applies, Library Strategies has not made personal investigation of the facilities of the Livonia Public Library. Alayne Hopkins, Sr. Director of Programs & Services, 9.27.22

In submitting this sealed bid, it is understood that the City of Livonia reserves the right to reject or accept any or all proposals in whole or in part and waive any irregularities and informalities therein. It is agreed that this bid may not be withdrawn for 120 days from the opening thereof.

Number of days it will take to complete the project upon being given notice to proceed
180 **DAYS**

The contractor and their sub-contractors agree that they will not discriminate against any employee or applicant for employment, to be employed in the performance of this contract with respect to their hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of their sex or age, except when based on a bona fide occupational qualification, or because of their race, color, religion, national origin or ancestry. (Act 453 P.A. 1976 As Amended) The contractor further agrees that they will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to age, sex, race, creed, color or national origin. Breach of this contract may be regarded as a material breach of contract.

Bidder will identify business entity as individual, or if doing business under assumed name, indicate assumed name, partnership, (naming partners), corporation, foreign or domestic (naming principal officers), and indicate official capacity of person executing proposal and bid.

Date September 27, 2022 Firm Name Library Strategies
(If corporation, partnership, or assumed name)

Address 1080 Montreal Ave., Ste. 2 Signature Alayne Hopkins
(Person executing bid and official capacity)

Print Name Alayne Hopkins

City Saint Paul State MN Zip Code 55116

Email librarystrategiesconsulting@thefriends.org

Phone 651-366-6488 FAX 651-222-1988

Beth Burns, President (The Friends of the Saint Paul Public Library)
(Names of Principal Officers and designate official capacity) (If partnership or assumed name, indicate names of owners)

CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE SHOULD BE DIRECTED:

NAME: Alayne Hopkins TITLE: Senior Director of Programs & Services

PHONE: 651-366-6488

EMAIL: alayne@thefriends.org

To be considered for this project, the following forms must be uploaded to the MITN website (www.mitn.info) in a PDF format. Proposal responses shall include in the following order:

LIBRARY STRATEGIC PLAN **REFERENCE FORM**

COMPANY NAME: Library Strategies

Reference Company Name: Wilsonville Public Library	
City/State: Wilsonville, OR	
Summary of Work Performed: Library Strategies facilitated the Wilsonville Public Library's strategic planning process during 2020-2021. The delivery of our RRP™ process was a hybrid project, with some of the work being completed virtually during the Covid-19 pandemic.	
Dates of Work: 2020-2021	
Company Contact Person: Shasta Sasser	Title: Interim Director
Phone Number: 503-570-1590	Email: sasser@wilsonvillelibrary.org

Reference Company Name: Community Library Network	
City/State: Post Falls, ID	
Summary of Work Performed: Library Strategies provided the Community Library Network with a comprehensive Strategic Planning RRP™ process in 2022 to help the Library maintain direction and focus during its upcoming service growth initiatives and building projects. Services included staff and community surveys, stakeholder interviews, and a community retreat. Particular attention was paid to both individual library needs and the overarching goals for the Network.	
Dates of Work: 2022	
Company Contact Person: Amy Rodda	Title: Director
Phone Number: 208-773-1506, ext. 315	Email: amyr@communitylibrary.net

Reference Company Name: Loudoun County Public Library	
City/State: Leesburg, VA	
Summary of Work Performed: Loudoun County Public Library engaged Library Strategies for strategic planning in 2019. The planning process for the Library included staff and community surveys, a community retreat, and coordinated discussions to identify six Strategic Goals with an Implementation Plan. As a part of the project, Library Strategies also conducted a Staffing Assessment for LCPL.	
Dates of Work: 2019	
Company Contact Person: Chang Liu	Title: Director
Phone Number: 703-771-5235	Email: chang.liu@loudoun.gov

**STATEMENT OF QUALIFICATIONS
LIBRARY STRATEGIC PLAN**

Respondents must answer all questions. If more space is needed to complete a question, attach a separate sheet.

Company Name: Library Strategies

Address 1080 Montreal Avenue, Ste. 2, Saint Paul, MN 55116

Contact Person: Alayne Hopkins Title Senior Director of Programs & Services

Phone No. 651-366-6488 Email alayne@thefriends.org

1. Number of years operating under you present name: 16
2. Number of years present owners have owned the company: 16
3. How many years of experience does your company have providing the services specified in the bid documents? 16 years
4. List municipalities/public libraries who the bidder has serviced in the past five (5) years to present:

Name of Municipality	Term of Service
Muskegon Area District Library, Michigan	Strategic Planning, 2021
Arlington Libraries, Massachusetts	Strategic Planning, 2021
Dubuque County Library District, Iowa	Strategic Planning, 2020-21
Kitchigami Regional Library System, Minnesota	Strategic Planning, 2020-2021
Jackson County Library District, Oregon	Strategic Planning, 2021-2022

5. General nature of work performed by your company:
Consulting work in strategic planning, fundraising, Friends/Foundations, and board leadership and training for libraries and library support organizations across the country.

6. Have you performed work for the City of Livonia in the last ten (10) years? If so, please specify:

Year of Service	Department Served	Description of Services Provided
n/a		

7. List the members of the team who will oversee the contract and the roles they will perform.

Name	Title	Role	Years of Experience
Cathi Alloway	Consultant	Lead consultant, overseeing project	30 yrs
Cindy Fesemyer	Consultant	Supporting consultant, community engagement	10 yrs
Kathy Dempsey	Consultant	Supporting consultant, community engagement	15 yrs
David Katz	Project Manager		8 yrs

8. What challenges to you foresee?

Engaging non-users of the library in community engagement activities is always a challenge. Finding a feasible solution for the currently shuttered branch is also a consideration and potential challenge.

9. What is included in your base price for services? What services will incur additional fees:

Background research, community and staff surveys- English language, 6-8 stakeholder interviews, community retreat, strategic plan and dashboard; additional services: extra interviews, translated surveys, extra focus groups, implementation planning.

COMPANY NAME: Library Strategies

PROPOSED PROCESS: Work Plan and Scope of Work

If selected by the City of Livonia and Livonia Civic Center Library, the Library Strategies team will employ a four-phase process that builds upon itself – moving from data gathering and organizational assessment, to staff and board input, to community engagement and planning. Rapid Results Planning™ is tailored to yield maximum community input yet focused results, all on an aggressive timetable, typically 4-6 months from initiation to completion.

Methodology and Tasks

Phase 1: Preparation, Data Analysis & Benchmarking

Strategic Planning Committee Meeting

Library Strategies recommends forming a Strategic Planning Steering Committee at the outset, if one has not already been organized. This committee will oversee the process; provide local context and insights; identify key leaders and influencers; and help ensure the final plan is inclusive and comprehensive. We recommend the Planning Committee be comprised of 8-12 members from the following individuals:

- Library Director, and one or two other lead staff
- One or two Board of Trustees members
- Friends leadership
- City government representatives as deemed appropriate
- Community leaders representing at least two of the following:
 - Business
 - Philanthropy
 - Education (Livonia Public Schools)
 - Arts & Culture

In brief, the role of the Strategic Planning Committee is to:

- Provide critical information on the Library and Livonia service area;
- Identify key stakeholders to engage in the process;
- Assist with invitations/logistics for community engagement activities;

- Approve and oversee the work plan and timeline; and
- Review drafts of the strategic plan.

The initial meeting of the Planning Committee with Library Strategies will address the following agenda items:

- Clarify roles/responsibilities for data gathering, reporting, logistics, etc. Agree on the process and steps of the planning process, including expectations for timing of deliverables.
- Identify critical documents and data to inform the planning process (library usage data, demographic projections, relevant local government documents, etc.).
- Establish initial focus areas for community input. These could include staffing models, specific communities, technology infrastructure, operational considerations (such as hours of operation), alternative models for library service delivery, etc.
- Identify individuals who will be invited to participate in the community engagement phase, with careful attention given to including a broad representation of residents – both library users and non-users.

Depending on library and community preferences, Phase 3 Community Engagement will include an in-person Community Retreat or a series of virtual Community Focus Groups.

Community and Library Assessment

Library Strategies will conduct a data audit and assessment of the current Livonia Civic Center Library service area demographics, reports, library services, and resources. This audit will review:

- Census data + trends for White Lake Township Library, including:
 - ✓ Age distribution / Household status
 - ✓ Race and Ethnic background / Special populations
 - ✓ Income / Education
 - ✓ Population/ Geographic distribution
 - ✓ Economic development projections
- Library data (including branch by branch breakdowns, if applicable/available):
 - ✓ Circulation numbers and trends for the past 3-5 years
 - ✓ Library visits / programming attendance

- ✓ Technology access and usage
- ✓ Community outreach efforts
- ✓ Budget and financial sources
- ✓ Staffing patterns
- ✓ Board of Trustees structure and governance
- ✓ Friends/Foundation fundraising model / patterns
- ✓ Public relations and marketing

As part of the initial visit, a lead Library Strategies consultant will visit the Livonia Civic Center Library facilities. (The facilities visit may also be combined with in-person community engagement activities.)

Peer Analysis and Benchmarking

With input from the Library, the Library Strategies consultants will select 2-3 peer libraries to benchmark. Peers will be identified based on similar community size, community environmental distinctions, library size (staff, collections, usage), etc. Key areas of interest to Livonia Civic Center Library for benchmarking are likely to include budgets, funding sources and amounts, staff and volunteer workers, impact of Friends or Foundation, facilities, outreach services, collections and resources; specific benchmark targets will be agreed between the Library and the Library Strategies consultants to assure appropriate scope of this activity.

Phase 2: Stakeholder Input

Community Survey

Library Strategies consultants will design and administer a community survey. This tool will probe the interests and needs of the Library service area. Issues to be explored, both quantitatively and qualitatively, may include (but are not limited to):

- Awareness and perception of the Library;
- Satisfaction with Library services;
- Barriers to using the Library and its services;
- Facilities and diversity concerns;
- Opportunities for outreach;
- Future directions for the Library to best meet needs and expectations.

Our consultants will present a draft survey to Library leadership and make final revisions as necessary. If it is determined to be beneficial during the preliminary Steering Committee meetings, the online survey form may be translated to facilitate feedback from non-English speaking residents, at an additional cost as outlined in the Project Budget. The survey will be posted online using SurveyMonkey. If desired, Library Strategies will also format the questionnaire for print; the Library will be responsible for converting print survey responses to an appropriate electronic format. Library Strategies will assist in identifying the best outlets and a promotion strategy to encourage broad-based participation in the survey (online and physical outlets such as local media, churches, schools, businesses, municipalities and townships, partnership organizations, etc.).

All Staff Survey

An online staff survey will be designed to elicit information from *all* staff concerning library operations, programs, services, communication, aspirations and overall morale. The responses to this survey will also be collected via SurveyMonkey. A summary of the responses, as well as the raw data, will be made available to Library leadership. However, respondents will be ensured anonymity to encourage candor and a high response rate.

Staff SWOC Analysis

Library Strategies consultants will convene a SWOC analysis (Strengths, Weaknesses, Opportunities and Challenges) session with select staff members. This session provides an opportunity for internal stakeholders to express their insights and concerns in a collaborative session, and typically yield insights that complement and build upon the staff survey.

One-on-One Interviews

In preparation for Phase 3, Library Strategies consultants will conduct 6-8 confidential phone interviews with key informants: long-serving Library trustees, Council members, lead government officials, key community leaders, and similar stakeholders.

The list of interviewees will be developed in consultation with the Library Director and Steering Committee. Ordinarily, questions focus on interviewees' perceptions of their community's most salient needs; what the Library can do (and is not already doing) to address them; and key challenges the Library is facing in its mission to enhance residents' quality of life.

Phase 3: Community Engagement

Depending on preferences for the Library and community, Phase 3 Community Engagement will include an in-person Community Retreat, a series of virtual or in-person Community Focus Groups, or a combination designed to maximize opportunities for community members to participate. Library Strategies' initial recommendation is to conduct a community retreat or a series of three focus groups (in-person or virtual) to encourage participation from a wide range of individuals; this recommendation is flexible and can be adjusted to meet the needs and preferences of the Library.

The Steering Committee should be prepared to help develop the invitation list – usually twice as many people as you realistically expect to attend – and then personally invite them by mail, phone or email (with possible follow-up phone calls). See Appendix A for a profile of attendee recommendations. In total, we recommend 45-60 participants for this community engagement phase: In-Person Community Retreat, a series of Virtual or In-Person Focus Groups, or a combination.

In addition to facilitating the development of strategic goals, brainstorming and discussions during the Retreat or Focus Groups may contribute to updating the Mission, Vision, and Values statements for the Library.

In-Person Community Retreat

A day-long Community Retreat has been a cornerstone of Library Strategies' unique Rapid Results Planning™ (RRP™) process. This nimble process has been used to generate strategic plans for library organizations of all sizes across the country. The Retreat gathers a cross-section of users, non-users, diverse populations, and key stakeholders all in one room. By including many participants from all walks of life, the Livonia Civic Center Library gains valuable insights, while securing early buy-in and future advocates for its vision. As highlighted above, the price proposal includes an option to provide translation or interpreter services for the Retreat.

The in-person retreat agenda is frequently structured as follows:

1. **A short presentation by the Director on the current state/activities of the Library.** This gives all participants a common baseline understanding of what the Livonia Civic Center Library currently does – and how.
2. **A short presentation/discussion on regional and national trends.** The Library Strategies team will offer a short primer on “Libraries 101,” with an emphasis on emerging trends in this dynamic

field. Trends reviewed by the consultants might include technology, makerspaces, literacy programs, partnerships, community outreach, removal of barriers to service, etc. The two-fold goal is to offer participants a sense of what might be possible in terms of future directions and encourage them to think broadly about the Library's role in the community.

3. *A large group, "big picture" visioning session (and development of goal areas).*

This part of the retreat invites participants to brainstorm broad, strategic visions for the community and consider the Livonia Civic Center's Library's role as a contributor to residents' quality of life. In anticipation of addressing strategic goals, the group may review and identify potential modifications to the Library's Mission, Vision, and Values to enhance engagement with the strategic goals. Following the Mission, Vision, and Values discussion, this session will shift to discussions about strategic "goal areas" where the Library should concentrate its attentions over the next five years. These areas might pertain to technology, advocacy, marketing and outreach, collection management, workforce development, cooperative opportunities, etc. Specific "goal areas" will be identified through and driven by the multiple community inputs to ensure relevance to the White Lake Township Library.

4. *Small group strategy sessions.* Towards the end of the day, participants will be encouraged to dive deeper by brainstorming specific strategies likely to move the Library closer to its big, overarching goals. The consulting team will mediate these smaller discussions and facilitate a share-out at the end of the Retreat.

Focus Groups (virtual or in-person)

As an alternative to a day-long Community Retreat, Library Strategies has obtained successful results with multiple strategically planned and executed, community focus groups. The process includes representatives for a cross-section of users, non-users, diverse populations, and key stakeholders. Library Strategies and the Planning Committee will discuss options for the composition of the focus group invitees, which may be selected to bring together groups of similar stakeholders or a diversity of stakeholders, to provide optimal synergy in the discussions. Each focus group may include 8-10 participants and lasts 2 hours.

Similar to the Community Retreat format, Community Focus Groups are the culmination of the community engagement activities. Quantitative and qualitative information gleaned through the data

analysis, community survey, and interviews are used to drive the content of the Focus Group discussions. This provides a responsive and localized discussion platform for the Focus Groups.

As a tool to keep the Focus Group on track during the two-hour meeting, the facilitator may share a basic Agenda:

- Introduction to Library Strategies and our role in the process;
- Brief review of the What and Why for this Strategic Planning project;
- Review and group comments related to the Livonia Civic Center Library Mission, Vision, and Values statements
- 3-6 broad goal areas for the group to explore, add onto, modify, and/or discard.
 - Suggested starting goal areas are based on the outcomes of the earlier community engagement activities and defined during the preparation period.

While each of these options is available, what is “best” will be determined in consultation with Library leadership and may include a retreat, virtual focus groups, and/or in-person focus groups.

Phase 4: Crafting Strategic and Implementation Plans

Strategic Plan & Dashboard Tool

Following the Retreat or Focus Groups, Library Strategies consultants will draft a short, concrete Strategic Plan (typically 4 pages) for review by the Steering Committee. Depending on the Library’s needs, the Plan may also include new or revised mission, vision, or values statements.

The Steering Committee will determine whether the goals and strategies in the draft Plan are realistic, given finite resources, timetables, and their own evolving understanding of the community’s needs. Our consultants will then make revisions based on the feedback for final approval.

Ultimately, Livonia Civic Center Library’s planning document will be translated into an easy-to-interpret graphic. This illustrative accompaniment can be presented to the full board of trustees, other governing bodies as applicable, and the community at large. While this piece is typically more than 1 page long, a shorter version can be crafted per Library request.

Library Strategies has found that long-range planning only *truly* works if it becomes a part of regular, daily culture. Therefore, Library Strategies will also provide an easy-to-use dashboard measurement tool

to track the progress of the Strategic Plan over time. We recommend that the board review progress on the Strategic Plan at every regularly scheduled meeting.

Implementation Plan (optional)

In order to move the Plan forward, our process can also include a consultant-facilitated implementation planning step. Using the goals outlined in the approved Strategic Plan, staff collaborate on a detailed operating work or implementation plan to reach the Plan goal, with a primary focus on year 1 objectives.

Hallmarks of an Implementation Plan include:

- Action steps for reaching the strategic goals
- Resources needed (funding, staffing, strategic partners, etc.)
- Responsibility delegation
- Deadlines for task completion
- Outcomes or measures for each strategy

The Implementation Plan is usually an internal working document and *not* approved by the Board. In that way, it remains flexible and most useful to Library administration and staff. This Implementation Plan should become a regular discussion item at staff meetings and updated by the Library staff at least annually.

Library Strategies is pleased to remain in contact with many previous clients. The Library will receive a follow-up evaluation survey, and consultants are available beyond the contracted planning project for any questions from Library leadership. The Library Strategies team will generally follow up after approximately six months have passed into the new strategic plan to check in with Library leadership on how the implementation is progressing.

DELIVERABLES

Library Strategies will provide the following deliverables from the project activities:

- Benchmarking Analysis
- Community Survey Summary Report *(and raw data)*
- Staff Survey Summary Report *(and raw data)*
- Staff SWOC Analysis Write-Up/Notes
- Community Retreat Notes
- Draft and Final Strategic Plan *(including mission and vision statements, if needed)*
- Strategic Plan Tracking Dashboard
- Implementation Plan (optional)

Project Timeline

The tentative timeline presented here is flexible and represents a typical RRP process. The timeline will be adjusted at the initiation of the project to accommodate key stakeholders of the Library and the deadline for approval of the strategic plan.

ACTIVITY	Month 1	Month 2	Month 3	Month 4	Month 5
Phase 1: Preparation, Data Analysis & Benchmarking					
Initial meeting, finalize work plan	X				
Collect Library and other background data	X				
Data analysis, assessment & trending		X			
Phase 2: Stakeholder Input					
Create and publish online community survey and staff survey		X			
<i>(Optional) Translate and publish community survey for non-English language audience</i>		X			
<i>Optional) Translate non-English language survey results for analysis</i>			X		
Synthesize and analyze survey results			X		
Present summary survey report				X	
Staff SWOC Session				X	
One-on-One Interviews				X	

ACTIVITY	Month 1	Month 2	Month 3	Month 4	Month 5
Phase 3: Community Engagement					
Launch retreat or focus group invitation process		X			
Facilitate RRP™ retreat or series of focus groups				X	
Phase 4: Crafting Strategic Plan					
Submit draft Strategic Plan				X	
Revise and present final Strategic Plan					X
Create Dashboard Measurement					X
<i>(Optional) Develop and finalize Implementation Plan</i>					X

EXCLUSIONS/EXCEPTIONS

There are no exclusions or exceptions.

KEY PERSONNEL / PROJECT TEAM

See appendices for consultant vitas.



CATHI ALLOWAY served as Library Director for the Schlow Centre Region Library (PA) and co-Director of the Federation of Centre County Libraries (PA) for ten years. She brings over thirty years' experience in library leadership, plus volunteer leadership positions with professional associations and community organizations. Alloway has written and presented extensively on library management, community

engagement, outreach services, fundraising, and library trustee roles. She is a native of Detroit and graduated from the University of Michigan.



CYNTHIA FESEMYER brings a decade of experience in public libraries following fourteen years managing non-profit organizations. Fesemyer served as a member of the Public Library Association Board (2018-2021) and is currently serving as a Trustee for the Madison (WI) Public Library. Fesemyer participated in ALA's first Library Transforming Communities cohort, honing her skills in community engagement.



KATHY DEMPSEY has been immersed in library marketing since 1994, working as the Editor of *Marketing Library Services*, Author of *The Accidental Library Marketer*, and Founding Chair of the Library Marketing and Communications Conference. She started her own consultancy, Libraries Are Essential, in 2005. Dempsey has published countless articles, and she speaks frequently for state, national, and international audiences.



DAVID KATZ is Programs and Services Manager with Library Strategies. In that capacity, he manages the firm’s special and ongoing projects, as well as its day-to-day administration. He holds an MLIS from the University of Wisconsin – Madison. Katz will contribute remotely to the survey research, drafting of reports, and other data synthesis, as well as assist with overall project management.

This is a tentative assignment of key personnel for the project. Final assignments will be determined based on scheduling for the project activities and availability of individual consultants.

The project team will be assisted by a strong “back room” of staff at The Friends of the Saint Paul Public Library, including two additional consulting staff, and two marketing and design professionals.

PROJECT BUDGET

Library Strategies proposes to provide the below stated services for the following fees. Fees are based on a daily rate of \$1,800 (\$225.00 per hour).

Notes: (1) More than one consultant may be involved at various steps in the process. (2) Library Strategies does not charge for consultant travel time.

CONSULTING ACTIVITY DESCRIPTION	PROPOSAL Consultant Days	OPTIONAL Consultant Days
Phase 1: Preparation and Data Review		
Planning Committee meeting and facilities tour	1.5 day	
Data collection and review	1.0 day	
Phase 2: Stakeholder Input		
Create, post and manage online English-language surveys 1. Staff survey 2. Community survey	1.5 days	
Optional: Translate, post and manage online non-English language community survey		1.0 day per translated survey
Analyze and draft survey summary reports	1.0 day	
Staff SWOC analysis and write-up	1.0 day	
Conduct 6-8 stakeholder interviews (English language)	2.0 days	Additional interviews at 4 per 1.0 day
Optional: Conduct non-English language stakeholder interview(s)		0.5 day per non-English interview
Phase 3: Community Engagement (One full-day in-person Retreat or four 2-hour Virtual Focus Groups)		
Launch community participants invitation process and session preparations	0.5 day	
Facilitate RRP™ Retreat or Focus Groups	3 days	
Optional: Facilitate non-English language Virtual Focus Group		1.0 day per focus group
Phase 4: Strategic Plan		
Draft and finalize Strategic Plan	2.5 days	
Dashboard measurement tool	0.5 day	

Optional: Work with staff to develop Implementation Plan		2.0 days
Consultant days @ \$1,500 per day		
Total Consulting Fees	14.5 consultant days = \$26,100	Optional Services: Additional, as described

TOTAL ESTIMATED FEES WITHOUT OPTIONAL SERVICES (NOT TO EXCEED): \$27,000

The above outline of services and budget are flexible, and the budget would be adjusted based on the actual services needed by the Library. For instance, if the Library recently has conducted its own community or staff survey, those services would be an extraneous and the budget could be modified accordingly. Additionally, if the Library elects to conduct more of the consultant services remotely, travel expenses would correspondingly be reduced.

CONCLUSION

Library Strategies would be pleased to partner with the Livonia Civic Center Library on its upcoming strategic planning process. We believe that our consultants' knowledge and experience with libraries nationwide, and in the region, positions us well to be an asset throughout this key period for the Library.

Thank you for considering this proposal.



Library Strategies
The Friends of the Saint Paul Public Library
1080 Montreal Avenue, Ste. 2
Saint Paul, MN, 55116

Alayne Hopkins
Director, Programs & Services
alayne@thefriends.org
651-366-6488

librarystrategiesconsulting.org

APPENDIX A: RETREAT PARTICIPANTS

Community Engagement, Phase 3, is a cornerstone of the Rapid Results Planning™ process. While the exact composition of the participants group is determined in the process, Library Strategies strongly recommends that the following community audiences are included:

- Lead library staff/staff representatives (3-5)
- Library board/trustees (3-4)
- Municipal/County, or other, public officials (2-3)
- Library Friends leaders (2-3)
- Head or staff from an affiliated regional or system library (1)
- Local school leaders and one or two teachers (2-4)
- Business leaders – from varied businesses or Chamber of Commerce (2-4)
- Representatives from other cultural or arts organizations (2-4)
- Representatives from social service agencies (2-4)
- Other governmental department heads (1-2)
- Religious leaders (1-2)
- Representatives from civic groups, such as Rotary or Kiwanis (1-2)
- Local philanthropic community, such as a community foundation, etc. (1-2)
- Colleges or university leadership – if in the area (1-2)
- Representatives from nearby military bases – if in the area (1-2)
- Local labor leaders (1-2)
- Homeschool community (1-2, if significant users of the Library)
- Include representatives from certain demographics important in the community and to the library (it is likely that there is some duplication from above stakeholders):
 - people from diverse groups in the community with notable populations
 - seniors
 - parents with small children (very good to have attend)
 - teenagers (Youth Council, etc.)
 - 20- and 30-somethings
 - people who are disabled
 - special library user groups
 - GLBTQ community
- Other groups that the planning team identifies as locally important

APPENDIX B: CONSULTANT VITAS

CATHERINE SUYAK ALLOWAY

Areas of Expertise

- Strategic Planning
- Building and Facilities Plans
- Library Management

Experience

2010-2021	Library Director, Schlow Centre Region Library, State College, PA
2010-2021	Co-director, Federation of Centre County Libraries, State College, PA
2002-2010	Public Services Director, Dauphin County Library System, Harrisburg, PA
2000-2002	Instructor, Department of Library Science, Clarion University of Pennsylvania
1994-2002	Director, Hershey Public Library, Hershey, PA
1990-1994	Director, East Shore Area Library, Dauphin County Library System, Harrisburg, PA
1988-1990	Director, Access and Information Services, St. Louis Public Library, St. Louis, MO

Education

Master of Library Science, University of Michigan, 1978

Bachelor of General Studies, University of Michigan, 1977

Professional Affiliations and Honors

Exceptional Service Award, Juniata Chapter, Pennsylvania Library Association, 2016

Graduate, Leadership Centre County, State College, Pennsylvania, 2011

Certificate of Merit, Pennsylvania Library Association, 2003

Graduate, Leadership-Harrisburg Area, 1993

Multiple leadership, committee and task force roles, Pennsylvania Library Association, 1992-present

Vice President, PaLLS Statewide Integrated Library System Consortium, 2011

Multiple committees, Commonwealth Libraries – Pennsylvania (state library), 1991-2003

ALA Leadership Training Committee, American Library Association, 2010-2012

CYNTHIA FESEMYER

Areas of Expertise

- Strategic Planning
- Board Development; Trustee Engagement
- Facilitating Community Engagement

Experience

2015-present	Continuing Education Instructor, University of Wisconsin, Madison
2019-2021	Adult and Community Services Consultant, Wisconsin Department of Public Instruction
2016-2018	Associate Lecturer (LIS), University of Wisconsin, Madison
2016-present	Board of Trustees, Madison (WI) Public Library
2012-2019	Library Director, Columbus (WI) Public Library

Education

MLS, University of Wisconsin, Madison
MA, Literature, and MA, Teaching Writing, Humboldt State University (CA)
BA, English, University of Wisconsin, Madison

Professional Affiliations and Honors

- American Library Association, multiple conference and webinar presentations, 2016-present
- ALA Public Programming Office
 - Libraries Transforming Communities Advisor, 2016-present
 - 21st Century Libraries Advisor for programming competencies, 2020-present
 - Libraries Transforming Communities participant, 2013-2015
- Public Library Association
 - Finance Committee, 2021-present
 - Board member, small/rural, 2019-2021
 - Leadership Academy Fellow
- Ch. 4 *Partnering for Great Impact* and Ch. 5 *Respect and Compromise Aid School-City Partnership* in M. Davis-Fournier (Ed.) *Ask Listen Empower: Grounding Your Library Work in Community Engagement*. Chicago, IL: ALA Publishing, Inc. (2021)
- *Food for Thought: Feeding Mind & Bodies at Public Libraries* in C. Smallwood (Ed.) *Social Justice and Activism in Libraries: Moving Beyond Diversity to Action*. Jefferson, NC: McFarland & Company, Inc. (2019)

KATHY DEMPSEY

Areas of Expertise

- Library Marketing and Communications
- Writing, Editing, Proofreading, Publishing
- Presenting / Training, online and in-person

Experience

2019 – 2021	Marketing Consultant for Koios, a vendor that runs Google Ads for libraries
2005 – present	Founder and Marketing Consultant, Libraries Are Essential, Medford, NJ
1994 – present	Editor, <i>Marketing Library Services</i> newsletter, Medford, NJ
1997 – 2003	U.S. Correspondent, <i>Information World Review</i> news magazine, London, U.K.
1995 – 2007	Editor, <i>Computers in Libraries</i> magazine, Medford, NJ
1994 – 1995, 2008	Editor of library-industry books, Information Today, Inc., Medford, NJ
1993 – 1994	Tech Services Assistant and Circulation Clerk, Handley Public Library, Winchester, VA
1992 – 1994	Information Coordinator for an LSTA project and Library Assistant, Serials Clerk; Smith Library, Shenandoah University, Winchester, VA
1989 – 1992	Assistant / Associate Editor, <i>Publishing and Production Executive</i> magazine, Philadelphia, PA
1986 – 1988	Clerical Assistant for Access Services and Bibliographic Assistant, Ambler Campus Library, Temple University, Ambler, PA

Education

Temple University, Philadelphia: B.A. in Journalism, Minor in English, 1986
University of Toronto through edX: LA101x, Library Advocacy Unshushed (MOOC), Honor Code Certificate, April 2015
Digital Marketing Institute / American Marketing Assn.: Certified Digital Marketing Professional (online course), Credential ID 27641657, January 2021

Professional and Volunteer Leadership

Community Emergency Response Team (CERT): Burlington County, NJ
New Jersey Library Association: Newsletter Editorial Board
Conference Founder and Chair: Library Marketing and Communications Conference
LibraryLinkNJ, The New Jersey Library Cooperative: Executive Board

DAVID KATZ

Areas of Expertise

- Strategic Planning
- Building and Facilities Plans
- Library Management
- Research and Project Management

Experience

2012-present	Programs and Services Manager, Library Strategies, St. Paul, MN <i>Responsibilities include serving as manager of the Minnesota Association of Library Friends, coordinating the metro-wide Club Book author series, co-coordinating the Minnesota Book Awards, and research and project management support for Library Strategies Consulting Group</i>
2011-2017	Research Consultant, Minnesota Historical Society, St. Paul, MN
2012-present	Office Manager, Minnesota Assoc. of Library Friends, St. Paul, MN
2008-2011	Communications Assistant, Schreiber Inc., Green Bay, WI

Education

B.A. (Journalism) – University of Minnesota
B.A. (History) – University of Minnesota
MLIS – University of Wisconsin, Madison

APPENDIX C: RECENT AND CURRENT CLIENT LIST

Feasibility Studies & Capital Campaign

Counsel:

Appleton Public Library (WI)
Alexander Mitchell Public Library (Aberdeen, SD)
Davenport Public Library (IA)
Montclair Public Library Foundation (NJ)
Sawyer Free Library, Gloucester (MA)
Tulsa City-County Library (OK)
Upper Dublin Public Library (PA)
Watertown Public Library (WI)
Waukesha Public Library (WI)
Winter Park Public Library (FL)

Facilities Planning/Assessments:

Big Horn County Public Library (WY)
Brentwood Library (TN)
Central Arkansas Library System (Little Rock, AR)
City of Byron (MN)
Clarksville-Montgomery County Library (TN)
Detroit Lakes Public Library (MN)
Douglas County Library (MN)
Duluth Public Library (MN)
Franklin County Library System (PA)
Gardiner Community Library (MT)
Kingsport Public Library (TN)
Lake Agassiz Regional Library (MN)
Marathon County Library (WI)
Marathon Public Library (TX)
Moorhead Public Library (MN)
Palm Springs Public Library (CA)
Park Rapids Public Library (MN)
Racine Public Library (WI)
Shawano Public Library (WI)
Swarthmore Public Library (PA)

Friends & Foundations:

Friends of the Bozeman Library (MT)
Friends of the Maple Lake Library (MN)
Fairhope Public Library Foundation (AL)
Friends of the Hennepin County Library (MN)
Friends of the Inver Glen Library (MN)
Friends of the Osceola Public Library (WI)
Frisco Library Foundation (TX)

Grosse Pointe Library Foundation (MI)
Houston Public Library Foundation (TX)
Huntsville Library Foundation (AL)
Kitsap Regional Library Foundation (WA)
Madison Public Library Foundation (WI)
Muscogee Public Library Foundation (GA)
St. Helena Friends & Foundation (CA)
The Foundation for Sarasota County Libraries (FL)
Tulsa Library Trust (OK)
Worcester Public Library Foundation (MA)
Jackson County Library Foundation (OR)
Kenosha Public Library (WI)

Strategic Planning*:

Anoka County Library (MN)
Arlington Heights Public Library (IL)
Atlanta-Fulton County Library Foundation (GA)
Bayport Public Library (MN)
Bozeman Public Library (MT)
Brentwood Library (TN) – 2 rounds
Bridgman Public Library (MI)
Central Arkansas Library System (Little Rock, AR)
Champaign Public Library (IL)
Chattahoochee Valley Libraries (GA)
Clarksville-Montgomery County Public Library (TN) – 2 rounds
Commerce Township Public Library (MI)
Council of State Library Agencies (KY)
Council Bluffs Public Library (IA)
Cromaine District Library (MI)
Crystal Lake Public Library (IL)
Davenport Public Library (IA)
Decatur Public Library (IL)
Dubuque County Library District (IA)
Duluth Public Library (MN)
Evanston Public Library (IL)
Friends of the Bozeman Library (MT)
Friends of the Maple Lake Library (MN)
Glencoe Public Library (IL)
Gwinnett County Library (GA)
Hudson Area Joint Library (WI)
Jackson County Library District (OR)

King Abdul Aziz Library (Riyadh, Saudi Arabia)
Kingsport Public Library (TN)
Kitchigami Regional Library System (MN)
Lewis & Clark Public Library (Helena, MT)
Loudoun County Public Library (VA)
Menomonie Public Library (WI)
Meridian Library District (ID)
Minnesota Genealogical Society (MN)
Montana State Library – IMLS (MT)
Montclair Public Library Foundation (NJ)
Muskegon Area District Library (MI) – 2 rounds
Newark Public Library (NJ)
Nobles County Public Library (MN)
Normal Public Library (IL)
Nova Southeastern University Libraries (FL)
Palm Springs Public Library (CA)

Robbins Library (Arlington, MA)
SAMMIE regional system (MN)
Schlow Centre Region Library (State College, PA)
SELCO/SELS regional system (MN)
SENYLRC regional system (NY)
St. Charles City-County Library District (MO)
Stillwater Public Library (MN) Traverse des Sioux
Library System (MN)
Washington County Library System (MN)
Washington County Library System (PA)
White Plains Public Library (NY) – 2 rounds
Wilsonville Public Library (OR)
Wisconsin Dept. of Public Instruction
Woburn Public Library (MA)

In addition to the above planning related clients, Library Strategies has worked with numerous libraries across the country and internationally, providing such services as feasibility studies, capital campaigns, development plans, staff plans, advocacy training, board training, marketing, and program evaluation.



Strategic Planning Services

Livonia Public Library
Livonia, MI

Prepared by ReThinking Libraries
September 27, 2022

September 27, 2022

Livonia Public Library
45175 Ten Mile Road
Livonia, MI 48375

Livonia Library Strategic Planning Team,

We would love the opportunity to work with you and your community and are pleased to submit a proposal for consulting services to assist in the development of a *Strategic Plan* for the Livonia Public Library (LPL). As a library consulting firm, we have been involved in numerous facilities projects, strategic plans, building programs, and other work with hundreds of libraries across the US. Clients range from small rural public libraries to large urban facilities, and everything in between.

Over the past several years, our team has developed a successful and efficient way to plan with libraries. Instead of strict adherence to a fixed methodology, we work with each client to tailor the planning tools to best fit each library and their community. We focus on the overarching goal of creating a strategic plan that can live and react to today's quickly shifting world. Regardless of overall methodology settled upon, our work typically includes the following activities:

- Collection and library data analysis
- Direct input from stakeholders (users and non-users), staff, and board members with a focus on aspirational input over problem-focused input, adapted to COVID related constraints as necessary
- Segmented demographic analysis
- A comparison benchmark report (with multiple comparison cohorts both regional and national)
- Discussion of best practices for 21st century libraries as a part of the stakeholder input process, which is part of our aspirational input (or appreciative inquiry) process.

All findings are synthesized, and goals and strategies are collaboratively developed to successfully guide Livonia Public Library into the future. The final deliverable provides LPL with a process to keep its strategic plan living, breathing, and updated throughout its lifetime.

This proposal is firm and irrevocable for 120 days. We look forward to the opportunity to respond to questions and further explain our process as needed. Please don't hesitate to contact us with any questions.

Best regards,



Rob Cullin, Managing Principal

13092 Grand Vue Drive, Carmel, IN 46032
317-509-3268 rob@rethinkinglibraries.org

Executive Summary

The Livonia Public Library's (LPL) leadership has expressed interest in consulting services to assist with the creation of their next strategic plan. ReThinking Libraries (RTL) is pleased to submit a proposal for partnering with LPL on this project. It is understood that LPL is embarking on this process beginning in October of 2022 to develop a plan to guide decision-making over the next five years, to be complete and adopted by the board no more than 6 months after notice to proceed. It will define the role of the Library and serve as a framework for setting Library vision, goals and creating a service plan. The plan will aid in maintaining and improving existing services as well as identifying new needs. It will reflect the needs and realities of the Library, align with the overall needs of your community and help elevate the role of the Library to a higher level of service.

This is intended to be a highly collaborative process incorporating extensive input from those connected with the Library, community leaders and residents. Input will be gathered using a variety of means as determined by the consultants and the Library Planning Team. It is intended to engage both users and non-users of the Library. We will work with the Library to determine the best approach, whether it is virtual, in-person or a hybrid process in the development of the plan. Every effort will be made to conduct this process in an inclusive manner allowing broad participation while taking into account the Library desires, local COVID guidelines and the comfort level of participants.

The RTL team views its role in this project as facilitator and collaborator. We don't make decisions for you; we help you make the best decisions about your Library's present and future. We will analyze information and offer professional recommendations based upon observation, stakeholder feedback, demographics, and assessment of Livonia Public Library's existing services, facilities, and community. We will also facilitate staff and board strategy planning meetings to help the team find the right strategic vision for your community's library. RTL will work with the LPL team, prior to the formation of the plan, to benchmark and evaluate library practices, staffing, efficiencies, etc. Once the plan has been created, RTL will also be available to LPL to offer best practices for measuring progress as the plan is implemented.

It is essential all involved have a clear vision of what needs to be done based on the in-depth assessment of the existing situation, consideration of new and emerging trends in library services, and an understanding of local realities. Included will be training on processes allowing for the on-going evaluation of progress toward the established goals and the understanding and confidence to develop new strategies as the plan evolves. It is important to account for shifts in community composition and uncover changing needs. Any possible partnerships and collaborations maximizing resources while minimizing duplication of services will help utilize public funds more efficiently.

Key Staff - Library Experience and Backgrounds

For this project, RTL's team will be led by Managing Principal, Rob Cullin though just as actively involved will be Principal/Senior Consultant, Janet Nelson. Together Rob and Janet will be responsible for coordination of all onsite and offsite work, managing the project communications and timelines, and coordinating all deliverables. We may partner with other RTL Associates and will include them in the project as needed typically for functions like assisting with community discussion groups (note taking).

Rob Cullin helped launch Kimberly Bolan & Associates in November 2004 which evolved into ReThinking Libraries in 2020. Rob's primary involvement with KBA began in 2005 when he and Kim co-authored *Technology Made Simple* and began writing and presenting together across the United States. Since then, Rob has been involved in many of KBA/RTL's strategic planning and facility planning projects. Through his previous work as President and Co-Founder of Evanced Solutions, LLC (later acquired by Demco, Inc.) he was involved with thousands of libraries across the USA, Canada, and Australia. With a broad set of experiences reaching beyond libraries, Rob has direct specialties in strategic planning, community engagement, complex data and demographic analysis, marketing, service, and organizational design. He was also a *Library Journal* recognized "Mover & Shaker" in 2008.

Janet Nelson co-founded ReThinking Libraries with Rob Cullin in 2020. She began working with Rob on library consulting in 2019 and has been involved with numerous strategic planning and facility projects. She has over 20 years of experience in the education market, 17 of those years with Demco, Inc. During her tenure with Demco she started as a Furniture Product Manager and moved into a variety of more strategic roles. Her focus has always been directed toward helping librarians and library staff better serve their communities. Janet helped launch the Demco Library Interiors division and began collaborating with Kimberly Bolan on teen library spaces in 2006. Over time, that relationship evolved into more comprehensive projects and shared speaking engagements on library trends. Additional projects at Demco involved engaging with industry partners and library leaders/staff to create dialog and better understand the immediate and future needs of U.S. libraries. Specific areas of expertise include strategic planning, marketing strategy, research and development, and space planning.

SEE APPENDIX A FOR COMPLETE RESUMES

The RTL team has capacity to manage this project from the proposal stage through to the final delivery on the plan and is readily available via phone, email or video conferencing. The team is very adept at managing multiple projects at a time, providing strong communication and quality service to keep the things moving and delivering the project on schedule.

Company Information

In 2004 Rob Cullin helped Kimberly Bolan start Kimberly Bolan & Associates, a national library consulting firm based outside Indianapolis (IN). Once Kim returned to work as a library administrator, Rob continued his work in library consulting. Janet Nelson joined Rob in 2019 and they relaunched the business as ReThinking Libraries in 2020. Over the past 17 years, the RTL Team has been involved in numerous facilities projects, strategic plans, building programs, and other work with hundreds of libraries across the US. Clients range from small rural public libraries to large urban facilities, and everything in between.

The RTL Team focuses on helping public libraries improve their operations and better serve their constituents. Areas of specialization include Strategic Planning and Assessment, Facility and Space Planning and Design, Marketing Planning and Community Awareness, and 21st Century Library Services and Transformation.

Our team is passionate about understanding what it takes to be a successful and thriving 21st century library. Our approaches assist libraries with understanding and implementing successful services and spaces, increasing the efficiency of operational processes such as circulation and information services, incorporating and managing technology, streamlining behind-the-scenes activities, improving web-based access, and more. We are about helping libraries survive and thrive in an environment of constant change. Change occurs every day with shifting demographics, newer and better technologies, increasing real and virtual competition, not to mention, a somewhat uncertain financial outlook. Our team addresses these issues using a holistic approach.

Our Strategic Planning Experience

Strategic planning is a primary service offered by RTL. Rob has led over 50 public library strategic or related planning projects in the past 7 years. Janet also has been involved in developing 20 strategic plans in the two and a half years she has been with the organization. Our services are differentiated by our custom approach that is adapted to the needs of each client. We bend to meet your needs and not the other way around. Typically, the process evolves throughout the course of the project to achieve the best results. Our approach can be very basic for libraries that are new to strategic planning or quite advanced for those pushing for more cutting-edge approaches to library service.

Our team has been involved in strategic planning for a multitude of organizations since 1996. Our work has taken place with libraries, library associations, non-profit organizations, and small and large for-profit businesses. We have been facilitators, analysts, executives, team leaders, and team members in plan development. Since 2014 alone, RTL team members have worked with over 100 different library organizations; conducted over 600 community engagement sessions with over 9,000 attendees; and conducted more than 75 online surveys with over 20,000 participants. We don't just plan community engagement with our clients, we help them successfully get people engaged in the processes.

Throughout these experiences, as well as Rob and Janet's previous business experiences, they have worked with a variety of strategic planning methodologies, approaches, and styles. This variety has enabled them to work with many different approaches to address planning for various types of organizations, communities, and organizational cultures.

A sampling of the recent Strategic Plans and Community Assessments facilitated:

- Mount Prospect Public Library (IL) – (2021-2022) – [Strategic Planning](#)
- Newburgh-Chandler Public Library (IN) – (2021) – [Strategic Planning](#)
- Fulton County Public Library (IN) – (2021-2022) -- [Strategic Planning](#)
- Charlotte Mecklenburg Library (NC) – (2020-2021) – [Facility Master Planning](#)
- Handley Regional Library (VA) – (2019-2020) – [Facility Master Planning](#)
- West Haven Library (CT) – (2020-2021) – [Strategic Planning and Efficiency Study](#)
- Adrian District Library (MI) – (2020-2021) – [Strategic Planning](#) and Facility Planning
- Saline District Library (MI) – (2020-2021) – [Strategic Planning](#)
- Catawba County Public Library (NC) – (2019-2020) – [Strategic](#) and Master Facilities Planning
- Waverly Public Library (IA) – (2018 and 2020) – [Strategic Planning](#) and Facility Assessment
- Cedar Falls Public Library (Cedar Falls, IA) – (2020) – [Strategic Planning](#)
- Liberty Lake Public Library (WA) – (2019) – [Strategic and Facility Planning](#)
- Alexandrian Public Library (IN) – (2019) – [Strategic Planning](#)
- Redford Township Public Library (MI) – (2018) – [Strategic](#) and Facility Planning
- Orion Township Public Library (MI) – (2014 and 2017) – [Strategic and Facility Planning](#)
- Allen County Public Library (Fort Wayne, IN) – (2018) – [Strategic](#) and Master Facilities Planning
- St Joseph County Public Library (South Bend, IN) – (2017) – [Community Needs Assessment](#)

For all of these clients and our many others not listed here, we worked to determine the approach and methodologies that would give each library the best results and fit within their allotted budgets.

A Sample project report can be found in Appendix B and several links are provided to access additional information.

FORM OF PROPOSAL **LIBRARY STRATEGIC PLAN**

Bid of ReThinking Libraries, LLC hereinafter called Bidder, organized and existing under the laws of or a resident of the State of Michigan, doing business as a limited liability corporation *.

* Insert as applicable: "a corporation", "a partnership" or "an individual"

TO THE CITY OF LIVONIA, MICHIGAN, hereinafter called OWNER:

The undersigned as Bidder hereby declares: that this Bid is made in good faith without fraud or collusion with any person or persons bidding on the same Contract; that the Bidder has read and examined the Notice to Bidders, Instructions to Bidders, Bid, General Conditions, Supplementary Conditions, Agreement, Forms of Proposal, Bond, Specifications and Drawings, as prepared by the City of Livonia, and understands all of the same; that the Bidder or its representative has made personal investigation at the site and has become fully familiar with regard to the conditions to be met in the execution of this Contract, and the undersigned proposes to furnish all labor, materials, tools, power, transportation, and construction equipment necessary for the construction of the Project and performing related work in full accordance with the aforesaid Contract Documents, including any and all Addenda officially issued, their receipt of which is hereby acknowledged:

Addendum No.

Addendum Date

The work may be awarded per item.

Item No.	Item Description	Complete for the Sum of:
1	Five-year strategic plan for the City of Livonia Library	Not to exceed: \$ 26,950

FEE SCHEDULE

ROLE	DUTIES PERFORMED	HOURLY RATE
Project Management	Kickoff, Data Collection, Logistics, Project Mgmt	\$175/hour 14 hours
Data Analysis	Demographics, Benchmarks, Collection Analysis	\$175/hour 26 hours
Stakeholder Engagement	Presentation Development, Session Facilitation	\$175/hour 32 hours
Community Survey	Survey Design, Deployment and Analysis	\$175/hour 28 hours
Strategic Retreat	Preparation, Data Compilation, Session Facilitation	\$175/hour 38 hours
3-5 year High-level Plan Development	Synthesis of Retreat activities & plan writing	\$175/hour 9 hours
Library/City Communication	Monthly progress reports, Presentation to library	\$175/hour 3 hours
	commission	
Work Plan Development Assistance	Guidance of the library staff in the development	\$175/hour 4 hours
	of the 12-month work plans	

In submitting this sealed bid, it is understood that the City of Livonia reserves the right to reject or accept any or all proposals in whole or in part and waive any irregularities and informalities therein. It is agreed that this bid may not be withdrawn for 120 days from the opening thereof.

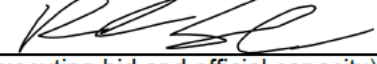
Number of days it will take to complete the project upon being given notice to proceed

160 DAYS

The contractor and their sub-contractors agree that they will not discriminate against any employee or applicant for employment, to be employed in the performance of this contract with respect to their hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of their sex or age, except when based on a bona fide occupational qualification, or because of their race, color, religion, national origin or ancestry. (Act 453 P.A. 1976 As Amended) The contractor further agrees that they will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to age, sex, race, creed, color or national origin. Breach of this contract may be regarded as a material breach of contract.

Bidder will identify business entity as individual, or if doing business under assumed name, indicate assumed name, partnership, (naming partners), corporation, foreign or domestic (naming principal officers), and indicate official capacity of person executing proposal and bid.

Date 9/26/2022 Firm Name ReThinking Libraries, LLC
(If corporation, partnership, or assumed name)

Address 13092 Grand Vue Drive, Carmel, IN Signature 
(Person executing bid and official capacity)

Print Name Rob Cullin

City Carmel State IN Zip Code 46032

Email Rob@rethinkinglibraries.org

Phone 317-509-3268 FAX N/A

<u>Rob Cullin, Managing Principal</u>	<u>Janet Nelson, Principal</u>
(Names of Principal Officers and designate official capacity)	(If partnership or assumed name, indicate names of owners)

CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE SHOULD BE DIRECTED:

NAME: Janet Nelson TITLE: Principal

PHONE: 608-444-1733

EMAIL: janet@rethinkinglibraries.org

To be considered for this project, the following forms must be uploaded to the MITN website (www.mitn.info) in a PDF format. Proposal responses shall include in the following order:

LIBRARY STRATEGIC PLAN REFERENCE FORM

COMPANY NAME: ReThinking Libraries

Reference Company Name: Mt. Prospect Public Library	
City/State: Mount Prospect, IL	
Summary of Work Performed: RTL was chosen to facilitate a Strategic Plan for 2022-2025. All standard planning services were utilized. In addition, a Spanish survey and facilitation of a multi-lingual community session was included. There was also a virtual staff workshop that was attended by over 120 staff members.	
Dates of Work: December 2021 – June 2022	
Company Contact Person: Su Rynders	Title: Director
Phone Number: 847-590-3220	Email: sreynders@mppl.org

Reference Company Name: Saline District Library	
City/State: Saline, MI	
Summary of Work Performed: Strategic Planning was initiated in December 2019 for SDL's 2020-2025 Plan. This project was well underway with data gathering, community sessions, and survey were completed and we are preparing for a Strategic Retreat when the COVID-19 pandemic hit. The project was put on hold but restarted and was completed in the Fall of 2021.	
Dates of Work: December 2019 – December 2021	
Company Contact Person: Karrie Waarala	Title: Director
Phone Number: 734-401-1261	Email: karrie@salinelibrary.org

Reference Company Name: Newburgh-Chandler Public Library	
City/State: Newburgh, IN	
Summary of Work Performed: This engagement was for the development of a 5-year Strategic Plan for this 3 branch system. The project was more internally focused and had less community engagement work due to extensive previous public feedback on other projects.	
Dates of Work: April 2021 – November 2021	
Company Contact Person: Trista Smith	Title: Director
Phone Number: 812-942-9997	Email: tsmith@ncplibraries.org

STATEMENT OF QUALIFICATIONS LIBRARY STRATEGIC PLAN

Respondents must answer all questions. If more space is needed to complete a question, attach a separate sheet.

Company Name: ReThinking Libraries

Address 13092 Grand Vue Drive, Carmel, IN 46032

Contact Person: Rob Cullin Title Managing Principal

Phone No. 317-509-3268 Email rob@rethinkinglibraries.org

1. Number of years operating under you present name: 2.5
2. Number of years present owners have owned the company: 2.5
3. How many years of experience does your company have providing the services specified in the bid documents? 2.5 years (Previously Kimberly Bolan & Assoc. with 15 years of experience)
4. List municipalities/public libraries who the bidder has serviced in the past five (5) years to present:

Name of Municipality	Term of Service
City of Sterling Heights, MI/Sterling Heights Public Library	Strategic Plan-- March 2022-Present
Ypsilanti Public Library, MI	Strategic Plan-- April 2022-Present
City of Sun Prairie, WI/Sun Prairie Public Library	Strategic Plan-- May 2022-Present
Tuscaloosa Public Library, AL	Strategic Plan-- January 2022-Present, prior engagement for facility began in May 2021
Carnegie-Stout Public Library, Dubuque, IA	Strategic Plan-- January 2020-Present

**see attached for additional clients

5. General nature of work performed by your company:

Library Consulting Services specializing in the areas of Strategic Planning, Facility and Space Planning,

Marketing Planning, Community Awareness, 21st Century Library Services and Transformation

6. Have you performed work for the City of Livonia in the last ten (10) years? If so, please specify:

Year of Service	Department Serviced	Description of Services Provided
No services performed		

List municipalities/public libraries who the bidder has serviced in the past five (5) years to present:

<u>Name of Municipality</u>	<u>Term of Service</u>
East Chicago Public Library, IN	Facility Plan, July 2022-Present
Pike County Public Library, IN	Strategic Plan, August 2022 -Present
Mary Riley Styles Public Library, VA	Strategic Plan, June 2022-Present
New Hanover County Public Library, NC	Facility Advisement, July 2021-Present
Milton Public Library, MA	Technology Service Plan, June 2022 -Present
Spies Public Library, MI	Strategic Plan, June 2022-Present
Glencoe Public Library, IL	Strategic Plan, August 2022 -Present
North Valley Public Library, MT	Facility Plan, May 2022-Present
Durham Public Library, CT	Strategic Plan, April 2022 -Present
Jennings County Public Library, IN	Strategic Plan, October 2021-Present
New Providence Public Library, NJ	Strategic Plan, February 2022 -Present
Great Falls Public Library MT	Facility Plan, January 2022-Present
Starke County Public Library, IN	Strategic Plan, February 2022-Present
Clive Public Library, IA	Strategic Plan, November 2021-April 2022
Delray Beach Public Library, FL	Strategic Plan, March 2022-Present
Glendale Public Library, AZ	Facility Master Plan, November 2021-July 2022
Charlotte Mecklenburg Library, NC	Facility Master Plan, December 2020-December 2021
Mason County District Library, MI	Strategic Plan, November 2021-July 2022
Mount Prospect Public Library, IL	Strategic Plan, December 2021-June 2022
Fulton County Public Library, IN	Strategic Plan, October 2021-May 2022
Perry Memorial Library, NC	Strategic Plan, September 2021-May 2022
Portage Lake District Library, MI	Facility Plan, May 2021-January 2022
Saline District Library, MI	Strategic Plan, December 2019-December 2021
Huntingburg Public Library, IN	Strategic Plan, February 2020-November 2021
Newburgh-Chandler Public Library, IN	Strategic Plan, April-November 2021
Evansville-Vanderburgh Public Library, IN	Facility Master Plan, August-November 2021
Saratoga Springs Public Library, NY	Strategic Plan, February 2020-June 2021
Adrian District Library, MI	Strategic Plan, September 2020-April 2021
West Haven Public Library, CT	Efficiency Study, July 2020-May 2021

Handley Regional Library, VA	Facility Plan, September 2019-September 2020
Catawba County Library System, NC	Facility and Strategic Plan, October 2019-August 2020
Cedar Falls Public Library, IA	Strategic Plan, December 2019-May 2020
Waverly Public Library, IA	Facility Plan, February-August 2020, Strategic Plan, July 2018-January 2019
Huntington Memorial Library, NY	Facility Plan, January-August 2020
LaGrange County Library, IN	Strategic Plan, May-November 2019
Alexandrian Public Library, IN	Strategic Plan, April-November 2019
Thorntown Public Library, IN	Strategic Plan, July 20-December 2019
Liberty Lake Municipal Library, WA	Facility and Strategic Plan, May-December 2019
Delaware County District Library, OH	Assessment and Facility Plan, August -December 2018
Free Library of Philadelphia, PA	Post Occupancy Evaluation,
Chemung County Public Library, NY	Facility Plan, June 2017-January 2018
Lincoln County Public Library, NC	Facility Master Plan, October 2016-May 2017
Redford Township Public Library, MI	Facility and Strategic Plan, June-November 2018
The Great Barrington Library, MA	Assessment and Facility Plan, March-August 2018
Allen County Public Library, IN	Facility Master Plan, February 2017-August 2018
St. Charles Public Library, IL	Facility Plan, August 2018-February 2019

7. List the members of the team who will oversee the contract and the roles they will perform.

Name	Title	Role	Years of Experience
Rob Cullin	Managing Principal	Proj Mgmt, Analysis, Comm Sessions, Retreat Lead, Initiatives	8FT/9PT Consulting, 20 Library
Janet Nelson	Principal	Proj. Mgmt, Survey Design/ Analysis, Comm Sessions, Mission, Vision, Values Development	3 FT Consulting, 23 Library

8. What challenges to you foresee?

Timely responses and decisions are required to project on track. Community engagement requires significant advance planning and will likely need to primarily be conducted post-holiday season which will put pressure on the retreat and report writing phases.

9. What is included in your base price for services? What services will incur additional fees:

All components listed on the prior page are included. Services incurring additional fees would be surveys in additional languages, facilitation of community sessions in Spanish, use of a graphic designer for graphic presentation of proposed Milestones

COMPANY NAME: ReThininking Libraries

Our Philosophy and Approach

RTL believes every community is different which means every library is different. What works in one community may not work in another (even nearby) community. Our approach to library planning and assessment is based on collaboration, open communication, and showing stakeholders “the possibilities” for their Library. It is also about identifying what stakeholders and members of the community want and need from their Library in terms of services and spaces. Understanding the community and the Library is at the center of our process.

At a core level, RTL is not married to a single philosophy or methodology of strategic planning. A variety of different approaches and tool sets can help any organization arrive at a solid plan. Throughout our professional work, we have been exposed to and worked with many philosophies, processes, and tools and, if selected, we will work with your team to determine what tools and methodologies best fit your community and your library.

All that being said, RTL does have two overriding philosophies that drive our vision for successful and dynamic strategic planning for 21st century libraries:

1. Ample community input from library users, non-users, community leaders, staff, and board members based on aspirational discussions instead of problem-focused dialogue. Though we don't formally call this appreciative inquiry, many of the premises and approaches are similar.
2. A final plan that is dynamic and easy to “live.” The plan must maintain a certain level of flexibility, while still being measurable, to address the shifting landscape facing today's public libraries.

Our methodology centers on the previously mentioned philosophies and helping organizations build both a strategic framework and a more strategically-minded culture. This methodology helps differentiate between the three key levels of strategy: organizational, programmatic, and operational. We incorporate research and analysis of existing data with direct staff and user input gathered through community engagement sessions, online surveys, and one-on-one discussions. Typically, RTL's process leads to a 2-6-page plan that encompasses the top levels of strategy. In addition, a separate annual work plan is developed focusing on the operational level with the details and tactics of the plan.

A big strength of this process is its inherent design around feedback. As you live the plan, the process helps you constantly evaluate your Library against what is planned and, when necessary, allows for changes and adjustments to be made. No plan can predict the future. The best plan and process is one

that accepts this fact and builds evolution into the process, while still maintaining a discipline holding to the higher mission and vision of the library and its community.

Of key importance to a project such as this is the quality of the communication and collaboration between RTL and LPL's Strategic Planning Team. As your consultants, we must effectively share analyses and opinions, so all stakeholders can fully understand the implications of decisions that may be made. In turn, the Strategic Planning Team must help RTL fully understand the local context related to any resulting choices. Timely response in providing requested information and replies will help to keep the project on schedule and all participants fully engaged.

Regardless of the process and tools chosen for your project, RTL's overall goal for strategic planning is to encourage our clients to think and innovate. We are interested in motivating libraries to move to the next level. We want our clients to end up with a concise plan they can live and breathe, not just file with their state agency and/or stick in a drawer. Our role is not to develop the "consultants' plan" or the "staff and board's plan" for LPL. Rather, our responsibility is to help LPL educate its public, generate ideas and solutions, and develop a plan that reflects its community members and the future.

Public libraries in the 21st century, regardless of size and budget, can thrive and become the center of their community, providing valuable services and facilities for residents of all ages. Focused and visionary planning is the only way libraries can continue to be successful within the confines of limited human and fiscal resources. The result is an improved library that effectively delivers services targeted to the community's expectations.

Methodology

ReThinking Libraries takes a holistic view of planning. We incorporate library usage data, local demographic and psychographic information, multiple forms of community input and benchmarking data to develop a plan seeking to understand past history but focusing on future aspirations and the initiatives and activities needed to achieve the vision. Our expertise in community engagement is a strength and we help libraries maximize community participation during the input phase. Since we work nationally, we are adept at navigating the requirements of different library governance structures and are familiar with the wide variety of funding models characteristic of public libraries. We are well versed in the trends impacting today's libraries and have practical experience that can be applied to a variety of different situations.

Our own processes have been tested over the past two and a half years, but we have successfully adapted and are now well versed in conducting planning activities in virtual, hybrid or in-person environments based on health requirements and client desires. We have also had opportunities to dig more deeply into some pressing concerns including diversity, equity and inclusion, homelessness and poverty, sustainability, and other issues that are core to libraries collectively and to specific communities. These new approaches have resulted in more engaged participation by both organizations and individuals and plans that more deeply address some of the core issues making libraries vital to their communities.

The events of the past two and a half years have also made it clear that it is virtually impossible to predict the future and therefore critical that organizational culture, plans and processes are designed in a way that is flexible and can adapt rather than collapse under pressure. The nimble approach we encourage has helped our clients modify their approaches and move their libraries forward, even when their expected plans and outcomes change. This holds true in a crisis situation like we just experienced or simply as Library and community needs change.

As part of a typical strategic planning process, RTL will:

1. **Conduct a kick-off meeting** to discuss process and define initial elements such as LPL Strategic Planning Team introductions, timeline, library data requirements, community engagement methods, etc.
 2. **Establish a high-level timeline** that incorporates all agreed upon activities and deliverables to be completed by an agreed upon end date. Timeline will become more detailed as expectations are more clearly defined and schedules are developed. Depending upon scope, plans typically take 4-8 months to complete.
-

3. **Review and analyze data and information** gathered throughout this process and work with the Strategic Planning Team discussing what it means to be a successful and thriving 21st century library and how that translates to the planning process.
4. **Gather and analyze stakeholder input** from the community (users and non-users), staff, board members, etc. via community stakeholder discussion sessions and surveys. Working with the LPL Marketing team is essential in promoting both the community discussion sessions and the surveys through multiple channels.
 - a. Our typical approach for a library of LPL's size involves conducting about 9-11 in-person and/or virtual stakeholder sessions. RTL works with each client to adjust the approach to this engagement process to meet the needs of the community and library and the practicalities of the public health situation at the time of the sessions. With Library assistance to provide translation or our resource for Spanish translation, sessions can be offered in Spanish or other languages as well.
 - b. The format of sessions is generally as follows but will be tailored to your specific needs. These descriptions provide a sense of the scope of community input we will want to replicate, if possible, based on local guidance surrounding public health constraints.
 - i. Targeted Groups: 8-10 Total (Staff (2-3), Board (1 including Director), and targeted representative members of the public who are personally invited to the sessions).
 - ii. PLUS, one (1) Open All-Community Session.
 - iii. The content for these sessions can be the same or may be focused on particular topics essential to the community. Even when the overall discussion framework is the same, RTL tailors the conversations based on the particular experiences, life stages, and discussion interests of those in attendance.
 - iv. The targeted sessions may involve reaching out to specific groups (e.g., parents, seniors, educators) or may be defined by a particular topic (e.g., Youth and Education, Equity/ Diversity/Inclusion) whereas the open forum is more general and available to anyone in community who is interested in participating.
 - v. This phase centers around showing people the possibilities for their library and gathering aspirational input. For every client, RTL develops at least one but often multiple custom conversation enabling presentations that best suit the client's community.
 - vi. IF adjustments are needed to reduce travel costs, the pandemic limits community gatherings, or it just makes more sense for some or all of your groups to meet virtually,

RTL has become very skilled in stimulating good conversations and discussions in these virtual sessions. In some cases, virtual staff and community discussions have even been better than in-person sessions, as the format offers some advantages in offering balanced discussions and the opportunity for equal contributions from all participants.

- c. RTL can also work with the Strategic Planning Team to develop and conduct a general web-based convenience survey of the public. Our approach is to work with our clients to promote and advertise the survey on a broad level, targeting users and non-users.
 - i. RTL does not recommend spending extra library dollars to conduct full scientific-level studies. RTL has been involved in projects that made this investment and, in the end, did not get fundamentally better or more useful results than with this convenience survey approach.
 - ii. A paper version of the survey is also provided to the library (copies supplied by the library) for distribution to those community members who prefer that format. Typically, library staff or volunteers then enter these completed surveys but RTL can provide this service for a separate fee.
 - 5. **Facilitate a Strategic Planning Retreat.** This is typically a 6-to-8 hour long strategy session (over one to two days) that usually includes the Library Planning Team along with other key stakeholders (15 to 25 people in total typically) including, but not limited to, additional staff (supervisory and non-supervisory staff), Board members, community leaders, and general community members.
 - a. A “Findings Book” is developed from the data and research conducted and distributed to participants prior to the session, and a virtual session ahead of the retreat is held to offer a chance to discuss the “findings” and go through any questions related to its contents.
 - b. During this *Retreat*, we will distill the input gathered and discuss it, along with the best practices for 21st century public libraries. Through a series of small group and larger group exercises, the session will use a ground up approach to surface top issues and strategic opportunities that ultimately lead to the final plan.
 - c. LPL’s current mission, vision and values will also be reviewed and refined or developed as a basis for the key strategies.
 - d. Through the Retreat, RTL continues incorporating an aspirational approach to the planning process. The group will work to discover:
 - i. LPL’s identity (What is LPL? What does LPL want to be?)
 - ii. The key ingredients and focus of LPL strategies
-

iii. LPL's Mission, Vision and Core Values

- e. Again, the approach to this Retreat may need to be adjusted based on the evolving state of public health. This could mean working with a smaller group or some other in-person or virtual approach devised by RTL in conjunction with LPL leadership.
6. **Develop a high level 2-6-page *Strategic Plan*.** This is the initial deliverable directly resulting from the *Retreat*. This document sets the high-level focus areas and strategic outcomes for the library and is structured in a concise way to provide easy reference and guidance to library leadership and staff. The approach to this document is also to develop a format that can live, breath, and be easily referenced on a day-to-day basis.
7. **Assist the Library Planning Team with the creation of a detailed *Work Plan*.** This document with a 12-month time frame will be developed each year and focuses on the details of executing the high level plan (e.g., action steps, tactics, milestones, resources, budget/funding, etc.).
- a. The *Work Plan* is developed primarily by Library leadership and staff with some initial formatting and structuring and then kickoff assistance from RTL. But like all things related to our approach, this can be modified if needed. It is followed by remote guidance and assistance as needed.
 - b. RTL will work with LPL to make sure this plan is actionable, measurable, and help to establish a process where this Work Plan is updated and reviewed frequently and renewed annually.
 - c. RTL is available to assist with the development of a new annual Work Plan each year on a schedule best meeting the needs of the Library. If additional follow up discussions are desired as the plan is implemented, RTL will schedule those with the Library as needed.
8. **Develop presentation(s) and present City Council/Library Board with strategic planning progress and high-level plans** at multiple stages in the course of the process as needed/requested. We find every client and Board varies in how often they want to check in or hear from us during the project. We work with each client to deliver the desired level of engagement (within reason).

Our process develops the long-term vision and identifies areas where effort is needed to achieve those goals. The annual work plan details the specifics to achieve progress toward the goals and is evaluated and adjusted on a regular basis. Since it is nearly impossible to predict the future five years in advance, we have found the annual work plan to be a much more productive means of guiding the library. Typically, most of the work plan is developed by Library leadership and staff as they are much closer to

the needs and capabilities of the Library and the community. As consultants, we are available to help guide the work plan and offer suggestions that help to push the Library in areas which may be outside of their comfort zone, but we can be more involved if needed.

Since the services we offer tend to be bespoke and tailored to needs of each client, we allow our clients to determine if there are areas where they have staff expertise that may enhance the process. Our process is very collaborative and our experience has shown the involvement of Library leadership, staff, Board, Friends and the community encourages ownership and creates a plan that is better understood and more easily acted upon.

It is expected that a project of this scope would take approximately 154 hours. A detailed breakdown of the hours associated with each phase of the project are included with the Cost Breakdown.

A sample Certificate of Insurance can be found in Appendix C.

Deliverables

RTL's deliverables will/can include:

- A detailed community analysis including demographics, mapping of key social indicators/measurements
 - Organizational and community assessments
 - A multi-cohort comparison benchmark analysis of primary library metrics, regional, state, national and "best-in-class"
 - Collection turnover analysis
 - A summary compiled from stakeholder sessions, online survey, etc., which will include key priorities and goals emerging from these inputs
 - A 2-6-page high-level *Strategic Plan* focusing on the top 4-6 priorities coming out of the process.. *This is structured in a way to be an asset for the board and administration for reference on a consistent basis to gauge progress easily and efficiently.*
 - A one-page summary of the plan suitable for sharing with stakeholders
 - Assisting with the development of a detailed *Work Plan* that specifically addresses the details necessary for successfully executing the plan, including actions, timeline, resources, budget, etc. Most of the work here is done by the library staff but with the assistance and guidance of RTL.
-

Timeline Estimates

The COVID-19 pandemic has sometimes made it difficult to plan activities and set forth a definitive timeline for projects such as this. We will work with LPL to determine the best approach and schedule activities and deadlines accordingly as the situation evolves. The following outlines likely activities expected for the project. RTL will work with LPL and the Board to develop the timeline that best meets the timing needs and balances the best results in terms of community engagement.

Anticipated Timeline

- Late October/Nov. 2022 Kickoff
 - October-December 2022 Data Gathering and Analysis
 - Nov. 2022-January 2023 Community Engagement/Stakeholder Planning and Promotion
 - Dec. 2022-January 2023 Staff, Board, and Friends Sessions & Interviews
 - January-February 2023 Community Engagement/Stakeholder Sessions and Surveys
 - February/March 2023 Synthesis and Planning Retreat, and Delivery of Findings Book
 - March 2023 High-Level Plan Development & Delivery to Library – within 2 weeks following the retreat
 - March 2023 Plan Refinement – 1-2 weeks following receipt of feedback
 - March 2023 Approval of final High-Level Plan at LPL Board meeting
 - April 2023 12-Month Detailed Work Plan Development – Training, Support, and Assistance delivered following Board approval of Plan with ongoing support and assistance until the 12-Month Plan is complete.
 - Annually Ongoing Support/Assistance as needed with developing subsequent 12-Month Work Plans
-

Cost Estimate

For this project, we are offering LPL the following rates:

- \$175/hour for Principals (Rob and Janet) (our no billable expenses allowed rate)
- \$135/hour for Other Associates (our no billable expenses allowed rate)

Work Area / Deliverable	Typical Costs	Approx. Hours
Kickoff / Data Collection / Logistics / Project Management	\$2,450	14
Data Analysis: Demographics, Advanced Benchmarks, Collection Analysis	\$4,550	26
Stakeholder Discussion Group Facilitation (English no-translator included)	\$5,600	32
Online Survey Design, Deployment, and Analysis	\$4,900	28
Strategic Retreat, includes all prep, data packet compilation, and virtual or onsite time	\$6,650	38
3-5 Year High Level Plan Development	\$1,575	9
Virtual plan review with the Board/City Council	\$525	3
12-Month Work Plan Development Assistance	\$700	4
Total Costs:	\$26,950	154 hours
Expected Expenses: Per Trip costs include travel, lodging, meals, and miscellaneous expenses.	Per RFP no allowable expenses	

Billing Approach:

- For Time and Material Option, billing is done monthly as incurred. Detailed invoices are provided with all expended time and incurred expenses listed with receipts.
 - For this option expenses (other than travel) will be billed as they occur.
 - Any other miscellaneous (printing, shipping, etc.) expenses will be billed at cost.

APPENDIX A:

Resumes

ROBERT CULLINEmail: rob@rethinkinglibraries.org**ReThinking Libraries****2004 – present (2004 -2019 dba as Kimberly Bolan and Associates, LLC)***Managing Principal / Library Evolutionist*

Prior to starting ReThinking Libraries, LLC with Janet Nelson, Rob helped establish Kimberly Bolan & Associates in November 2004. His consulting work kicked off when he co-authored *Technology Made Simple* with Kim Bolan and began writing and presenting together with her across the USA. Rob has been involved in all of RTL's strategic plans and most of the strategic planning work completed by KBA. He has also completed a number of facilities projects under both organizations. Through his work as the Co-Founder of Evanced Solutions LLC and later at Demco, Inc., he has been involved with thousands of libraries around the world. With a broad set of experiences reaching even beyond libraries, Rob has direct specialties in community engagement, strategic planning, technology, data, demographic & psychographic analysis, marketing, and organizational design.

Relevant Project Experience:

Newburgh-Chandler Public Library (IN) – Strategic Planning (2021-Present)
 Saratoga Springs Public Library (NY) – Strategic Planning (2020-2021)
 West Haven Library (CT) – Strategic Planning and Efficiency Study (2020-2021)
 Adrian District Library (MI) – Strategic Planning and Facility Planning (2020-Present)
 Saline District Library (MI) – Strategic Planning (2019-Present)
 Catawba County Public Library (NC) – Strategic Planning and Master Facilities Planning (2019-2020)
 Redford Township District Library (MI) – Strategic Planning (2018)
 Charlotte-Mecklenburg Public Library (NC) – Facilities Master Plan (2020-2021)
 Tuscaloosa Public Library (AL) – Facility Visioning (2021)
 Free Library of Philadelphia (PA) – POE Study (2018-2019)
 Allen County Public Library (IN) – Facility Programming, Planning & Design, Strategic Planning (2017-2018)
 Indianapolis Public Library (IN), New Eagle Branch – Facility Programming, Planning & Design (2017-2019)
 St Joseph County Library (IN) – Facility Master Plan (2017)
 Hamilton East Public Libraries (IN) – Facility Programming, Planning & Design (2015-2019)
 Lincoln County Public Library (NC) – Facilities Master Plan (2016-2017)
 Community Library Network (ID) – Facility Programming and Planning for 7 Branches (2015-2018)
 Anderson Public Library (IN) – Strategic Planning and Facility Planning (2015-2019)
 Greenwich Library (CT) – Facilities & Services Planning and Design (2013-2018)
 Orion Township Public Library (MI) – Strategic Planning, Facilities Planning & Design (2013-2018)
 Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014-2018)

ADDITIONAL EXPERIENCE:**Evanced Solutions, LLC, Indianapolis, Indiana****2002 – 2014***President and Co-Founder***As part of Demco, Inc. Madison, Wisconsin****2011 – 2014***Vice President***PUBLICATIONS:***Technology Made Simple*, Chicago: ALA, 2007."Web, Library, and Teen Services 2.0," *Young Adult Library Services*, Winter 2007."Technology Planning: The Big Picture for Small Libraries," *WebJunction* (November 20, 2006).**HONORS AND AWARDS:**

2008 Library Journal's Movers and Shakers Award

EDUCATION:

Purdue University, West Lafayette, IN and Indianapolis, IN, B.S. Electrical Engineering Technology

GE Six Sigma – Green Belt Certified

JANET NELSONEmail: janet@rethinkinglibraries.org**ReThinking Libraries****2019 – present (initially dba Kimberly Bolan and Associates)***Principal and Senior Consultant*

Janet co-founded ReThinking Libraries, LLC with Rob Cullin in 2020. Prior to that, she began her career in the library industry in 1999 as a Furniture Product Manager with Demco, Inc. During her time there, she worked in a variety of roles but always with a focus on providing libraries across the US with the products and services to best serve their communities. She was part of the team that envisioned and developed a service offering, known today as Demco Interiors. Janet began collaborating with Kimberly Bolan & Associates, LLC on design projects in 2006, starting with teen spaces. The collaboration evolved into more comprehensive library projects, speaking engagements and co-authoring articles on library trends.

In addition to her furniture/project experience, Janet has been involved in market research, strategic planning, and customer engagement, all focused on more thoroughly understanding and serving library needs. While at Demco she facilitated a “What’s Next?” Forum bringing together visionary library leaders and launched the online Ideas & Inspiration platform to share library ideas. With a broad set of experiences reaching even beyond libraries, Janet has direct specialties in strategic planning, marketing, research and development and space planning.

Relevant Project Experience:

Newburgh-Chandler Public Library (IN) – Strategic Planning (2021-Present)
 Huntingburg Public Library (IN) – Strategic Planning (2021)
 Saratoga Springs Public Library (NY) – Strategic Planning (2020-2021)
 West Haven Library (CT) – Strategic Planning and Efficiency Study (2020-2021)
 Adrian District Library (MI) – Strategic Planning and Facility Planning (2020-Present)
 Saline District Library (MI) – Strategic Planning (2019-Present)
 Catawba County Public Library (NC) – Strategic Planning and Master Facilities Planning (2019-2020)
 Charlotte-Mecklenburg Public Library (NC) – Facilities Master Plan (2020-2021)
 Tuscaloosa Public Library (AL) – Facility Visioning (2021)
 Handley Regional Library (VA) – Facility Assessment (2019-2020)
 Madison Central Library (WI) – Facility Design and Implementation (2013-2015)
 Jennings County Library (IN) – Facility Design and Implementation (2011)
 University of WI-Madison, Helen C. White Library (WI) – Facility Design and Implementation (2009-2012)

ADDITIONAL EXPERIENCE:**Nasco, Inc., Fort Atkinson, WI****2017 – 2019***Category Manager, Elementary Education/Early Learning***Demco, Inc., Madison, WI****1999 – 2016***Director, Library Engagement and Solutions*

- Collaborated on content strategy that included creation of *Ideas + Inspiration* website, webinars and relevant information and articles
- Developed *What’s Next?*, customer forum to explore future library needs
- Co-led start-up of Demco Interiors from feasibility studies to fully operational business unit

PUBLICATIONS:“Just for Them”, *Library Journal’s Library by Design*, May 2010.

Demco Ideas & Inspiration Blog Posts and Webinars, 2012 – 2016

Demco Interiors Blog, 2012 – 2016; ReThinking Libraries Blog, 2020-Present

EDUCATION:

University of Wisconsin-Stout, Menomonie, WI, M.S. Home Economics: Clothing (Design & Manufacturing)

University of Wisconsin-Stevens Point, Stevens Point, WI, B.A. Fashion Merchandising

APPENDIX B:

Sample Strategic Plans

This is just one example of the variety of plan formats we've developed for our clients. We'll work with you to make sure the format of your plan is optimized to how you want and need it.



Saline District Library

2022 to 2026 Strategic Plan High-Level

Adopted: October 20, 2021

Process Facilitated by
Rob Cullin & Janet Nelson



Saline District Library – Strategic Plan for 2022-2026



OVERVIEW OF METHODOLOGY:

Beginning in January 2020 and completed in October 2021, under the guidance of Saline District Library's (SDL) Library Director and Board of Trustees, the strategic planning process was completed for the Saline District Library for years 2022 – 2026. Library consultants Rob Cullin and Janet Nelson of ReThinking Libraries (RTL) facilitated the process and analyses, but the library and their community made all of choices and decisions in the process.

The Process

SDL's strategic planning process included the following key areas.

Gathering and analyzing community input and data, which involved benchmarking, demographic analysis, and collection analysis. In addition, SDL staff and Saline area residents were involved in exploring ideas and possibilities for the library as a thriving 21st century library. Stakeholder sessions were conducted by RTL February 5-7th, 2020. Participants included the general public, Saline City Council, educators, Coalition for a Quality Community, business leaders, the arts community, senior citizens, Friends of the Library, SDL staff members, and library trustees. Participants included frequent library users and infrequent and non-users and ranged in ages and backgrounds. Overall, one hundred three (103) stakeholders participated in the discussions regarding SDL's services and strategic future. Since our process was interrupted due to the COVID-19 pandemic we conducted an additional staff session on August 27, 2021. In addition to the stakeholder sessions, an online survey was conducted between February 6th and March 5th, 2020. Four hundred twenty-eight (428) surveys were completed. Survey participants included frequent library users (81%) as well as infrequent and non-users (19%). Survey takers ranged from under 19 to over 75 years of age. About 77% of survey takers were between the ages of 26 and 65 years of age, 17% were over 65 and 4% were under 25 years of age.

Developing solutions during a one-day Strategic Planning Retreat held on August 28, 2021. During the Retreat, all data and community input was reviewed with a planning team of fifteen (15) people, consisting of the library director, staff members, library board members, community leaders, and the general public. From the data, the group worked to establish essential strategic areas, specific goals, and related investments required to implement the goals to help the library thrive over the next five years and beyond.

What We Heard

The stakeholder sessions and online survey explored several topics including customer service, youth services, adult services, local history and genealogy, outreach services, programming, technology and digital services, the facility/building, collections and resources, collaboration and partnerships, community awareness, and overall 21st century public library best practices. Detailed summaries of all stakeholder feedback and online survey results were provided in separate documents to SDL's leadership and reviewed in depth during *the Strategic Planning Retreat*. All stakeholder input, data analysis, and follow-up exploration work led to the strategic focuses, goals, and investments outlined on pages six- ten of this document.

Evaluation & Collaboration

With the goal of achieving all outlined goals over the next five years, SDL administration, staff, and board of trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be further detailed each year in a 12-month detailed work plan developed by the library staff. These annual 12-month plans will address specific actions, objectives, and goals in addition to specifying timing, required staff and financial commitments. In addition, the high-level plan contained in this document will be re-evaluated each year by the board prior to the development of the next 12-month plan to ensure the high-level goals still align with the needs and goals of the community. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next several years.

The keys to SDL's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the Board of Trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between SDL's staff and its community
- Active collaboration between SDL's Board of Trustees, City Council, administration, staff, outside organizations, and the community

SDL Revised Mission-Vision-Values



MISSION

Saline District Library ignites a joy of discovery and builds community through resources, opportunities, and new ideas.

VISION

Our vision is a community empowered to discover, connect, and grow.

VALUES

The Saline District Library values:

1. Welcoming – Offering an inclusive and respectful environment where everyone feels welcome
2. Accessibility – Ensuring spaces, resources, and services for all within and beyond the walls of the library
3. Community – Creating meaningful, customer-focused experiences that engage, reflect, and enhance the community
4. Learning – Encouraging enrichment and lifelong learning through diverse resources and programs
5. Discovery – Sparking imagination and a sense of wonder that enriches lives

SDL: Strategic Focus Areas



SALINE DISTRICT LIBRARY

SDL will optimize indoor and outdoor library spaces to evolve as a destination within the community, providing experiential and interactive environments that delight users and improve quality of life.

- Ensure a variety of universally accessible spaces for all types of needs.
- Create more experiential and interactive learning environment.
- Make indoor and outdoor spaces as inspiring, inviting, and functional as possible.

1: Optimize Spaces

SDL will increase connections and services beyond the walls of the library.

- Provide resources and services to users throughout the community.
- Play a key role within the community through engagement, example setting, and exchanging best practices.
- Increase and deepen relationships and partnerships with organizations throughout the area.

2: Increase Connections

SDL will continue to adapt and optimize resources and services to meet the community's needs.

- Ensure resources, programs, and services are relevant, useful, and seen by the community as vital.
- Strive to make Diversity, Equity, and Inclusion an integrated part of organizational culture.
- Positively impact arts, culture, education, and other organizations within the community through the library's services and resources.

4: Enhance Resources

SDL will further build the library brand in the community and drive increased awareness

- Expand physical and digital marketing efforts to create connections and awareness within the community.
- Leverage relationships and partnerships to deepen library connections with the community.
- Continue to build the library's brand throughout the broader Saline area.

3: Expand Awareness



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ReThinking Libraries, LLC
www.rethinkinglibraries.org



1: Optimize Spaces

SDL seeks to optimize indoor and outdoor library spaces to evolve as a destination within the community, providing experiential and interactive environments that delight users and improve quality of life.

- Ensure a variety of universally accessible spaces for all types of needs.
- Become a more experiential and interactive learning environment for users of all ages.
- Make indoor and outdoor spaces as inspiring, inviting, and functional as possible

Priority Initiatives:

- Take a deep look at the current layout and space utilization of the library. Look at how those spaces need to be adjusted/updated and evolved to meet the current and future needs of the community and library users of all types and needs.
- Evaluate the current usage and availability of outdoor space surrounding the library. Look for innovative ways to better utilize and activate green space(s), look for ways to support usage and programming in these outdoor spaces.

Outcomes:

- Library is seen as a top destination for lifelong learning, leisure, and as a key 3rd place within the Saline area.
- Library is seen as an experiential and engaging destination for all ages.
- The library's outdoor spaces set a leading example for community spaces throughout the area.
- The library's spaces, services, and resources meet a high level of accessibility.

2: Increase Connections



SDL will increase connections and services beyond the walls of the library.

- Provide resources and services to users throughout the community.
- Play a key role within the community through engagement, example setting, and exchanging best practices.
- Increase and deepen relationships and partnerships with organizations throughout the area.

Priority Initiatives:

- Further invest and expand the library's outreach services and capabilities focusing on constituents with the highest needs and lowest access in terms of materials, programs, and technology.
- Continue to build a strong staff and leadership focus on diversity, equity, and inclusion, making these key elements of the library's culture and everyday work, services, programming, staffing, and actions.
- Invigorate relationship with Friends of Saline District Library, including promoting volunteer opportunities.

Outcomes:

- Outreach services reach a higher percentage of underserved and more remote residents throughout the district.
- Community partnerships are expanded and/or strengthened to drive both awareness and accessibility.
- Library is seen positively as shearing information and engaging the community around issues where the library is playing a leading role: e.g., Education, DEI, and Community Engagement.
- Community organizations and agencies see the library as a critical partner to engage with on community related issues and initiatives.
- Community organizations seek the library as a first stop in launching new community initiatives or when they want to convene a larger audience around a specific concern or community focused issue.
- The library is a key player or even organizer in efforts to develop contingency plans around future community crises, such as pandemics, that may affect the broader area.

3: Expand Awareness



SDL will further build the library brand in the community and drive increased awareness.

- Expand physical and digital marketing efforts to create connections and awareness within the community.
- Leverage relationships and partnerships to deepen library connections with the community.
- Continue to build the library's brand throughout the broader Saline area.

Priority Initiatives:

- Evaluate current marketing approaches for effectiveness and seek to better target marketing going forward.
- Consider more print promotional materials, e.g., newsletters, postcards, mailings.
- Upgrade the library's social media presence (depth and channels) and develop more digital content to engage more users and highlight content and issues important to the community.
- Expand the use of and library investment in community partnerships to further the marketing outreach capabilities of the library.
- Upgrade the SDL sign near the road.

Outcomes:

- Awareness of library services and resources are high among district residents, particularly within underserved and higher need segments of the community.
- Most residents of the district have a strong sense of what the library has to offer in terms of spaces, services, resources, etc.
- Saline area residents and organizations have enhanced engagement with the library.
- The library is considered the place to go for information about the local area.
- The library is an often-considered option when area residents are looking for something to do or somewhere to go.

4: Enhance Resources



SDL will continue to adapt and optimize resources and services to meet the community's needs.

- Ensure resources, programs, and services are relevant, useful, and seen by the community as vital.
- Strive to make Diversity, Equity, and Inclusion an integrated part of organizational culture and approaches to all services.
- Positively impact arts, culture, education, and other organizations throughout the community through the library's services and resources.

Priority Initiatives:

- Ensure that DEI (Diversity, Equity, and Inclusion) are key components in the growth and evaluation of resources and services offered by the library.
- Look for new ways to engage users and the community in programming. Seek more input on programs and additional community participation in programming. Look at programming as more of a community collaboration instead of "classes being offered by the library."
- Reevaluate material usage and collection development policies, looking to best align community/user needs and wants with collection management approaches and policies.
- Examine all library usage and approaches for how well they serve user access needs, stand up to scrutiny related to DEI, and provide a focus on serving user needs over staff convenience.

Outcomes:

- Library is known for offering the top learning leisure programming within the area.
- Library's physical and digital resources and materials meet or exceed community needs and desires.
- The library's programming is highly attended, and users share their good experiences with fellow residents.

APPENDIX C:

Sample Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 04/28/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Dimond Bros. Insurance, LLC 11708 North College Avenue Carmel IN 46032		CONTACT NAME: Adrian Duckworth PHONE (A/C, No, Ext): (317) 853-3500 E-MAIL ADDRESS: adrian.duckworth@dimondbros.com FAX (A/C, No): (317) 853-3501	
INSURED ReThinking Libraries, LLC 7249 Arbuckle Commons Suite 438 Brownsburg IN 46112		INSURER(S) AFFORDING COVERAGE INSURER A: The Hartford INSURER B: Philadelphia Indemnity Insurance Co INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 18058	

COVERAGES
CERTIFICATE NUMBER: CL2212417027

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:		Y	36SBAK1TAX	01/29/2022	01/29/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			36SBAK1TAX	01/29/2022	01/29/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB ☐ DED ☒ RETENTION \$ 0			36SBAK1TAX	01/29/2022	01/29/2023	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	36WECAK1TLU	01/29/2022	01/29/2023	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liability			PHSD1557638	07/08/2021	07/08/2022	Each Claim \$1,000,000 Annual Aggregate \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Subject to the terms and conditions of the policy, The City of Sun Prairie, its elected and appointed officials, officers, employees or authorized representatives or volunteers, are added as additional insureds on the General Liability but only if required by written contract and only with respects to liability arising out of the goods provided by or on behalf of the named insured for the Certificate Holder.

Subject to the terms and conditions of the policy, General Liability policy is Primary and Noncontributory in favor of the above additional insured(s).

The Producer shown on the ACORD 25 will provide the Certificate Holder 60 days written notice of cancellation if cancellation of the policy(ies) shown on

CERTIFICATE HOLDER
CANCELLATION

City of Sun Prairie Finance Department 300 E. Main Street Sun Prairie WI 53590	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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ADVERTISEMENT FOR
REQUEST FOR PROPOSAL

CITY OF LIVONIA, MICHIGAN
33000 CIVIC CENTER DRIVE
LIVONIA, MICHIGAN 48154

STRATEGIC PLAN CONSULTANT FOR THE LIVONIA CIVIC CENTER LIBRARY

Sealed proposals will be received VIA THE MITN WEBSITE ONLY WWW.MITN.INFO until **2:00 P.M., Eastern Daylight Time, on September 27, 2022** at which time the proposals will be publicly opened and read aloud via Zoom. Each proposal shall be recorded together with the name of the bidder. Bids shall be in accordance with the requirements of this notice in order to be deemed “responsive.” Late proposals will be considered. No physical bid submission will be accepted. All proposals must be uploaded in Adobe Acrobat Format.

The City of Livonia Library is seeking proposals from professional firms with experience in working with Libraries to develop a five-year strategic plan.

Vendors may attend the bid opening virtually by using the following credentials:

Bid Opening Access

By Computer:

<https://us02web.zoom.us/j/82294127641>

By Phone:

Phone (312) 626-6799
Webinar ID: 822 9412 7641

Instructions and specifications may be obtained by registering with the Michigan Inter-Governmental Trade Network (MITN) at www.mitn.info.

All Addendums will be posted on the MITN website. Any information not obtained from the MITN website should not be relied upon. Faxed proposals in response to this request will not be accepted.

All proposals shall be submitted in Adobe Acrobat Format via the MITN website.

No bidder may withdraw his proposal within 120 calendar days after the date set for opening thereof.

The City of Livonia reserves the right to reject or accept any or all proposals in whole or in part and waive any irregularities therein. Acceptance of any proposal does not constitute a binding agreement until a written Contract is signed by both parties.

I. GENERAL INFORMATION AND REQUIREMENTS

The LPL seeks an qualified, professional facilitator to perform the following:

- Facilitate the strategic planning process using a methodology effective for public libraries.
- Gather data through community research that focuses on library users, non-users, and stakeholders to identify needs over the next five years (2023 – 2028)
- Facilitate planning meetings and public input sessions.
- Identify service priorities, goals, objectives, and activities.
- Identify gaps where current library operation is insufficient to meet those service priorities.
- Evaluate how the library can more effectively leverage the use of technology for both employees and patrons
- Make recommendations on how library can more effectively serve patrons who have physical, visual or emotional impairments.
- Keep the process as cost-effective as possible, using library staff and volunteers to collect and compile data as appropriate.
- Write and present the strategic plan that will be communicated to library stakeholders.

The proposed plan should include:

- An up-to-date community profile and identification of community markets.
- An assessment of the library's environment, including evaluation of strengths and weaknesses, quality of services, reputation, management, and budget, etc.
- Peer comparisons to other libraries of similar size and service population in the areas of program, services, finances, resources, space, etc.
- A review of current trends in library service and technology and an analysis of user expectations regarding those trends.
- Specification of guiding principles or core values of the organization with clearly defined meaningful, measurable priorities, goals, and objectives for which the library will hold itself accountable.
- Recommendations for improvements to services, finances, collection, technology (that integrates with the City's existing platforms), marketing, branding, staffing and facility configuration.
- Methods for keeping the process and participants focused and on-task, ensuring that the hard questions are asked, addressed, and resolved.
- Specification of a built-in process of regular review, evaluation and adjustment to the plan resulting from changes in the economic, demographic, or political climate.
- Recommendations for establishment of a mechanism for regular evaluation of customer needs, concerns, and satisfaction with service.

Proposal Content Requirements

Proposals must include the following elements:

- A **cover letter** providing a brief description of the firm or individual, name, address of consultant, telephone number, e-mail, and fax of principal contact person.

- **Executive summary** of the highlights of the proposal, which should not exceed one page in length, but convey the facilitator's understanding of the purpose and expected outcomes of this project.
- A summary of the **consultant's qualifications** and relevant experience along with a list of key personnel who would be involved in the process, with a description of their backgrounds and areas of expertise.
- We seek a facilitator who has considerable experience in the development of strategic plans. The facilitator must also possess demonstrated knowledge of modern public library services, trends, and functions.
- A **work plan** that contains a description of the methodology, tasks, timeline, and an estimate of the amount of time that would be spent on the project.
- **Exclusions, assumptions or exceptions.** Note any part of the proposal that is beyond the expertise of the consultant or would be better handled by local library staff.
- A project **budget and fee schedule** which includes consulting costs, clerical costs, and data analysis costs. Indicate a "not to exceed" total cost. Provide an estimate of the number of facilitator hours to be provided and the rate per hour. Any travel required by the facilitator, which is part of the normal scope of work, will be at the facilitator's expense.
- A statement of the insurance carried by the facilitator and a signature by an individual authorized to bind the proposer.
- References. Contact information for at least three organizations for which the facilitator has provided strategic planning services, and one sample of a complete report which the facilitator has prepared for a similar project.

The Library may, at its discretion, request one or more consultants attend a meeting, make a brief presentation, and answer questions posed by the Committee. The successful contractor should be prepared to make presentations to City stakeholders, boards, commissions, City Council if called upon to do so.

- LPL reserves the right to select a strategic planning facilitator based directly on the proposal or to negotiate with one or more respondents.
- LPL reserves the right to reject any and all proposals without penalty.
- LPL will not reimburse costs of preparing the RFP responses. The Library reserves the right to cancel the award of contract at any time prior to the execution of the contract by both parties.
- The responding consultants bear sole risk and responsibility for costs incurred in the preparation and mailing of the proposal.
- All information submitted shall be public record and subject to disclosure pursuant to the Michigan Freedom of Information Act.
- No Library Board or staff member shall have a financial interest in any proposal.

A draft report/plan and executive summary are to be submitted to the Library Director by within 120 days of the notice to proceed being issued.. The consultant shall provide one unbound original, along with 8 paper copies and an electronic copy of the draft report. The consultant shall provide a high level overview to identified staff and stakeholders of the draft report/plan. Feedback and revisions recommended by the Library Director shall be incorporated into the final version of the Strategic Plan within 21 days of receiving feedback.

The final strategic plan approved by the Library director and an executive summary are to

at a meeting of the Library Commission. All raw and summary data is to be delivered to the Livonia Public Library Director at the conclusion of the strategic planning process.

Section VII: Timeline

- RFP Issued August , 23, 2022
- Deadline for Questions September 14, 2022
- Proposals Due September 27, 2022
- Interviews with selected firms October 2022
- Contract Award October 2022

A. Proposal Instructions

Please read these instructions carefully. All the information requested must be provided. In submitting this sealed proposal, it is understood that the City reserves the right to reject or accept any or all proposals in whole or in part. It is agreed that this proposal may not be withdrawn for one hundred twenty (120) days from the opening thereof.

Sealed proposals will be received via the MITN website www.mitn.info until 2:00 P.M., local time, on SEPTEMBER 27, 2022 Each proposal shall be recorded together with the name of the company as per the instructions in the Advertisement for Bids. Proposals shall be in accordance with the requirements of this notice in order to be deemed "responsive." Late proposals will be returned unopened. Physical bids will not be accepted.

The contractors shall provide the following information, as a minimum standard, as part of their respective materials to be considered as a qualified vendor:

B. Proposal Format

Those firms interested in responding to this RFP should prepare an Adobe Acrobat document providing the information requested herein.

The City reserves the right to make changes to this RFP, with timely notification to vendors. Submitted proposals become the property of the City of Livonia and will not be returned to those responding.

The proposal response shall be neatly typed and printed on 8½ " x 11" paper with a minimum spacing of one and one-half lines. Proposals shall not-exceed 200 pages single-sided or 100 pages double-sided. Proposals shall include a minimum of three (3) references for projects of similar scope and size. The representatives shall have been involved in a similar project with the consultant. Include the name, title, telephone number, address and a brief description of the project and the role of the municipal representative in the project.

Vendors are prohibited from using the official seal of the City of Livonia in this proposal or in any other manner.

C. Issuing Office

This RFP was prepared by the City of Livonia Library. Questions relating to the project and its contents shall be addressed in writing to ENNA BACHELOR, PURCHASING MANAGER VIA EMAIL A EBACHELOR@LIVONIA.GOV. **The deadline for receiving questions in response to the RFP is no later than 3:00 p.m. EST, September 14, 2022.** The City does not guarantee a response to questions received after the question deadline. Questions received will be responded to in writing by the Community Resources and Parks and Recreation Departments in the form of addenda posted to the MITN website www.mitn.info.

D. Fair Employment Practices

The selected Consultant agrees not to discriminate against any employee or applicant for employment, to be employed in the performance of such contract, with respect to hire, tenure, terms, conditions or privileges, of employment, or any matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight, marital status, being disabled, or disadvantaged person, or War Veteran. Breach of this covenant may be regarded as material breach of the contract as provided for in Act 220 and Act 453 of the Public Acts of 1976, as amended, entitled "Michigan Handicappers Civil Rights Act" and the Michigan Elliott Larson Civil Rights Act." The vendor further agrees to require similar provisions from any subcontractors, or suppliers.

The consultant shall furnish all necessary information and reports and shall permit access to its books, records and accounts by the City of Livonia for purposes of investigation to ascertain compliance with the non-discrimination/minority business provision of any resultant contract.

E. Rejection of Proposals

The City of Livonia reserves the right to reject any and all proposals received as a result of this RFP, or to negotiate separately with any source whatsoever, in any manner necessary to serve in its best interest. The City of Livonia does not intend to award a contract solely on the basis of responses to this RFP or otherwise pay for the information solicited or obtained.

F. Incurred Cost

The City of Livonia will not be liable for any cost incurred by the Consultant for any work performed through and including the execution of a contract for professional services, prior to the execution of a contract for professional services.

G. Addenda to the RFP

In the event it becomes necessary to revise any part of the RFP or provide clarification regarding the requirements stipulated herein an addendum shall be issued. Vendors should not assume changes have been made to the requirements unless changes are documented in the form of an addenda posted to the MITN website. Firms shall acknowledge receipt of each addenda with their proposal response.

H. Completeness of the Proposal Submittal

The submitted RFP shall address all items completely and thoroughly in accordance with the format provided and shall be signed by an officer of the firm authorized to bind the proponent to its provisions.

The contents and commitments in the proposal shall remain firm for one hundred twenty (120) calendar days from the submittal due date. If the Consultant team is composed of a prime consultant with sub-consultants, the sub-consultants shall remain exclusive to the prime described in the proposal until the end of the specific RFP proposal period. The total "remain exclusive" time will be one hundred and twenty (120) days from the proposal due date.

Exclusivity of sub-consultants is intended to allow sub-consultants to affiliate initially with as many primes as may be prudent. However, if none of the primes with which they have affiliated are short listed; they are not to attempt to affiliate with a prime who has been short listed. Sub-consultants will not be reviewed out of context with their original affiliations.

I. Consultant Responsibilities

The Consultant shall be capable, either as a firm or a team, of providing all professional services as described under "Scope of Services" and to maintain those capabilities until notification of the fact that their RFP was unsuccessful. Exclusion of any service for the project may serve as cause for rejection. The selected Consultant shall remain capable of providing all professional services as described under "Scope of Services" and shall maintain those capabilities until notified by the City of Livonia. Consultants may contract with sub-consultants on the Strategic Plan Project, but a lead consultant must be identified and must take responsibility of all the deliverables. The City reserves the right to request substitution of firms.

J. Acceptance of Proposal Package Content

The contents of the RFP package will be the basis for evaluation. Each consultant will be considered separately.

K. Project Funding and Compensation

The City of Livonia has set aside funding in the FY 2022-203 Budget for the completion of the work described in the Request for Proposal.

The submitted RFP shall provide a breakdown of budgeted hours, staff labor costs, and other direct costs by task and total. The total shall be a fee not-to-exceed without prior written authorization from the City of Livonia.

After the execution of a Contract with the selected Consultant(s), the City will conduct the compensation reimbursements in accordance with the following guidelines:

1. For Consulting/Design Services, a monthly invoicing procedure on a per project basis will be set up.
2. The Consultant shall keep records of all costs on the project. These records may be audited by the City of Livonia.

II. SCOPE OF SERVICES

A. General Overview & Department Profile

Section I: Introduction

The Livonia public Library (LPL) is seeking consultant services to assist the Board, staff, and community in developing a comprehensive strategic plan. The plan will include goals, measurable objectives, and proposed activities to meet community needs for the next three to five years with respect to future trends and technologies.

It will also identify funding needs to respond to service demands.

Plan objectives:

- Ensure that programming and facilities offered by the library are meeting the needs of all City residents
- Ensure that library services and resources are in line with user needs and expectations.
- Ensure long-term financial viability.
- Enhance user experience online and in person
- Boost visibility, awareness, and patronage among residents.
- Become better recognized as a community partner organization, particularly with local schools.
- Create a vibrant workplace that continues to attract and retain talented, creative and service-oriented employees.
- Create a strategic plan that outlines service goals which stakeholders support and are aware of, and which residents desire.
- The portions of the plan may be used to inform future branding strategies for the library
- Develop recommendations for training to increase skills and effectiveness of library staff and volunteers
- Identify opportunities for development of strategic partnerships
-

Section II: Background:

On March 1, 1957, William Brashear, Mayor of Livonia, signs Ordinance 159, thus approving the establishment of a Library and a Library Commission for the City. Initial library service began in a storefront building on Plymouth Road. The Sandburg Branch Library opened for service on Seven Mile Road in 1961. It measures 8600 square feet and has a meeting room capacity of 75 people. Since there were two buildings providing library service the one on Plymouth Road was called the "South Branch". In 1967 the Noble Branch Library opened for service, replacing the South Branch. The building has 12175 square feet and has a meeting room capacity of 85 people. The Vest Pocket Library opened for service in 1967 in a large room in the Civic Park Senior Center as part of the National Library Week observance that year and has since expanded into two rooms. The collection at Vest Pocket is geared toward senior citizen's interests and houses mainly large print books and paperbacks.

Livonia Civic Center Library opened August 1, 1988. The building area is 64,000 square feet (including Conference Wing and Atrium). The Auditorium capacity is 300 and the four meeting rooms can hold up to 35 people each.

Since the Livonia Libraries were on the cutting edge of technology, and were using

computerized catalogs since 1985, Civic Center Library opened without ever having the traditional card catalog. Their holdings were accessible by computer from the very first day.

On August 28, 2017, the Civic Center Library was renamed The Robert & Janet Bennett Civic Center Library, in honor of the Mayor and his wife who had such a big impact on the Livonia community. They were instrumental in the library's successful millage campaign and worked tirelessly with the Friends of the Library to raise money for the library. The result was a dedicated 1 mill in perpetuity. We are proud that the library now bears their names.

The main floor hosts the Children's, Tween and Teen areas, Circulation, Browsing, Fiction, Large Print, Movies and Music collections. There is a Friends Book Store, a large Auditorium and four meeting rooms.

The second floor contains Reference, Business, Adult Non-fiction, Audio Books, Adult librarian workrooms, Circulation and Automation librarians' office and the Head of Adult services office. Public Computers are available on this floor as well as the magazine collection. The Arts Commissions Art Gallery is also on this floor.

The third-floor houses administration, a board room and a staff break room.

The Carl Sandburg Branch consists of one large area that contains Adult, Children's and Teens, a meeting room and a circulation workroom and managers office. There are 4 public internet stations and the library is equipped with wireless technology.

The Alfred Noble Library closed in 2019 due to a building problem.

The Library has a five-member advisory Commission appointed by the Mayor. We are a department of the City of Livonia. Hiring is done by the Civil Service Commission and other services are done by City personnel (finance, payroll, legal, custodial, etc.) The City Council approves the library's budget each year.

The Library is part of the Livonia Civic Center Campus which includes: City Hall, Police and Fire Department, and the 16th District Court.

The Library employs a total of 29 full time and 26 part time employees and a pool of approximately 15 substitute librarians.

The population served has declined in the past ten years from 96,942 to 95,535. In 2021 our circulation was 560,379. As a Covid-19 measure, the Library reduced its hours by 10 hours in 2020. Between the pandemic itself and the reduced hours statistics have decreased but are on the rise again. The Library is currently open 58 hours per week. The LPL is a member of The Library Network cooperative and participates in MeLCat (a statewide inter-library loan system). The Library uses TLC Carl automation system for its catalog, and an internet time management and printing system. There are 9 public internet stations as well as wireless access.

E. Deliverables - Final Plans and Documents

A draft of the Comprehensive Master Plan will be prepared and will include all basic

components of the completed plan for public review, including:

1. Executive Summary.
2. A written summary of the individual plan elements.
3. A graphic presentation of proposed Strategic Plan Milestones.
4. Fee schedule and Cost Information

The selected firm will be expected to remain with the project through final presentation and adoption by the Administration and City Council.

The deliverables produced as a result of the contract between the consultant and the City for Strategic Plan Consulting services shall be the exclusive property of the City of Livonia. The consultant shall produce in any and all required formats for all deliverables to the satisfaction of the City of Livonia. The vendor shall retain no right to reproduce or reuse any concept unless written authorization is given by the City of Livonia.

F. Timetable and Progress

The final schedule for adoption will be determined during the negotiation of the professional services agreement, but in no case shall the timetable provided for completion of all components of the work program exceed six (6) months from the date of execution of the contract. Monthly progress reports shall be provided to the City indicating steps completed and a timetable for completion of remaining steps.

III. RFP EVALUATION AND CONSULTANT SELECTION

The City of Livonia will commission the services of a consulting firm or firms to assist with the development of a Strategic Plan to bring guidance to development of the Livonia Public Library System for the future. The firm that is selected will work in conjunction with City Staff, City Council, Administration and Evaluation Committee to support the development and implementation of the Plan. The City of Livonia will seek a firm with proven experience in developing strategic plans.

A. Evaluation Committee

All proposals will be evaluated by an Evaluation Committee made up of members of the City/Library Leadership. The Evaluation Committee will select the top candidates for interviews. The evaluation will be based on predetermined criteria as enumerated below, and all candidates will be ranked accordingly. The Evaluation Committee will submit its findings and recommendations to the Livonia City Council. The City Council makes the final determination as to the hiring of the professional consultant after review of the Evaluation Committee's recommendations, evaluation of the proposal, interviews of the consultants or obtaining such other information that the City Council may desire.

A firm will be selected by the City Council for the purpose of negotiating a contract. If a satisfactory contract cannot be negotiated with that firm, the City shall formally end negotiations with that firm and select the next most favored provider and attempt to negotiate with that firm.

B. Criteria for Selection

The criteria for selection of the consultant will include, but not be limited to the following:

1. The firm's specific approach to the project. Although the City has identified the general nature of services required, the consultant is encouraged to provide an innovative approach and methodology to provide the requested services.
2. Capabilities and previous experience in comparable projects of this type and the specialized experience and technical competence of the consultant.
3. Past record of performance on contracts with other governmental agencies, including such factors as quality of work, control of costs, and ability to meet established schedules.
4. Capacity of the personnel to perform the work in a timely manner.
5. Qualifications of individuals who will have direct involvement in tasks on this project.
6. Work plan and time line addressing all components of the project.
7. Schedule and cost identifying time allocated to all major components of the project.

The following general criteria will be used by the Evaluation Committee and City Council in the selection of a consultant:

	CRITERIA	MAXIMUM POINTS
1	Demonstrated knowledge, skills, and experience in conducting strategic planning projects for public libraries and other non-profits.	30
2	Work plan and timeline addressing all components of the project.	25
3	Cost	20
4	Methodology for carrying out tasks in the scope of work.	15
5	References	10

FORM OF PROPOSAL

LIBRARY STRATEGIC PLAN

Bid of _____ hereinafter called
Bidder, organized and existing under the laws of or a resident of the State of Michigan, doing business
as _____

* Insert as applicable: "a corporation", "a partnership" or "an individual"

TO THE CITY OF LIVONIA, MICHIGAN, hereinafter called OWNER:

The undersigned as Bidder hereby declares: that this Bid is made in good faith without fraud or collusion with any person or persons bidding on the same Contract; that the Bidder has read and examined the Notice to Bidders, Instructions to Bidders, Bid, General Conditions, Supplementary Conditions, Agreement, Forms of Proposal, Bond, Specifications and Drawings, as prepared by the City of Livonia, and understands all of the same; that the Bidder or its representative has made personal investigation at the site and has become fully familiar with regard to the conditions to be met in the execution of this Contract, and the undersigned proposes to furnish all labor, materials, tools, power, transportation, and construction equipment necessary for the construction of the Project and performing related work in full accordance with the aforesaid Contract Documents, including any and all Addenda officially issued, their receipt of which is hereby acknowledged:

Addendum No.

Addendum Date

The work may be awarded per item.

Item No.	Item Description	Complete for the Sum of:
1	Five-year strategic plan for the City of Livonia Library	\$

FEE SCHEDULE

[illegible]

In submitting this sealed bid, it is understood that the City of Livonia reserves the right to reject or accept any or all proposals in whole or in part and waive any irregularities and informalities therein. It is agreed that this bid may not be withdrawn for 120 days from the opening thereof.

Number of days it will take to complete the project upon being given notice to proceed
_____ **DAYS**

The contractor and their sub-contractors agree that they will not discriminate against any employee or applicant for employment, to be employed in the performance of this contract with respect to their hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of their sex or age, except when based on a bona fide occupational qualification, or because of their race, color, religion, national origin or ancestry. (Act 453 P.A. 1976 As Amended) The contractor further agrees that they will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to age, sex, race, creed, color or national origin. Breach of this contract may be regarded as a material breach of contract.

Bidder will identify business entity as individual, or if doing business under assumed name, indicate assumed name, partnership, (naming partners), corporation, foreign or domestic (naming principal officers), and indicate official capacity of person executing proposal and bid.

Date_____ Firm Name_____
(If corporation, partnership, or assumed name)

Address_____ Signature_____
(Person executing bid and official capacity)

Print Name_____

City _____ State _____ Zip Code _____

Email _____

Phone _____ FAX _____

(Names of Principal Officers and designate
official capacity)

(If partnership or assumed name, indicate
names of owners)

CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE SHOULD BE DIRECTED:

NAME: _____ **TITLE:** _____

PHONE: _____

EMAIL: _____

To be considered for this project, the following forms must be uploaded to the MITN website (www.mitn.info) in a PDF format. Proposal responses shall include in the following order:

1. Company Overview
2. Form of Proposal Forms
3. Statement of Qualifications
4. Project Approach and Methodology
5. Project Timeline
6. Project Team Information

LIBRARY STRATEGIC PLAN
REFERENCE FORM

COMPANY NAME: _____

Reference Company Name:	
City/State:	
Summary of Work Performed:	
Dates of Work:	
Company Contact Person:	Title:
Phone Number:	Email:

Reference Company Name:	
City/State:	
Summary of Work Performed:	
Dates of Work:	
Company Contact Person:	Title:
Phone Number:	Email:

Reference Company Name:	
City/State:	
Summary of Work Performed:	
Dates of Work:	
Company Contact Person:	Title:
Phone Number:	Email:

**STATEMENT OF QUALIFICATIONS
LIBRARY STRATEGIC PLAN**

Respondents must answer all questions. If more space is needed to complete a question, attach a separate sheet.

Company Name: _____

Address _____

Contact Person: _____ Title _____

Phone No. _____ Email _____

-
1. Number of years operating under you present name: _____
 2. Number of years present owners have owned the company: _____
 3. How many years of experience does your company have providing the services specified in the bid documents? _____ years
 4. List municipalities/public libraries who the bidder has serviced in the past five (5) years to present:

Name of Municipality	Term of Service

5. General nature of work performed by your company:

6. Have you performed work for the City of Livonia in the last ten (10) years? If so, please specify:

Year of Service	Department Served	Description of Services Provided

7. List the members of the team who will oversee the contract and the roles they will perform.

Name	Title	Role	Years of Experience

8. What challenges to you foresee?

9. What is included in your base price for services? What services will incur additional fees:

COMPANY NAME: _____

CONTRACT

THIS CONTRACT, entered into this 1st day of June, A.D. 20_____, between the CITY OF LIVONIA, hereinafter referred to as the Owner, party of the first part, and _____ hereinafter referred to as the Contractor, party of the second part.

WITNESSETH, that the said Contractor, for the consideration mentioned in the various items set forth below, by these presents does agree that he will furnish all labor, materials, machinery, tools and equipment and do all things necessary for and incidental to the **STRATEGIC PLAN CONSULTING SERVICES FOR THE CITY OF LIVONIA LIBRARY** together with appurtenances thereto, as set forth in certain Instructions to Bidders, Proposal, General Conditions, Specifications, Bonds, Plans, Drawings, and the following documents, all of which are attached hereto and made a part of this agreement:

Per Livonia City Council Resolution # _____

IN CONSIDERATION WHEREOF, said Owner does agree to pay to said Contractor the sum of _____ AND 00/100 Dollars (\$_____), based upon the amounts and sum listed in the Proposal; which is subject, however, to adjustment by reason of any change in, addition to, or deduction from the work, as provided in the General Conditions.

For the faithful performance of all and singular terms and stipulations contained in this agreement, said parties respectively bind themselves, their heirs, executors, administrators, successors and assigns.

IN WITNESS WHEREOF, said parties have this day hereunto set their hands and seals, in triplicate.

CITY OF LIVONIA, Owner

By _____
Maureen Miller Brosnan, Mayor

Susan Nash, City Clerk

Witness

Contractor

Approved:

Director of the Library

Director of Finance

Approved as to form:

Department of Law

Pursuant to Resolution # _____

Adopted by City Council on _____

White Pine Solutions

Email: whitepinesolutions@gmail.com

Website: whitepinesolutions.org

City of Livonia, Michigan Strategic Plan for the Livonia Civic Center Library



White Pine Solutions



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Cover Letter

2

September 27th, 2022

The City of Livonia, Michigan

Livonia Civic Center Library
33000 Civic Center Drive
Livonia, MI 48154

Dear The City of Livonia:

White Pine Solutions is writing to be considered for the Livonia Civic Center Library (LCCL) Strategic Plan 2023-2028. Our team of experts is thrilled to collaborate with you to create a dynamic, innovative, and community-driven strategic plan.

White Pine Solutions delivers customized consulting services to organizations and businesses. We provide guidance on organizational development and offer professional expertise in strategic planning, organizational management, research, data analytics, fundraising, grant writing, and community outreach.

This RFP is seeking a consultant firm to create a five-year strategic plan. Key priorities include community outreach and input, partner collaboration, stakeholder input, methodological design, research and data collection, data analytics, and reporting findings to the LCCL as well as to the public. Our team possesses both the prior experience and skills needed to effectively meet these objectives.

We look forward to sharing our proposal with you. We are available to meet with you at your convenience. Thank you for your consideration.

Thank you,

Jessica M. Felder

President and Primary Contact
White Pine Solutions
322 Crampton Dr.
Monroe, MI 48162

(419) 350-7440

whitepinesolutions@gmail.com

White Pine Solutions offers personalized consulting services for organizations and businesses. We use a data-driven and community-centered approach to identify client needs and create tailored strategies.

Our team of specialists have more than 30 years of combined experience in organizational management and have successfully crafted strategic plans. We specialize in strategic planning, organizational management, research, data analytics, fundraising, grant writing, and community outreach. We will be able to exceed the responsibilities listed in the RFP.

The RFP calls for a consulting firm to facilitate the strategic planning process, establish a methodological approach in line with the needs of LCCL, gather community focused research and data, coordinate input meetings and sessions with interested parties, and identify the current mission and activities. The main objective is to design an inclusive, modern, and community-centered strategic plan.

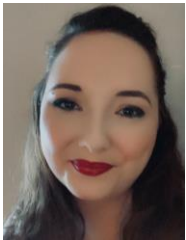
The strategic plan will provide a comprehensive vision for LCCL for the next five years. It will address collections, programming, technology, staffing, outreach, and facilities. Additional themes, include but are not limited to, reaching a wider audience and updating services to match the needs of the larger communities.



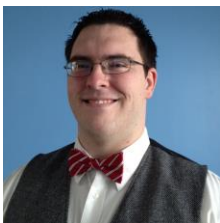
White Pine Solutions

White Pine Solutions was founded by Jessica M. Felder, Trent Varva, and Andrew B. Felder in 2022. Their aim is to offer support and guidance to local organizations and businesses.

Our leadership team has more than 30 years of combined experience in organizational management and have successfully completed a number of strategic plans.



Jessica M. Felder is an Independent Instructor and PhD Candidate of Political Science at Purdue University. She specializes in comparative politics and data analytics. Her professional research focuses on non-profit organizations and funding. Her work here at White Pine Solutions includes strategic plan design and management, data management, database creation, reporting, and grant writing.



Trent Varva is a seasoned field coordinator who has worked with non-profits, municipalities, political parties, and labor to execute coordinated field work in voter outreach for elections, ballot initiatives, recruitment campaigns, and community surveys. He graduated 2014 from Saginaw Valley State University with a degree in Political Science and has worked for multiple organizations all across

Michigan over the last 12 years. His work at White Pine Solutions focuses on strategic planning, community outreach, communication, and grant identification.



Andrew B. Felder is the Director of Community Outreach and Fund Development for the River Raisin Centre for the Arts (RRCA) and is currently serving in his third term on Monroe City Council. He has developed and led organizational recruitment since 2008 and worked with over numerous local leaders to affect positive change in their communities. With a background as a data analyst, Andrew uses practical insights and a data driven approach to provide actionable intelligence to inform both process and operations of funding, recruitment, and electoral campaigns. He offers specializations in fundraising, financial reporting, methodological design, and data analytics.

For More Information

Visit us at whitepinesolutions.org, or find us on social media:



The **White Pine Solutions** team has the credentials and prior experience essential to the strategic planning process.

Jessica M. Felder obtained a formal specialization in Methodology while pursuing a PhD at Purdue University. This included instruction through the Methodological Cluster at Purdue University and courses at the Inter-university Consortium for Political and Social Research (ICPSR) at the University of Michigan Ann Arbor. She is a mixed methods scholar who works with both quantitative (large-N studies/surveys) and qualitative approaches (small-N studies/focus groups/interviews/case studies).

Two current studies include her project on DEI academic success in graduate programs and her research on non-governmental organization management. Through these projects she designed the methodological approaches, developed all methodological tools, received IRB approval, and conducted the data collection.

Jessica will be able to effectively craft a sound methodological approach that is informed by LCCL services, the communities they serve, and interested partners. The approach will incorporate case study research, convenient surveys, focus groups, interviews, and planning sessions. She will assist in carrying out the methodological approach, analyzing the data, and writing the strategic plan.

Trent Varva has engaged in strategic planning for multiple municipalities in the state of Michigan. He worked with Bay City, MI to evaluate the city services. This included survey design, compiling data, and supplemental external research. This culminated in a report outlining public opinion on city services and next steps for the city.

Trent has worked on strategic planning for the City of Saginaw evaluating existing operations. He participated in strategic planning sessions with council members and senior staff. Feedback from participants was used to compile report that identified common strengths and weaknesses across various departments and areas where staff saw lack of resources. External research was used to propose

solutions and develop a six-month, twelve-month, two-year, and five-year action plans.

Trent will focus on research of the LCCL communities and LCCL services. This work will inform the methodological approaches used. He will assist with designing the survey instruments, interview questions, and session planning organizing. He will take the lead on data collection and compilation. Finally, he will use his extensive knowledge and expertise to inform the strategic plan.

Andrew B. Felder specializes in recruitment, outreach, and data analytics.

Community engagement is critical within his roles as a City Council Person and as the Director of Community Outreach and Fund Development. He regularly collaborates with community businesses, organizations, and people. He will assist in all outreach efforts, recruitment for the LCCL strategic plan study, and be the point of contact for all invested partners. This includes the LCCL stakeholders.

Andrew has formally studied data analytics and has used this as a financial data analyst at Ford. He uses his statistics and technological skills to craft databases, clean data, run predictive modeling, and create reports on his crucial findings. He will assist with the data collection, analytics, and reporting process.

Strategic Plan

Phase One: Project Initiation

Objectives	Duration	Activities
Set up communication channels, make formal introductions, and set a working calendar.	2 Weeks	Set-up lines of contact.
		Reach out to affected parties for introductions.
		Review internal documents on structure and organization.
		Establish communication with all key stakeholders.
		Create a meeting schedule and calendar.

Phase Two: Initial Research

Objectives	Duration	Activities
Conduct thorough and comprehensive research on the library system and the broader community to build a community profile.	3 Weeks	Review internal data, metrics, programs, users, and processes.
		Review current organizational structure.
		Review current mission statement, values, and goals.
		Research the served communities including their growth and demographics.
		Facilitate planning meetings with staff, board, and public.
		Set core values statement, goals, and objectives.

Phase Three: Refine Methodological Design

Objectives	Duration	Activities
Utilize initial research and input (community/library/partner/etc.) to refine our approach and develop methodological instruments.	2 Weeks	Collaborate with any Strategic Planning Committees and key stakeholders.
		Meet with community members (user/nonusers), library staff and personnel, partners, and stakeholders for input.
		Conduct focus groups to gather input on survey and interview design.
		Facilitate initial public input session.
		Develop focus group, interview, survey design.

Phase Four: Methodological Deployment

Objectives	Duration	Activities
Deploy approaches, meet with stakeholders, and data collections. The goal is to assess the current library services while focusing on community needs.	2 Months	Focus groups with library staff and personnel. Assess the current services and their vision for the library.
		Focus groups with users to determine potential service expansions.
		Focus groups with nonusers to determine needs and wants of the community.

		Create a robust survey (for users and non-users). This will be available for multiple platform deployment. This includes physical copies within the libraries, and a virtual survey. The virtual survey will be available for QR Code deployment, and released through email, online, and on social media.
		Virtual/Phone based interviews with individual stakeholders
Phase Five: Data Analysis and Review		
Objectives	Duration	Activities
Prepare, review, and analyze the data. Develop initial findings regarding the library, its service model, and community needs. Prepare draft plan for the LCCL Board prior to annual budgetary meetings in January and February.	1 Month	Create database with all data collected.
		Data analytics – statistical analysis and content analysis.
		SWOT Analysis.
		Meet with the board, staff, and stake holders to review initial findings. Meet with any Strategic Planning Committee to review initial findings.

		Collaboratively create goals, objects, and service priorities. Create alternatives and recommendations with regards to each service model category.
		Establish core values in coordination with LCCL key stakeholders.
		Create the Draft Strategic Plan. Include initial projected budgetary items for consideration.

Phase Six: Craft Strategic Plan and Deliverables

Objectives	Duration	Activities
Prepare the Strategic Plan, requested deliverables, and develop KPIs for the library.	2 Months	Prepare the final Strategic Plan informed by the data collection and research process. - Project summary including scope and intended audience - Community profile - Library environment assessment - Mission and core values statement - Strategic work plan including the key priorities, goals, and objectives. Additionally, a comprehensive list of recommendations and alternatives, a list of actionable steps, and KPIs to measure progress. - A process for library review for the duration and conclusion of the strategic plan.
		Deliver the strategic plan to the required parties and the LCCL key stake holder.

Phase Seven: Submission of Deliverables

Objectives	Duration	Activities
Deliver all final documents and deliverables.	1 month	Review and use feedback to improve the final version.
		Create final Strategic Plan and the Strategic Plan Snapshot.
		Submit all final deliverables.

White Pine Solutions will be able to carry out a majority of the functions needed for this RFP. We will also work closely and collaboratively with the library board, staff, personnel to ensure success. We will cooperate and coordinate with the stakeholders, library partners, and the community at large.

There are two key areas where library assistance would be beneficial:

- (1) Within Phase Two, (the research phase) we would appreciate a detailed summary of the library collections, its strengths and weaknesses, and what areas could be bolstered.
- (2) Within Phase Four, (the deployment phase) we would like the library staff and personnel to assist in survey disbursement at both library locations. This would include knowing where to find the surveys, informing all guests of the survey, and answering questions that may arise.

Cost Schedule

Cost Schedule					
Phase	Objectives	Approximate Consultant Hours	General Cost	Community Outreach Cost	Total Fee
Phase One: Project Initiation	Set up communication channels, make formal introductions, and set a working calendar.	20 Hours	\$800	\$300	\$1,100
Phase Two: Initial Research	Conduct thorough and comprehensive research on the library system and the broader community.	60 Hours	\$1,500	\$1,500	\$3,000
Phase Three: Refine Methodological Design	Utilize initial research and input (community/library/partner/etc.) to refine our approach and develop methodological instruments.	60 Hours	\$2,000	\$1,500	\$3,500
Phase Four: Methodological Deployment	Deploy approaches, meet with stakeholders, and data collections. The goal is to assess the current library services while focusing on community needs.	20 Hours	\$500	\$700	\$1,200
Phase Five: Data Analysis and Review	Prepare, review, and analyze the data. Develop initial findings regarding the library, its service model, and community needs. Prepare draft plan for the LCCL Board prior to annual budgetary meetings in January and February.	40 Hours	\$2,000	\$0	\$2,000
Phase Six: Craft Strategic Plan and Deliverables	Prepare the Strategic plan, prepare requested deliverables, and develop KPIs for the library.	60 Hours	\$3,000	\$500	\$3,500
Phase Seven: Submission of Deliverables	Deliver all final documents and deliverables.	10 Hours	\$500	\$0	\$500

Cost Schedule Totals

Approximate Consulting Hours	270 Hours
General Cost	\$10,300
Community Outreach Cost	\$4,500
Total Fee	\$14,800

Should the LCCL wish to expand or enhance the services provided, we would be willing to add these services for an additional agreed upon cost.

Such services could include, but are not limited to:

1. Expansion of non-user survey with an increased survey response rate
2. Virtual/Phone based interviews with regional, municipal, developmental, business, entrepreneurial, service, and non-profit organizations.
3. Crafting deployable review instruments for the LCCL (user surveys, etc.).
4. Preparing and delivering strategic plan presentations.
5. Preparing and delivering educational strategic plan presentation for the community.
6. Assisting with the initial phases of the strategic plan including establishing communication procedures and facilitating initial meetings.

Personnel References

1. Dr. Patricia Boling

Purdue University
765 – 491- 1175
boling@purdue.edu
Research Supervisor
-For Jessica Felder

2. Annie Boensch

Saginaw City Council
989 – 493 – 8232
aboensch@saginaw-mi.com
City of Saginaw Strategic Plan
-For Trent Varva

3. Kellie Vining

Monroe City Council
734 – 819 – 7676
Kellie.vining@monroemi.gov
Orchard East Subarea Plan
-For Andrew Felder

Acceptance

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The White Pine Solutions team is prepared to provide any additional information or paperwork needed including insurance paperwork. We are able to offer a proposal presentation at your convenience.

Please don't hesitate to reach out to the White Pine Solutions team with any questions, comments, or concerns.

Thank you,



White Pine Solutions



July 8, 2021

Mr. Michael Slater
Finance Director
City of Livonia

RE: Alfred Noble Library Opinion of Costs

Dear Mr. Slater:

In May 2021, OHM Advisors visited the Alfred Noble Library building and completed a walkthrough with City staff. The City of Livonia previously closed the Library in December 2019, due to moisture problems. The purpose of the visit was to review the current condition of the facility and provide the City with our professional opinion of costs for various options the City is currently considering. Additionally, the building assessment report completed by City Inspector Jerome Hanna as well as the limited moisture and microbial assessment report by MQI was provided to us. This information along with original building drawings were utilized to develop three conceptual opinion of costs requested by the City for their use.

Background and Summary

In October, 2019 a limited moisture and microbial assessment was completed by Mold Quest International. With several areas of water infiltration in the building, this assessment provided recommendations based on their limited testing as noted in the report. This report provided several remediation recommendations to be completed at the library. In December of 2019 the library was closed due to these findings and recommendations. Building systems were limited to provide a conditioned space. In March of 2021, a visual inspection of the building was completed by City Inspector Jerome Hanna which identified additional areas of work that should be addressed pertaining to water infiltration, water damage, and microbial growth.

In May 2021, city staff and OHM walked the building to review the current condition of the building and had additional discussions regarding the building condition. These items, as well as the information from previous report findings, were utilized in preparing a high-level conceptual cost analysis for repair work identified in the scope of work assumed below for the building. Additionally, OHM developed a cost opinion to demolish the building and prepare a clean site as well as a cost opinion for a new building of comparable size, use and materials. Below is a summary of these three approaches and associated costs:

Option	Description	Cost
1	Building/Site Demolition	\$ 246,000
2	Building Renovation and Site Improvements	\$ 1,620,000
3	New Building	\$ 6,430,000

A further breakdown of the above costs, including general construction, contingency, design fees, and contractor fees are outlined below in the Opinion of Cost section.

The following lists and photos are references, and provide explanation of the scope of work assumed to be included as part of a possible renovation project:



Exterior

1. Removal and replacement of asphalt shingles – include removal of deteriorated wood decking and replace flashing.
2. Removal and replacement of membrane roofing – provide additional taper and improved drainage, additional provide required minimum flashing heights at perimeter conditions.
3. General tuckpointing of masonry
4. At basement footprint, remove soils at exterior down to foundation and provide new waterproofing.
5. Window seal replacement
6. Re-grading perimeter to provide positive drainage away from building
7. Relocate roof downspout discharges away from building.



Roof ponding, little/no positive slope to scuppers



Roof ponding, little/no positive slop to scuppers. Less than minimal flashing height at transition to roof, failed flashing sealant.



Miscellaneous brick repairs (tuckpointing), miscellaneous general window sealant failures as well as interior wood moisture issues noted in report



Reinstall proper termination of downspouts, regrade low spots that have settled due to water.



Interior

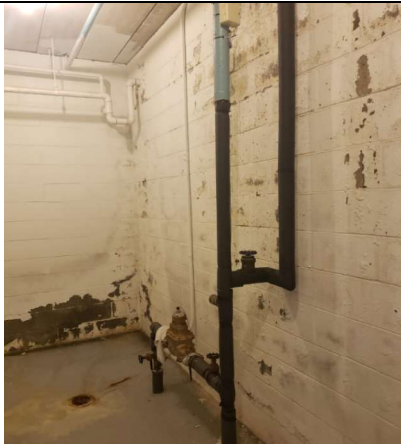
1. Remove and replace drop ceiling tiles
2. Remove and replace wall and door trim
3. Remove and replace drywall – at both walls and ceilings where water damaged.
4. Remove and replace carpeted flooring areas
5. Clean and repaint CMU Block walls
6. Remove and replace any cavity insulation.
7. Replace furnishings
8. Cleaning of entire space to remain – damp wipe and/or HEPA vacuum.
9. Clean HVAC systems and replace filters.
10. Electrical devices, fixtures, or wiring that has been in contact with water should be replaced.



General interior conditions:



Lay-in ceiling, various areas of water damage



Basement, interior wall paint flaking and water infiltration from exterior.





Additional items noted/discussed follow and are considered part of renovation opinion of cost:

1. Replace furnace, it is original to the structure and past its life span.
2. Current restrooms do not provide ADA Accessible fixtures.



Opinion of Cost

Of recent, the current market has been volatile and ever changing as it relates to construction costs. With cost of materials availability and long lead times, labor, and unknown factors, the following opinion of costs have taken into consideration higher than normal contingency value as well as included an escalation markup for both materials and an estimated construction time from starting end of 2021 at the earliest. If additional years are considered, there should be escalation costs added to these numbers between 3-4 annually%.

Demolition of existing building and site clearing

The opinion of cost for demolition of existing building includes demolition of entire building, removal of foundations and infill at basement area, sidewalks and site garden areas to be removed, general infill grading and seeding of area. Parking lot to remain.

No	Description	Cost
1	Building demolition	\$ 135,000
2	Basement demo and infill	\$ 28,000
3	Site	\$ 27,000
4	Subtotal	\$ 190,000
5	Contingency (10%)	\$ 19,000
6	Escalation (4%)	\$ 8,000
7	Testing (5%)	\$ 10,000
8	General Conditions/OH&P (10%)	\$ 19,000
10	Total	\$ 246,000

Renovation of existing building and site improvements

The opinion of costs includes items noted above. Additionally, we have included a 30% contingency with type of renovation work being performed and possible mitigation required as additional areas/materials are exposed. We have also included a 7% contingency that is reflective of the current market conditions for material costs, this could be an anomaly that levels off or maintains itself as a new norm. A testing allowance of 6% is included due to further



assessment of material abatement and existing conditions of materials that should be re-tested as work is completed to confirm all work has been done correctly.

No	Description	Cost
1	Building Renovations	\$ 700,000
2	Site work	\$ 35,000
3	Furniture	\$ 250,000
4	Subtotal	\$ 985,000
5	Contingency (30%)	\$ 296,000
6	Escalation/Material Contingency (7%)	\$ 69,000
7	Testing (6%)	\$ 59,000
8	General Conditions/OH&P (10%)	\$ 100,000
9	Professional Fees (12%)	\$ 111,000
10	Total	\$ 1,620,000

New building of similar size and function

The new building cost includes cost for a new 13,500 SF building on a green site.

No	Description	Cost
1	Building	\$ 3,700,000
2	Site work	\$ 550,000
3	Furniture	\$ 250,000
4	Subtotal	\$ 4,500,000
5	Contingency (15%)	\$ 675,000
6	Escalation/Material Contingency (7%)	\$ 315,000
7	Testing (2%)	\$ 90,000
8	General Conditions/OH&P (10%)	\$ 450,000
9	Professional Fees (9%)	\$ 400,000
10	Total	\$ 6,430,000

If you have any questions or want to discuss any items in more detail, please do not hesitate to call to review further.

Sincerely,
OHM Advisors



Christopher Ozog, Project Architect

Encl: MQI Report dated October 14, 2019
Building Assessment report dated March 8, 2021

cc: Rhett Gronevelt, OHM Advisors
Jerome Hanna, City of Livonia

From: [Davis, Ted](#)
To: [Kasprowicz, Sara](#)
Cc: [Cox, Ann](#)
Subject: FW: OVERNIGHT CUSTODIAL SERVICES INTERVIEW SCORES
Date: Sunday, September 15, 2024 1:17:22 PM
Attachments: [Overnight Custodial Services Oral Presentation Evaluation.xlsx](#)
[2024 custodial services for council2.doc](#)
[RNA Response for City of Livonia \(1\).pdf](#)
[RNA 2024 Custodial Cleaning BID Overnight Services ONLY signed.pdf](#)
[custodial services bid results.pdf](#)

Good morning, Sara.

Looking to schedule a CoW for Custodial Services at the Rec Center.

Ted Davis, CPRP

Superintendent of Parks and Recreation
City of Livonia | Parks and Recreation Department
(734) 466-2298
edavis@livonia.gov

From: Kandah, Gus <gkandah@livonia.gov>
Sent: Friday, September 13, 2024 4:08 PM
To: Davis, Ted <edavis@livonia.gov>; Koppin, Michelle <mkoppin@livonia.gov>; Poulin, Jeannine <jpoulin@livonia.gov>
Subject: OVERNIGHT CUSTODIAL SERVICES INTERVIEW SCORES

Hello Ted, Michelle, Jeannine,

Attached, please find a spreadsheet that tabulates our scores for each custodial services vendor interviewed yesterday. I really think that the interview process was fair, objective, and helpful in us selecting the right vendor.

Below, please find a summary of the scoring:

**OVERNIGHT CUSTODIAL SERVICES VENDOR INTERVIEW
SCORING**

	TED	MICHELLE	JEANNINE	GUS	TOTAL
DU-ALL	65	70	65	68	268
FACILITIES					
360	80	88	79	71	318
RNA	88	82	90	84	344

Based on the scoring, RNA seems to be the best overall vendor in providing overnight custodial services for the Recreation Center. Their scale of resources, list of customers and use of technology to consistently monitor and improve services are

some of the key attributes in selecting them.

Please let me know if anyone has any questions.

Have a great weekend!

-Gus

Gus Kandah

Purchasing Manager

City of Livonia | Finance

(734) 466-2275

gkandah@livonia.gov

DEPARTMENT OF PARKS & RECREATION

**PARKS AND RECREATION
COMMISSION**

MARK JOHNSON
CHAIRPERSON

PAUL CONDON
KATHERINE JOLLY
CATHY KEVRA
KEVIN SUMMERS

15100 HUBBARD
LIVONIA, MICHIGAN 48154-3586
(734) 466-2410 RECREATION DIVISION
FAX: (734) 466-2679

MAUREEN MILLER BROSNAN
MAYOR

EDWARD DAVIS
SUPERINTENDENT



September 15, 2024

Honorable City Council
City of Livonia

Re: JKRC Custodial Services

Honorable Members of Council:

The Department of Parks and Recreation had previously taken bids for custodial services for the Jack E. Kirksey Recreation Center. Staffing challenges within DPW and the Building Maintenance Division have brought about the proposed change. We are not fully staffed several times weekly, and overnight cleaning is discontinued. This affects our operation and the satisfaction of members and residents in the Rec Center. The cleanliness of the facility is one of our most common complaints.

After the previous presentation regarding custodial services, representatives from 192, DPW, and Parks and Recreation met in an attempt to reach a solution that worked for all parties. While Parks and Recreation maintained that cleaning after open hours was necessary for satisfactory performance, 192 could not get current staff to commit to those hours. All parties agreed that contracting out the after-hours portion of the custodial services was the best solution. With this agreement, 192 custodial staff will continue to staff the Jack E. Kirksey Recreation Center during our hours of operation, and an outside vendor will perform services between the hours of 10:30 pm and 4:30 am. We hope contracting custodial services will improve the cleanliness of the Kirksey Recreation Center.

Specifications were prepared in cooperation with DPW and Finance Departments, and an advertisement for bids was placed on the MITN website. Ten (10) bids were received and opened in the presence of the Bid Committee at 2 p.m. on August 27, 2024. The bid tabulation is attached for the Council's review.

We recommend that RNA Facility Management receive the contract as the second lowest bidder who scored the highest based on the proposal, interview, and references.

We request that the City Council authorize the Mayor and City Clerk to execute a contract in the amount of \$166,497 for year one with annual percentage increases as outlined in the attached bid for fiscal years 2025, 2026, and 2027 with RNA Facility Management, 4130 Varsity Drive, Suite A, Ann Arbor, MI 48108 from accounts 208-755-712-523 and 208-755-725-523. The bids are good for 120 days from opening. Our current custodial budget is \$554,000 for the Fiscal Year 2024.

Your consideration of this request is appreciated.

Respectfully submitted,

Edward Davis
Superintendent

FUNDS AVAILABLE:

APPROVED FOR SUBMISSION:

DEBRA LICHTENBERG
DIRECTOR OF FINANCE

DONALD ROHRAFF
DIRECTOR OF DPW

APPROVED FOR SUBMISSION:

MAUREEN MILLER BROSNAN
MAYOR

ED

pc: City Council, Mayor, Law, Finance, Dept. File

Overnight Custodial Evaluation Criteria		Score (0 - 25)	TED	MICHELLE	JEANNINE	GUS
Capacity and experience of the Proposer	Proposer has provided evidence of experience managing custodial services of similar type and complexity. Proposer has demonstrated relevant technical expertise. Proposer is likely to be effective at coordinating and collaborating with Rec. Center Staff. References and/or past experience with similar government or rec center clients see relevant and applicable.		15	20	18	15
Proposed approach or solution	Proposal is aligned with RFP goals and scope of work and likely to successfully achieve them. Staffing plan is likely to deliver excellent service.		15	20	15	18
Quality of Presentation	Presentation sound. Well organized and thoughtful. Anticipated questions and responded accordingly.		15	15	15	15
Price	Reasonableness of cost. Allocation of resources within the proposed budget. Ability to supplement resources if necessary.		20	15	17	20
TOTAL POSSIBLE SCORE = 100		0	65	70	65	68

Overnight Custodial Evaluation Criteria		Score (0 - 25)	TED	MICHELLE	JEANNINE	GUS
Capacity and experience of the Proposer	Proposer has provided evidence of experience managing custodial services of similar type and complexity. Proposer has demonstrated relevant technical expertise. Proposer is likely to be effective at coordinating and collaborating with Rec. Center Staff. References and/or past experience with similar government or rec center clients see relevant and applicable.		15	21	15	15
Proposed approach or solution	Proposal is aligned with RFP goals and scope of work and likely to successfully achieve them. Staffing plan is likely to deliver excellent service.		20	21	20	20
Quality of Presentation	Presentation sound. Well organized and thoughtful. Anticipated questions and responded accordingly.		20	23	22	18
Price	Reasonableness of cost. Allocation of resources within the proposed budget. Ability to supplement resources if necessary.		25	23	22	18
TOTAL POSSIBLE SCORE = 100		0	80	88	79	71

Overnight Custodial Evaluation Criteria		Score (0 - 25)	TED	MICHELLE	JEANNINE	GUS
Capacity and experience of the Proposer	Proposer has provided evidence of experience managing custodial services of similar type and complexity. Proposer has demonstrated relevant technical expertise. Proposer is likely to be effective at coordinating and collaborating with Rec. Center Staff. References and/or past experience with similar government or rec center clients see relevant and applicable.		24	22	23	22
Proposed approach or solution	Proposal is aligned with RFP goals and scope of work and likely to successfully achieve them. Staffing plan is likely to deliver excellent service.		20	20	22	20
Quality of Presentation	Presentation sound. Well organized and thoughtful. Anticipated questions and responded accordingly.		20	20	22	22
Price	Reasonableness of cost. Allocation of resources within the proposed budget. Ability to supplement resources if necessary.		24	20	23	20
TOTAL POSSIBLE SCORE = 100		0	88	82	90	84

OVERNIGHT CUSTODIAL SERVICES VENDOR INTERVIEW SCORING

	TED	MICHELLE	JEANNINE	GUS	TOTAL
DU-ALL	65	70	65	68	268
FACILITIES 360	80	88	79	71	318
RNA	88	82	90	84	344

Statement of Qualifications

RNA Facilities Management is honored to present our proposal for the overnight custodial cleaning services at the Jack E. Kirksey Recreation Center. The Kirksey Recreation Center is a cornerstone of community wellness and activity. At RNA, we understand the pivotal role that cleanliness and hygiene play in maintaining the center's reputation and ensuring the health and safety of its users. Our proposal outlines a comprehensive plan to uphold the high standards of cleanliness expected by the City of Livonia, leveraging our extensive experience and commitment to excellence. We are confident that our services will enhance the overall user experience, contributing to the continued success and community impact of the Kirksey Recreation Center.

Introduction to RNA Facilities Management

Founded in 1992, RNA has grown to become a trusted leader in providing comprehensive cleaning and facilities management services. Our mission is to enhance the cleanliness and operational efficiency of our clients' facilities through our expertise, innovative cleaning solutions, and unwavering commitment to customer satisfaction.

Key Benefits and Unique Value Propositions for the City of Livonia

- **Expertise and Experience:** RNA brings extensive experience in managing large-scale cleaning projects for similar facilities, ensuring effective and efficient service delivery.
- **Trained and Certified Staff:** Our team members are fully trained and certified, including scissor lift operation certification as required for high dusting and other specialized tasks.
- **Innovative Cleaning Solutions:** We utilize the latest cleaning technologies and eco-friendly products to provide a safe and healthy environment while minimizing our environmental footprint.

- **Comprehensive Service:** Our proposal includes not only routine nightly cleaning but also specialized services during the annual shutdown week and as needed for any additional tasks outside the regular scope.
- **Reliable and Transparent Communication:** We prioritize clear and consistent communication with the City of Livonia's Facility Manager to ensure all cleaning activities align with the city's expectations and standards.

RNA is committed to exceeding the City of Livonia's expectations by providing top-tier custodial services that contribute to the overall enjoyment and usability of the Kirksey Recreation Center. We look forward to the opportunity to partner with you and ensure the highest level of cleanliness and hygiene for all facility users.

Biohazardous Waste Protocol

Our protocol adheres to all relevant federal, state, and local regulations, ensuring the protection of our staff, facility users, and the environment.

Identification and Segregation

1. Identification:

- Biohazardous waste is identified as any waste contaminated with potentially infectious materials, including but not limited to blood, body fluids, and other potentially infectious materials (OPIM).
- Clear labeling and color-coded bags (red bags for biohazardous waste) are used to distinguish biohazardous waste from regular waste.

2. Segregation:

- Biohazardous waste is segregated at the point of generation to prevent cross-contamination.

- Designated biohazardous waste containers are strategically placed throughout the facility in areas where biohazardous waste is likely to be generated.

Collection and Handling

1. Personal Protective Equipment (PPE):

- Staff handling biohazardous waste are required to wear appropriate PPE, including gloves, gowns, masks, and eye protection.
- PPE is inspected before use and replaced if damaged.

2. Safe Handling:

- Biohazardous waste containers are handled with care to avoid spills or exposure.
- Containers are sealed securely when full or ready for disposal.

Storage

1. Temporary Storage:

- Biohazardous waste is temporarily stored in a designated, secure area that is clearly marked with biohazard signs.
- The storage area is kept clean and dry, with restricted access to authorized personnel only.

2. Secondary Containment:

- Secondary containment is used to prevent leakage in case of container failure.
- The storage area is regularly inspected to ensure compliance with safety standards.

Transportation and Disposal

1. Licensed Waste Hauler:

- RNA partners with a licensed medical waste disposal company to ensure the compliant transportation and disposal of biohazardous waste.
- The waste hauler adheres to all regulatory requirements for the transportation of biohazardous waste.

2. Documentation:

- Detailed records of biohazardous waste generation, transportation, and disposal are maintained for compliance and auditing purposes.
- Waste manifests and disposal certificates are kept on file for the required retention period.

Training

1. Employee Training:

- All staff involved in the handling of biohazardous waste receive comprehensive training on safe handling procedures, use of PPE, and emergency response.
- Training is conducted during onboarding and refreshed annually or as needed.

2. Emergency Procedures:

- Staff are trained in emergency procedures in case of spills or exposure, including containment, cleanup, and reporting protocols.
- Emergency contact numbers and procedures are clearly posted in areas where biohazardous waste is handled.

By adhering to this protocol, RNA ensures that biohazardous waste at the Jack E. Kirksey Recreation Center is managed safely, protecting both the facility's users and our staff.

Employee Training Plan

Our training plan ensures that all staff members are well-equipped with the knowledge and skills necessary to perform their duties safely, efficiently, and in compliance with all relevant regulations.

Objective

To equip all custodial staff with the necessary skills, knowledge, and safety procedures to maintain high standards of cleanliness and safety at the Jack E. Kirksey Recreation Center.

Training Components

1. Orientation

- **Introduction to RNA:** Overview of the company, its mission, values, and commitment to quality and safety.
- **Facility Tour:** Guided tour of the Jack E. Kirksey Recreation Center to familiarize staff with all areas they will be responsible for, including restricted and high-risk zones.

2. Health and Safety Training

- **Personal Protective Equipment (PPE):** Proper use, maintenance, and disposal of PPE, including gloves, masks, goggles, and gowns.

- **Biohazardous Waste Handling:** Procedures for safely handling, segregating, and disposing of biohazardous waste in compliance with regulatory standards.
- **Emergency Procedures:** Training on emergency response, including fire safety, spill containment, first aid, and evacuation procedures.
- **Hazard Communication (HazCom):** Understanding Material Safety Data Sheets (MSDS) and proper labeling of hazardous materials.

3. Custodial Skills Training

- **Cleaning Techniques:** Instruction on effective cleaning techniques for different surfaces and areas, including floors, restrooms, gym equipment, and high-touch areas.
- **Use of Cleaning Equipment:** Safe operation and maintenance of cleaning equipment such as floor scrubbers, vacuum cleaners, and carpet cleaners.
- **Chemical Safety:** Proper use, storage, and disposal of cleaning chemicals to ensure safety and effectiveness.

4. Specialized Training

- **Scissor Lift Operation:** OSHA-certified training for staff required to operate the scissor lift for high dusting and maintenance tasks. Certification records will be maintained and provided to the Facility Manager.
- **Deep Cleaning Procedures:** Techniques for deep cleaning tasks performed during the annual shutdown week and other scheduled maintenance periods.

5. Quality Assurance

- **Daily Checklists:** Use of daily cleaning checklists to ensure all tasks are completed to the required standards.
- **Inspection Protocols:** Procedures for conducting daily and weekly inspections by the Custodial Supervisor to ensure quality and compliance.
- **Feedback Mechanism:** Regular check-ins with the Facility Manager and a system for staff to report issues and receive feedback.

6. Communication Skills

- **Customer Service:** Training on professional and courteous interaction with facility users and staff.
- **Team Communication:** Effective communication strategies within the custodial team and with other facility staff.

7. Ongoing Training and Development

- **Refresher Courses:** Annual refresher training on health and safety, equipment use, and cleaning techniques.
- **Professional Development:** Opportunities for advanced training and certification in specialized custodial skills and safety procedures.

Implementation Schedule

1. **Initial Training:** Conducted during the first week of employment, including orientation and basic health and safety training.
2. **Ongoing Training:** Monthly training sessions on specific topics, quarterly safety drills, and annual comprehensive training reviews.
3. **Performance Evaluations:** Regular evaluations to assess training effectiveness and identify areas for improvement.

Proposal for Project Approach at the Recreation Center

Objective:

To maintain high standards of cleanliness in the facility with a dedicated team working every evening after the building closes.

Staffing:

- 1 Account Manager
- 1 Custodial Supervisor
- 4 Vendor Staff

Schedule:

- **Days:** 7 days a week
- **Hours:** 10:30 p.m. to 4:30 a.m.
- **Daily Cleaning Duration:** 4 hours

Weekly and Annual Hours:

- **Per Staff Member:** 28 hours/week, 1,456 hours/year
- **Total for Team:** 140 hours/week, 7,280 hours/year

Responsibilities:

1. Account Manager:

- Oversee the entire cleaning operation.
- Coordinate with the Facility Manager.
- Ensure overall quality and compliance.

2. Custodial Supervisor:

- Manage the vendor staff.
- Conduct daily inspections.
- Report to the Account Manager.

3. Vendor Staff:

- Perform routine cleaning tasks.
- Follow the daily and weekly cleaning checklist.
- Report any issues to the Custodial Supervisor.

Cleaning Tasks:

- **Daily:**
 - Clean common areas (lobbies, hallways, restrooms).
 - Sweep, mop, and vacuum floors.
 - Empty trash and replace liners.
 - Disinfect surfaces and dust.
- **Weekly:**
 - Deep clean restrooms.
 - Detailed dusting.
 - Spot clean carpets and upholstery.

Equipment and Supplies:

- Necessary cleaning tools and supplies.
- Personal protective equipment (PPE).

Communication:

- Account Manager is the main point of contact.
- Regular check-ins with the Facility Manager.

**FORM OF PROPOSAL - OVERNIGHT CUSTODIAL SERVICES AT KIRKSEY RECREATION
CENTER**

Bid of RNA Facilities Management hereinafter called
Bidder, organized and existing under the laws of or a resident of the State of Michigan, doing business as
a corporation *.

* Insert as applicable: "a corporation", "a partnership" or "an individual"

TO THE CITY OF LIVONIA, MICHIGAN, hereinafter called OWNER:

The undersigned as Bidder hereby declares: that this Bid is made in good faith without fraud or collusion with any person or persons bidding on the same Contract; that the Bidder has read and examined the Notice to Bidders, Instructions to Bidders, Bid, General Conditions, Supplementary Conditions, Agreement, Forms of Proposal, Bond, Specifications and Drawings, as prepared by the City of Livonia, and understands all of the same; that the Bidder or its representative has made personal investigation at the site and has become fully familiar with regard to the conditions to be met in the execution of this Contract, and the undersigned proposes to furnish all labor, materials, tools, power, transportation, and construction equipment necessary for the construction of the Project and performing related work in full accordance with the aforesaid Contract Documents, including any and all Addenda officially issued, their receipt of which is hereby acknowledged:

Addendum No.	Addendum Date
<u>1</u>	<u>8/13/2024</u>
<u>2</u>	<u>8/14/2024</u>

The work may be awarded per item.

Item No.	OVERNIGHT CUSTODIAL SERVICES AT KIRKSEY REC CENTER	Complete for the Sum of:
1	Base Bid – First Year 2025	\$ 166,497
2	Annual % Increase (Dec. 1 – Nov.30, 2026)	3 %
3	Annual % Increase (Dec. 1 – Nov.30, 2027)	3 %
4	Annual % Increase (Dec. 1 – Nov.30, 2028)	3 %

FEE SCHEDULE FOR ADDITIONAL WORK OUTSIDE THE SCOPE OF THE
CONTRACT

JOB TITLE	DESCRIBE DUTIES PERFORMED	HOURLY RATE

In submitting this sealed bid, it is understood that the City of Livonia reserves the right to reject or accept any or all proposals in whole or in part and waive any irregularities and informalities therein. It is agreed that this bid may not be withdrawn for 120 days from the opening thereof.

The contractor and their sub-contractors agree that they will not discriminate against any employee or applicant for employment, to be employed in the performance of this contract with respect to their hire, tenure, terms, conditions or privileges of employment, or any matter directly or indirectly related to employment, because of their sex or age, except when based on a bona fide occupational qualification, or because of their race, color, religion, national origin or ancestry. (Act 453 P.A. 1976 As Amended) The contractor further agrees that they will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to age, sex, race, creed, color or national origin. Breach of this contract may be regarded as a material breach of contract.

Bidder will identify business entity as individual, or if doing business under assumed name, indicate assumed name, partnership, (naming partners), corporation, foreign or domestic (naming principal officers), and indicate official capacity of person executing proposal and bid.

Date 8/6/2024 Firm Name RNA Facilities Management

(If corporation, partnership, or assumed name)

Address 2701 1-94 Service Dr Signature Mike Farha

(Person executing bid and official capacity)

Print Name Mike Farha

City Ypsilanti State MI Zip Code 48198

Email mfarha@rnafm.com

Phone (734) 260-3395 FAX _____

(Names of Principal Officers and designate
official capacity)

(If partnership or assumed name, indicate
names of owners)

CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE SHOULD BE DIRECTED:

NAME: Mike Farha **TITLE:** Chief Executive Officer

PHONE: (734) 260-3395

EMAIL: mfarha@rnafm.com

To be considered for this project, the following forms must be uploaded to the MITN website (www.mitn.info) in a PDF format. Proposal responses shall include in the following order:

OVERNIGHT CUSTODIAL SERVICES BID FOR JACK E. KIRKSEY RECREATION CENTER

CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE SHOULD BE DIRECTED:

NAME: Mike Farha **TITLE:** Chief Executive Officer

PHONE: (734) 260-3395

EMAIL: mfarha@rnafm.com

To be considered for this project, the following forms must be delivered by 2:00 PM on AUGUST 27, 2024, via the MITN website only www.mitn.info:

- ☒ Bid Bond
- ☒ Biohazardous Waste Protocol
- ☒ Employee Training Plan
- ☒ Form of Proposal Pricing Pages (Uploaded in Excel format provided)
- ☒ References
- ☒ Proposal for Project Approach at the Recreation Center
- ☒ Statement of Qualifications

2024 OVERNIGHT CUSTODIAL SERVICES BID
REFERENCE FORM

COMPANY NAME: RNA Facilities Management

Reference Company Name: Washtenaw County Rec and Facilities	
City/State: Ann Arbor, MI	
Summary of Work Performed: Provide comprehensive custodial and facilities management services.	
Dates of Work: April 2012 to Present	
Company Contact Person: Nicholas Woods	
Title: Facilities & Fleet Manager	
Phone Number: 734.260.2248 (cell)	Email: woods@washtenaw.org

Reference Company Name: Wayne Regional Educational Service Agency (RESA)	
City/State: Wayne, MI	
Summary of Work Performed: Manage custodial services	
Dates of Work: June 2016 to Present	
Company Contact Person: Rob McCoy	
Title: Senior Executive Director of Operations and IT Infrastructure	
Phone Number: (734) 334-1613, Cell: (734) 664-4727	Email: McCoyR@resa.net

Reference Company Name: Valor Strength and Performance	
City/State: Ann Arbor, MI	
Summary of Work Performed: Provide cleaning and maintenance services for fitness and performance facilities.	
Dates of Work: September 2023 to Present	
Company Contact Person: Mak Issa	
Title:	
Phone Number: 734-780-6953	Email: Mak@valorsp.com

2024 Overnight Custodial Services JKRC

Vendor	Bid Amount
BetailXPerts Franchise System, LLC	\$300,469.00
Du-All Cleaning, Inc	\$167,439.66
Facilities360	\$156,000.00
LGC Global	\$241,822.88
MSW Janitorial Services	\$396,000.00
Professional Building Maintenance	\$201,858.00
RNA Facilities Management	\$166,497.00
Scioto Services	\$168,540.00
SCSI, Southern Cleaning Service, Inc.	\$181,393.00
The Maintenance Management Group LLC	\$245,700.00

Regular Meeting Minutes of June 3, 2024

On a motion by Councilmember Budzinski, supported by Councilmember Donovan and unanimously adopted, it was:

#206-24 RESOLVED, that having considered a communication from the Superintendent of Parks and Recreation, dated April 3, 2024, which bears the signatures of the Director of Public Works and the Director of Finance, and is approved for submission by the Mayor, to which is attached a proposed contract with LGC Global Facility Management for custodial services at the Jack E. Kirksey Recreation Center for fiscal years 2025, 2026 and 2027, and upon the motion by Councilmember Carrie Budzinski, seconded by Councilmember Rob Donovan, at the Regular Meeting held June 3, 2024, the Council does hereby refer this item to the Committee of the Whole for its report and recommendation.

<i>UNFINISHED BUSINESS ITEM 30 (Regular Meeting of June 3, 2024)</i> <i>REFER TO COMMITTEE OF THE WHOLE</i>
--

Motion:	Budzinski
Second:	Donovic
Ayes:	Jolly, Ptashnik, Donovan, Budzinski, Morgan, McCullough
Nays:	None
Absent:	Toy

**CITY OF LIVONIA – CITY COUNCIL
MINUTES OF STUDY MEETING HELD MAY 20, 2024**

Meeting was called to order at 9:00 p.m. by Council President McCullough. Present: Laura Toy, Jim Jolly, Vice President Martha Ptashnik, Rob Donovic, Carrie Budzinski, Scott Morgan, and President McCullough. Absent: None

Elected and appointed officials present: Lori Miller, City Clerk; Carter Fisher, City Attorney; Mark Taormina, Planning and Economic Development Director; and Todd Zilincik, City Engineer.

20. AWARD OF BID: Department of Parks and Recreation, re: for Custodial services at the Jack E. Kirksey Recreation Center, from budgeted funds.

Ted Davis, Superintendent of Parks and Recreation, presented the request to Council.

Councilmember Budzinski asked how DPW would handle the loss of revenue.

Mr. Davis said if this is approved the money shouldn't be needed in the DPW budget.

Debbie Lichtenfeldt agreed with Mr. Davis, indicating he is correct.

Councilmember Budzinski asked how many vacancies there are in DPW for this specific job.

Don Rohraff, Director of Public Works, indicated all positions have not been filled more than once or twice in the past fourteen years. The times they have been filled, they only run at full capacity for a couple of weeks. They have continual turnover in these positions. They have tried a number of ways to recruit for these vacancies without success. He indicated they have approximately seven vacancies at this time.

Councilmember Budzinski said she doesn't understand how the city can't provide the service, but a private company can.

President McCullough said he worked with the bid process at the City of Novi, and it was one of the worst bids ever, once you sign a contract you don't get the quoted services. He asked what the starting rate is in Livonia for a custodian.

Mr. Davis said it is \$17 or \$17.10 per hour.

President McCullough said our neighbor to the west has no issues hiring at \$17.50 per hour. When they bumped it up, he had 50 plus applications.

Mr. Davis said this has been an issue for more than three years now and they are open to solutions. He is requesting this as a pilot project. Sterling Heights gave a good recommendation for the company, LCG Global, that cleans their city hall and recreation center.

Councilmember Jolly said he understands the need to provide services at the recreation center and asked if the current custodians affected by this are in Local192 and if the Union is ok with this.

Mr. Rohraff said the Union is aware, and he has spoken with them multiple times over the years. The discussion of Parks and Recreation came up over a year ago. The Recreation Center and Livonia Police Department are the hardest to staff because they always require both a male and female. He said no one would be losing their jobs, it would allow him to put a second person in buildings that now only have one person. Buildings are currently being cleaned at a bare minimum and this will allow his staff to do more thorough jobs.

Councilmember Donovic asked if there are exit clauses in the event that they do not do a good job. He also asked if this would need to be renegotiated to include the new senior wellness center. He also confirmed the idea is not to eliminate any current custodial positions.

Mr. Davis said we can terminate at any time for cause. He feels we may need to renegotiate including the new senior wellness center since we don't know what the full needs at this time.

Councilmember Morgan verified background checks will be done.

Lindsay Szwejkowski, Local 192 President, said it will eventually reduce the number of staff since the plan is to not refill positions as people move on or retire. She feels custodial is a recruitment ground for DPW as nearly half of their staff started in custodial positions. She did agree that it has gotten harder to fill these positions. She asked if our wage is comparable to other communities.

President McCullough said he will not be supporting this.

Thomas Stadler, Livonia resident and employee, indicated he started out as custodial and feels this is a sad situation.

Councilmember Budzinski appreciates this but is frustrated as a taxpayer that the city has the inability to maintain buildings and has staffing issues. She is asking the Administration to propose some lasting long-term solutions for this and other issues throughout the city.

Mr. Davis said the cost difference for one year is one thousand dollars for the proposed contract.

Councilmember Toy offered an approving motion for the Regular Agenda.

DIRECTION

APPROVING

REGULAR



LETTER TO THE LIVONIA CITY COUNCIL

20.

Parks and Recreation April 3, 2024

MEETING DATE

S052024/R060324

PRESENTED BY

Ted Davis, CPRP, Superintendent of Parks and Recreation

AGENDA ITEM

AWARD OF BID: Department of Parks and Recreation, re: for Custodial services at the Jack E. Kirksey Recreation Center, from budgeted funds

BACKGROUND DETAILS

The Department of Parks and Recreation has taken bids for custodial services at the Jack E. Kirksey Recreation Center. Staffing challenges within DPW and the Building Maintenance Division have brought about the proposed change. We are not fully staffed several times a week, and overnight cleaning is discontinued. This affects our operation and the satisfaction of members and residents in the Rec Center. The cleanliness of the facility is one of our most common complaints.

We hope contracting custodial services will improve the cleanliness of the Kirksey Recreation Center and allow current custodial staff to focus on other city buildings. Custodial staff that clean the Rec Center will be moved to different locations in the city. Staff members will retain their jobs with this proposed change.

Specifications were prepared in cooperation with DPW and Finance Departments, and an advertisement for bids was placed on the MITN website. Three (3) bids were received and opened in the presence of the Bid Committee at 2 p.m. on March 12, 2024. The bid tabulation is attached for the Council's review.

PREFERRED COUNCIL RECOMMENDATION/RESOLUTION (Please complete this field. Attachments are not to be used in lieu of the recommendation)

We recommend that LGC Global Facility Management receive the contract, as the low bidder has received favorable references from similar contracts.

We request that the City Council authorize the Mayor and City Clerk to execute a contract in the amount of \$555,555 for year one with annual percentage increases as outlined in the attached bid for fiscal years 2025, 2026, and 2027 with LGC Global Facility Management, 7310 Woodward Ave, Suite 500, Detroit, MI 48202 from account 208-755-818-020. The bids are good for 120 days from opening. Our current custodial budget is \$554,000 for the Fiscal Year 2024.

SPECIFIC NAME OF PRODUCT AND NUMBER TO BE PURCHASED (if more than one)

N/A

CONTRACT: Amount and/or purchase price and length of contract (with dates if applicable)

\$555,555 for year one with annual percentage increases of 1% for fiscal year 2025, 1% for fiscal year 2026, and 2% for fiscal year 2027.

DETAILED WORK BEING PERFORMED

Custodial services

FISCAL CONSIDERATIONS (Amount requested and Account(s) used. If applicable, Grant Funding information)

\$555,555 for year one with annual percentage increases of 1% for fiscal year 2025, 1% for fiscal year 2026, and 2% for fiscal year 2027 from account 208-755-818-020.

ACCEPTANCE OF BID (Please detail the following: Why accepted, why not lowest bidder, company name, contact person, full address)

Lowest bid

REASON TO WAIVE BID PROCESS (Emergency, Professional services, No advantage to City and why, Consortium package, etc): N/A

ATTACHMENTS

1. 2024 LGC_s Response to Custodial Services and Cleaning Supplies Bid

APPROVED BY



Ted Davis, CPRP, Superintendent of Parks and Recreation

Date: April 03, 2024



Don Rohraff, Director of Public Works

Date: April 09, 2024



Michael Slater, Finance Director

Date: April 17, 2024



Date: April 19, 2024

Debra Peck Lichtenberg, CPA, Finance Director



Date: April 19, 2024

Maureen Miller Brosnan, Mayor

Bid Opening Sheet

2024 Custodial Service and Supplies– Bid Due Date 3/12/2024 – Page 1 of 12

Custodial Services for Jack E. Kirksey Recreation Center

VENDOR NAME	DetailXPerts Franchise System LLC	Facilities 360	LGC Global
ADDRESS CITY/STATE	625 E. Grand Blvd Detroit, MI 48207	35150 W Michigan Ave. Wayne, MI 48184	7310 Woodward Ave Detroit, MI 48202
Base Bid First-Year Fee	563, 868	773,000	555,555
Bid Bond	Yes	n/a	Yes
Annual Percentage Increases for Budget Years:			
Dec 1 - November 30, 2025	3%	3%	1%
Dec 1 - November 30, 2026	3%	3%	1%
Dec 1 - November 30, 2027	3%	3%	2%
Additional Hourly Charge Job Title	YES	YES	YES
Alternate Leisure/Lap Pool Bid (optional)	\$20,000	\$25	\$52,000

		\$	40.00
--	--	----	-------

**Alternate Leisure/Lap
Pool Bid (optinal)**

\$ 52,000.00

Company Name

LGC Global Energy FM, LLC

Contact Person

Tushar Patel

Address

7310 Woodward Avenue, Suite 500A

City

Detroit

State

Michigan

Zip Code

48.202

Phone

313-263-5020

Fax

313-315-5375

Email

tussharnpatel@lgccorp.com

Signature

CUSTODIAL SERVICES

Base Bid First-Year Fee \$ 555,555.00

Annual Percentage Increases for Budget Years:
December 1 - November 30

2024	<u>1%</u>
2025	<u>1%</u>
2026	<u>2%</u>
2027	<u>2%</u>

Fee Schedule for Additional Work Outside the Scope of the Contract

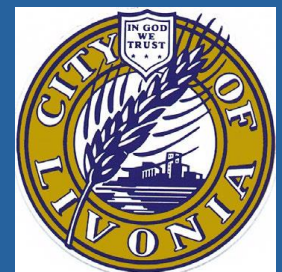
Job Title	Description of Duties Performed	Hourly Rate
	Janitorial staff	\$ 25.00
	Supervisor	\$ 30.00
	Project Manager	



Request for Bid Custodial Services and Cleaning Supplies at the Jack E. Kirksey Recreation Center

Submitted to Attention:
DeAnne Bates,
Program Supervisor
Jack E. Kirksey Recreation
Center, 15100 Hubbard,
Livonia, MI 48154

Date of Submittal:
March 12, 2024
2.00 PM Local Time



***We Passionately Create an Environment that Makes
Visitors Feel Safe, Comfortable, and Happy!***

HEADQUARTERS:

Michigan Office

7310 Woodward Ave.
Suite 500
Detroit, MI 48202

Texas Office

3012 Farrell Rd,
Suite A, Houston,
TX 77073

Georgia Office

3340 Peachtree Rd,
Suite,1800, Atlanta,
GA 30326

Texas Office

7047 Twin Hills Ave,
Dallas,
TX 75231

New Jersey Office

710 Irish Hill Road,
Runnemede,
NJ 08078

North Carolina Office

500 N. Main Street
Monroe,
NC 28112

Tennessee Office

8001 Volkswagen
Dr. Trailer City
Chattanooga,
TN 37416

Illinois Office

55 E. Monroe,
Ste 3800, Chicago,
IL 60603

Texas Office

9800 Airport Blvd,
San Antonio,
TX 78216

Missouri Office

12450 Lusher Rd
1013, Saint Louis,
MO 63138

Kansas Office

748 Ray Road,
Fort Riley,
KS 66442

Florida Office

4730 NW 2nd Avenue,
Suite 100, Boca Raton,
FL 33431

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1. Cover Letter



March 4, 2024

City of Livonia, Jack E. Kirksey Recreation Center
15100 Hubbard, Livonia, MI 48154
Attn: DeAnne Bates, Program Supervisor

We would like to thank you for giving LGC Global this opportunity to submit our proposal in response to the Request for Bid 2024 Custodial Bid and Custodial Supplies Bid for Jack E. Kirksey Recreation Center. Our team is one of the only **full-service facility management corporations** with a **dedicated Vertical for Cities & Counties** supporting our customers globally and nationwide.

LGC Global complies fully with the requirements outlined in the Bid Documents and has no exceptions to any of its terms and conditions. We have worked thoroughly to **analyze** and **review** the current Jack E. Kirksey Recreation Center's custodial services to enhance and streamline our service offering. This is accomplished through the application of custodial service best practices and the installation of the newest **state-of-the-art equipment, procedures, and technology**.

Our program is designed to **ensure strict compliance** with the **detailed specifications, frequencies, performance requirements, and contract terms** contained within the Bid Documents. We have comprehensively addressed the information requested in the Bid Documents while also offering an **innovative solution**. As you review our Pricing Quote, you will find that we have provided a very competitive, cost-effective offering.

Thank you for allowing us to participate in this procurement. With our demonstrated past performance for delivering quality services, competitive pricing, vast custodial services experience, state-of-the-art cleaning programs, and cutting-edge technology, the Jack E. Kirksey Recreation Center will receive **quality service delivery** by LGC year-round. We look forward to presenting our solutions in our detailed proposal.

Sincerely,

Tushar Patel, Chief Operating Officer
tusharnpatel@lgccorp.com
7310 Woodward Avenue, Suite 500A, Detroit, MI 48202

LGC Global

7310 Woodward Avenue, Suite 500A, Detroit, MI 48202, USA
T : (313) 263-5020 F : (313) -315-5375

2. Bid Bond

AIA® Document A310™ – 2010

Bid Bond

CONTRACTOR:

(Name, legal status and address)

LGC Global Energy FM, LLC
7310 Woodward Ave., Suite 500
Detroit, MI 48202

OWNER:

(Name, legal status and address)

City of Livonia
33000 Civic Center Drive
Livonia, MI 48154

BOND AMOUNT: \$ Five Percent of Attached Bid (5%)

PROJECT:

(Name, location or address, and Project number, if any)

Custodial Services and Cleaning Supplies at the Jack E. Kirksey Recreation Center

SURETY:

(Name, legal status and principal place of business)

Euler Hermes North America
Insurance Company
800 Red Brook Boulevard
Owings Mills, MD 21117

ADDITIONS AND DELETIONS:

The author of this document has added information needed for its completion. The author may also have revised the text of the original AIA standard form. An *Additions and Deletions Report* that notes added information as well as revisions to the standard form text is available from the author and should be reviewed. A vertical line in the left margin of this document indicates where the author has added necessary information and where the author has added to or deleted from the original AIA text.

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Init.

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User Notes:

(1177639241)



EULER HERMES NORTH AMERICA INSURANCE COMPANY
800 Red Brook Boulevard * Owings Mills, Maryland 21117

Allianz
Trade
9572

The number of persons authorized by this
Power of Attorney is not more than:

4

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That EULER HERMES NORTH AMERICA INSURANCE COMPANY (EULER HERMES), a corporation organized and existing under the laws of the state of Maryland, does hereby nominate, constitute, and appoint the person or persons named below, each individually if more than one is named, its true and lawful attorney-in-fact, for and in its name, place, and stead to execute on behalf of EULER HERMES, as surety, any and all bonds, undertakings, and contracts of suretyship, or other written obligations in the nature thereof; provided that the liability of EULER HERMES on any such bond, undertaking, or contract of suretyship executed under this authority shall not exceed the limit stated below.

NAME	ADDRESS	LIMIT OF POWER
Greg Angel	205 Union Street	Unlimited
Mark Leskanic	2nd floor	
Bette Botticello	Natick, MA 01760	
Matthew Leskanic		

This Power of Attorney revokes all previous powers issued on behalf of the attorney(s)-in-fact named above.

IN WITNESS WHEREOF, EULER HERMES has caused these presents to be signed and attested by its appropriate officers and its corporate seal hereunder affixed this 1st day of November, 20 22.

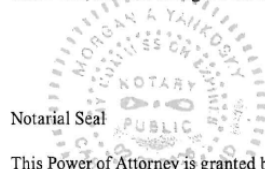


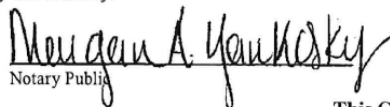

James Daly, President and CEO-The Americas


Nicholas P. Verna II, Senior Vice President
and Regional Head of Surety and
Guarantee, Americas

State of Maryland, County of Baltimore

On this 1st day of November, 20 22, before me personally appeared Nicholas P. Verna II, to me known, being duly sworn, deposes and says that he resides in Southeastern, PA; that he is Senior Vice President and Regional Head of Surety and Guarantee, Americas of Euler Hermes North America Insurance Company, the Company described herein and which executed the above instrument; that he know the seal of EULER HERMES; that the seal affixed to said instrument is such corporate seal; that it was so affixed by authority of the Board of Directors of EULER HERMES; and that he signed his name thereto by like authority.




Morgan A. Yankosky
Notary Public

This Commission Expires February 2, 2026

This Power of Attorney is granted by authority of the following resolutions adopted by the Board of Directors of EULER HERMES NORTH AMERICA INSURANCE COMPANY (Company) by unanimous consent on October 1, 2015.

RESOLVED: That the President, Executive Vice President, Senior Vice President, Vice President, Secretary, and Assistant Vice Secretary, be and hereby are authorized from time to time to appoint one or more Attorneys-in-Fact to execute on behalf of the company, as surety, and any and all bonds, undertakings and contracts of suretyship, or other written obligation in the nature thereof; to proscribe their respective duties and all respective limits of their authority; and to revoke any such appointment at any time.

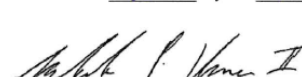
RESOLVED FURTHER: That the Company seal and signature of the aforesaid officers and may be affixed by facsimile to any Power of Attorney given for the execution of any bond, undertaking, contract of suretyship, or other written obligations in the nature thereof, such signature and seal when so used being hereby adopted by the Company as the original signature of such officer and the original seal of the Company, to be valid and binding upon the Company with the same force and effect as thought manually affixed.

CERTIFICATION

I, Nicholas P. Verna II, Senior Vice President and Regional Head of Surety & Guarantee, Americas of EULER HERMES NORTH AMERICA INSURANCE COMPANY, do hereby certify that the foregoing Power of Attorney and the Resolutions of the Board of Directors of October 1, 2015, have not been revoked and are now in full force and effect.

Signed and sealed this 12th day of March, 20 24.




Nicholas P. Verna II, Senior Vice President and Regional
Head of Surety and Guarantee, Americas

Euler Hermes North America Insurance Company and its affiliated debt collection company are part of the Allianz group and market their products and services using the 'Allianz Trade' trademark.

User Notes:

(1177639241)

3. Addendum 1



Date: February 15, 2024
From: DeAnne Bates, Program Supervisor
To: Prospective Bidders
Subject: Addendum No. 1 – 2024 Custodial Bid - Kirksey Recreation Center
Addendum No. 1 is being issued to provide the RSVP form for the mandatory pre-bid meeting.

THE DUE DATE REMAINS THE SAME. All other provisions of the solicitation remain the same. Firms should acknowledge receipt of this addendum with their proposal response.

ADDENDUM NO.1 - 2024 Custodial Bid- Acknowledgement

Company Name: LGC Global Energy FM, LLC

Signature: _____

A handwritten signature in blue ink, appearing to read "Tushar Patel", is written over the signature line.

Title: Chief Operating Officer

Print Name: Tushar Patel Date 3/6/2024

List Any Additional Company Attendees:

_____	_____
_____	_____
_____	_____

4. Addendum 2



Date: March 4, 2024
From: DeAnne Bates, Program Supervisor
To: Prospective Bidders
Subject: Addendum No. 2 - Custodial Cleaning and Cleaning Supplies Bid

Addendum No. 2 is being issued to provide a response to the questions from potential bidders.

THE DUE DATE REMAINS THE SAME. All other provisions of the solicitation remain the same. Firms should acknowledge receipt of this addendum with their proposal response.

ADDENDUM NO. 2 - 2024 Custodial Cleaning and Cleaning Supplies Bid

Q: Do vendors wanted to bid on supplies only need to attend the pre-bid meeting?

A: No, vendors do not need to attend the pre-bid if they are providing pricing for supplies only.

Q: Is the bid bond necessary for vendors wanting to bid on supplies only?

A: No bid bond is required for vendors bidding on supplies only.

Q: Is this a new contract or a contract up for renewal?

A: This is a new contract.

Q: Are there specific forms for the employee training program or can the vendor supply their own?

A: The vendor should supply their own forms for the employee training program.

Q: For the alternative bid, what is the square footage of the leisure and lap pool area?

A: Please see attached document. This will be reviewed at the pre-bid meeting.

Q: Page 47, item 9 of the RFP states "clean counters and sinks" but does not mention a frequency. Is this to be cleaned daily or weekly?

A: These will need to be cleaned daily.

Q: The sample checklists on pages 39 - 43 list activities for the nighttime custodial crew. Do you have similar checklists for the three required daytime staff or at a minimum daytime tasks?

A: This will be reviewed at the pre-bid meeting.

Company Name: LGC Global Energy FM, LLC

Signature: _____

A handwritten signature in blue ink, appearing to read "J. Patel", is written over the signature line.

Title: Chief Operating Officer

5. Addendum 3



Date: March 7, 2024
From: Gus Kandah, Purchasing Manager
To: Prospective Bidders
Subject: Addendum No. 3 - Custodial Cleaning and Cleaning Supplies Bid

Addendum No. 3 is being issued to provide a response to the questions from potential bidders.

THE DUE DATE REMAINS THE SAME. All other provisions of the solicitation remain the same. Firms should acknowledge receipt of this addendum with their proposal response.

ADDENDUM NO. 3 - 2024 Custodial Cleaning and Cleaning Supplies Bid

Q: Which specific bonds are required?

A: If you are bidding on both janitorial cleaning and supplies, ALL bonds outlined in bid are required. As stated in Addendum No. 2, no bid bonds are required.

Q: What are the payment terms?

A: The standard City of Livonia net 30 payment terms apply.

Q: What is the material quantity list and daily duty list?

A: Please see the two attachments.

Q: What is the hand sanitizer, line 28, current part number and manufacturer?

A: 1) Purell, 800 ml in box hand sanitizer. Fits Gojo dispensers. Part number: 9657-12; 12 - 800ml bottles in a case. 2) Purell 1.5 liter bottles with pumps; 4 bottles per case.

Q: What are the dimensions, thickness and color specs of the trash liners on lines 42, 43, 45, and 47?

A: There are three different trash liners. 1) Large liners are 40" x 48" extra heavy duty black (2.0 or 20.5 mil thick) 150 per case. 2) Medium liners are 33" x 40" extra heavy black, 500 per case (2.0 mil thick). 3) Small liners are 24" x 33" regular black, 1,000 per case (.5 mil thick).

Company Name: LGC Global Energy FM, LLC

Signature: _____

Title: Chief Operating Officer

6. Addendum 4



Date: March 7, 2024
From: Gus Kandah, Purchasing Manager
To: Prospective Bidders
Subject: Addendum No. 4 - Clarification on Large Liners Specification

Addendum No. 4 is being issued to provide a response to the questions from potential bidders.

THE DUE DATE REMAINS THE SAME. All other provisions of the solicitation remain the same. Firms should acknowledge receipt of this addendum with their proposal response.

ADDENDUM NO. 4 - 2024 Custodial Cleaning and Cleaning Supplies Bid

Q: Please clarify the thickness on the Large 40" x 48" extra heavy duty black liners.
A: 2.0 or 2.5 mil thick

Company Name: LGC Global Energy FM, LLC

Signature: _____

Title: Chief Operating Officer

7. Insurance



LGCglob-01

BROBINSON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/7/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER 360 Risk Management, Inc. 21500 Haggerty Rd Suite 140 Northville, MI 48167	CONTACT NAME: PHONE (A/C, No, Ext): (248) 360-4100 FAX (A/C, No): (248) 305-5154 E-MAIL ADDRESS: certs@360rmi.com														
INSURED LGC Global, Inc., LGC Global Energy FM, LLC and A&K Equipment, LLC 7310 Woodward Ave Detroit, MI 48202	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: Valley Forge Insurance Company</td> <td>20508</td> </tr> <tr> <td>INSURER B: CNA Insurance</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Valley Forge Insurance Company	20508	INSURER B: CNA Insurance		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Valley Forge Insurance Company	20508														
INSURER B: CNA Insurance															
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:	X		7037170738	8/7/2023	8/7/2024
						EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPI/OP AGG \$ 2,000,000
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY			7037170724	8/7/2023	8/7/2024
						COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION \$	X		7037170710	8/7/2023	8/7/2024
						EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$
B	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in IN) ☐ If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	7037170741	8/7/2023	8/7/2024
						☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 General Aggregate is per project when required by written contract otherwise it is per policy.

Additional Excess Liability - Allied World Assurance Co. (A.M. Best rated A XV), Policy #03139521, 8/7/2023 TO 8/7/2024, Each Occurrence/Aggregate \$9,000,000

Cyber Liability - Trisura Specialty Insurance Company, Policy # ATB6612627, 9/1/2023 TO 8/7/2024, Each Occurrence/Aggregate \$1,000,000

SEE ATTACHED ACORD 101

CERTIFICATE HOLDER City of Livonia, Jack E. Kirksey Recreation Center 15100 Hubbard Livonia, MI 48154	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--

ACORD 25 (2016/03)

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AGENCY CUSTOMER ID: LGCGLOB-01

BROBINSON

LOC #: 1

ADDITIONAL REMARKS SCHEDULE

Page 1 of 1

AGENCY 360 Risk Management, Inc.		NAMED INSURED LGC Global, Inc., LGC Global Energy FM, LLC and A&K Equipment, LLC 7310 Woodward Ave Detroit, MI 48202	
POLICY NUMBER SEE PAGE 1			
CARRIER SEE PAGE 1	NAIC CODE SEE P 1	EFFECTIVE DATE: SEE PAGE 1	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: ACORD 25 FORM TITLE: Certificate of Liability Insurance

Description of Operations/Locations/Vehicles:

Pollution Liability - Miller (A Lloyd's of London Carrier) Policy #B0621PLAKE002723 & B0621PLAKE002823, 9/1/2023 TO 8/7/2024, Each Claim/Aggregate \$5,000,000

Errors & Omissions - Miller (A Lloyd's of London Carrier) Policy #B0621PLAKE002723 & B0621PLAKE002823, 9/1/2023 TO 8/7/2024, Each Claim/Aggregate \$5,000,000

Re: CUSTODIAL SERVICES AND CLEANING SUPPLIES AT THE JACK E. KIRKSEY RECREATION CENTER

The City of Livonia, all elected and appointed officials, all employees and volunteers, all boards, commissions and/authorities and board members, including employees and volunteers thereof are added as additional insured for General Liability and Excess Liability with respect to the insured's operations, where their interests may appear, when required by contract. General liability insurance includes both ongoing and completed operations. The insurance afforded the additional insureds shall be considered primary, and any other collectible insurance is non-contributory, if required by contract. A 30 day notice of cancellation applies.

8. Form of Proposal Pricing Pages

Uploaded an excel sheet along with the proposal.

9. Proposal Form

CUSTODIAL SERVICES AND CLEANING SUPPLY BID FOR JACK E. KIRKSEY RECREATION CENTER

CONTACT PERSON TO WHOM QUESTIONS REGARDING PROPOSAL RESPONSE SHOULD BE DIRECTED:

NAME: Tushar Patel **TITLE:** Chief Operating Officer

PHONE: 313-263-5020

EMAIL: tussharnpatel@lgccorp.com

To be considered for this project, the following forms must be delivered by 2:00 PM on MARCH 12, 2024, via the MITN website only www.mitn.info:

- Bid Bond
- Biohazardous Waste Protocol
- Employee Training Plan
- Form of Proposal Pricing Pages (Uploaded in Excel format provided)
- References
- Proposal for Project Approach at the Recreation Center
- Statement of Qualifications

PF-1

10. Name and Status of Bidder

- a. The name and legal status of the bidder, that is, as a corporation, partnership or individual, shall be stated in the proposal.*

LGC Global Energy FM is a corporation and has all the necessary legal permits and licenses to conduct business in Livonia and its surrounding areas.

LGC's MBE Certificate



Licenses and Certifications

- Occupational Health & Safety Management Systems 18001: 2007 Certified
- Social Accountability Standards 8000: 2001 Certified
- ISO 14001 Environmental Management Systems Certified Cleaning Management Institute Certified
- International Facility Management Association (IFMA) Certified



- b. Anyone signing a proposal as an agent of another or others must submit, with the proposal, legal evidence of his authority to do so.*

Below is our Legal Evidence of Authority:



March 6, 2024

To Whom it May Concern

Reference: Authority to Sign Contracts on behalf of LGC Global Energy FM LLC

Proposal No: 2024 Custodial Bid and Custodial Supplies Bid for Jack E. Kirksey Recreation Center

This is to certify that Mr. Tushar Patel is the C.O.O and Shareholder of LGC Global Energy FM LLC and have the authority to sign any contract with the City of Livonia on behalf of our company.

If you have any question or desire any additional information, please contact me at 313.215.1669

Sincerely

A handwritten signature in black ink, appearing to read "A. W. Rachmale".

Avinash Rachmale, P.E.

Chairman & CEO

[7310 Woodward Avenue, Detroit, MI 48202](#)

Office: [\(313\) 989-4141](#) | Cell: [\(313\) 215-1669](#) | Fax: [\(313\) 875-2732](#)

LGC Core Values: Client Satisfaction | Positive Can-Do-Attitude | Responsibility | Respect



LGC Global Energy FM LLC

■ 7310 Woodward Avenue, Suite 500A, Detroit, MI 48202, USA ■ T: (313) 989-4141 ■ F: (313) 875-2732

11. Experience & Financial Statement

Transforming your space, one clean at a time an MBE-certified business, LGC has suitable experience in delivering high-quality services to government and commercial facilities. Our ability extends to maintaining and cleaning a vast number of facilities, including recreation centers, administration buildings, activity centers, community centers, district courts, public safety and police departments, government centers, and more. It has a stable, strong financial foundation for continued future growth. LGC Global continually delivers the best services worldwide. We are now a general contracting leader in the federal and government infrastructure market and operate across many government agencies and regions to provide best-in-class solutions.

We are focused on quality service delivery and a clean, safe, and comfortable environment for the Jack E. Kirksey Recreation Centre's valued stakeholders, staff, visitors, and tenants. We will review all strategic operational plans and cost savings projections with you and, if achievable, will implement them into our option years for the future.

We will mobilize our leadership to execute a customized transition plan upon award. Throughout the transition and the life of the contract, LGC Global will be available and responsive via phone, email, or in person. We have taken special care to design a customized program to ensure that you will obtain the quality, savings, improvements, and efficiencies you need. LGC Global has provided sustainable Custodial Services for our City/County customers across the globe. These services include:

- Supplies/Equipment Furnished
- Deep Cleaning & Disinfection
- Floor & Carpet Care
- Groundskeeping
- Equipment Maintenance
- Glass and Metal Cleaning
- Dusting & High Area Cleaning
- Pressure Washing
- Trash & Recycling Management

Financial Capability

LGC is a financially strong company with estimated **annual revenues for this year exceeding \$150 million**. We maintain substantial operating capital and established lines of credit, enabling us to undertake the responsibility of servicing new customers, regardless of their size. This includes the capacity to manage initial expenses such as equipment procurement, staff recruitment, and more.

To highlight our financial strength, LGC **recently completed Integrated Facility Management transitions at Wayne County Airport Authority - Detroit City of Dallas, TX, and Union County NC**. Additionally, we effectively facilitated significant transitions for IFM contracts involving esteemed clients such as Battle Creek Public Schools and Volkswagen Group of America. Our experience encompasses a wide array of facilities, ranging from public access spaces to educational institutions, healthcare facilities, municipalities, automotive industrial plants, and federal projects.

Our company has steadily grown, **employing over 1,200 professionals** globally. Our growth strategy centers on establishing enduring business relationships both in the United States and worldwide.

Who We Are Over 25+ Years of Technical Experience in Construction & Integrated Facility Management Industry		History of Innovation Since 1994 	More than 1,200 employees worldwide
BUSINESS OPERATIONS IN 3 PRIMARY MARKETS MUNICIPAL FEDERAL FACILITY MANAGEMENT 	Headquartered in Detroit, MI 	Core business: Facility Management, Construction, Infrastructure Development and Maintenance	
		Core Values Client Satisfaction Positive Can Do Attitude Responsibility Respect	Bonding Capacity \$100 Million
	\$150 Consolidated Net 2022 Revenue Million	Government Approved Accounting Systems & Processes	

Expanding our reach and scope of services

At LGC Global, our commitment to excellence in service delivery, client prioritization, and sustainable practices closely correspond with Jack E. Kirksey Recreation Centre's values of being innovative, welcoming, and active. As a global janitorial company, we have provided exceptional services for various sectors, including City/County, government, education, automotive, and healthcare contracts, with a keen focus on considering the impact on building occupants and the communities we serve, and these are:

City of Ann Arbor	Battle Creek City Hall, and Police Department	Wayne County Airport
City of Inkster	City of Wayne	Lakeshore Healthcare Group
Old Labor Building	Avondale School District	Chicago O'Hare International Airport
City of Farmington Hills	City of Lansing	Battle Creek Public Schools
City of Dearborn	Houston Metro	Detroit Public Library
Chicago Public Schools	Volkswagen Group of America	San Antonio International Airport

Industries We Serve



Cities & Counties

We provide janitorial & building maintenance services to Administration, District Courts, Public Safety, Police Departments, Community Centers, Nature Trails, PWD.



Federal & Defense

Supporting our heroes with spotless service: Military - grade cleaning and custodial care, Supporting our troops one clean space at a time.



Tobyhanna
Army Depot



US Army Corps
of Engineers®



Aviation

Trusted facility management partner for more than 20 major airports worldwide, ensuring clean and inviting environments for over 220 million passengers annually





Education

We provide educational institutions with comprehensive facility management and custodial services to maintain a clean and hygienic learning environment.



Healthcare

A specially tailored program to support the cleaning and hygiene needs of medical and healthcare facilities



Automotive

Our cleaning program offers stability, flexibility, & professionalism to the automotive & industrial markets. We Serve customers on 3 continents & offer customers more than they expect.



12. Biohazardous Waste Protocol

Please provide a biohazardous clean-up plan including proper disposal of such waste.

At LGC Global, we pride ourselves on our comprehensive approach to the management of Bio-Hazardous and Bio-Medical waste across all our projects. Our extensive experience encompasses a diverse range of high-traffic public facilities, including transit hubs, airports, hospitals, childcare centers, educational institutions, and automotive industrial plants. At LGC, we prioritize safety and adherence to protocols in the handling and disposal of such hazardous materials.

Our track record speaks volumes about our commitment to excellence in this field. Some of our esteemed clients include Wayne County Airport Authority, Houston Metro, Lakeshore Healthcare, Volkswagen Assembly Plant Chattanooga, as well as numerous city and county public facilities such as those in the City of Sterling Heights, Union County, City of Dallas, and the City of Detroit- Great Lakes Water Authority.

Training: Our team undergoes rigorous training tailored to the specific challenges posed by Bio-Hazardous and Bio-Medical waste. This includes specialized instruction in waste segregation, prevention of bio-medical hazards, and proper procedures for cleaning blood spills and other bodily fluids. Our employees are equipped with the knowledge and skills necessary to handle these materials safely and efficiently. Additionally, we remain current with all relevant regulations and standards governing the management of hazardous waste.

The Biohazard Waste Protocol consists of procedures and guidelines established to safely manage, contain, and eliminate biological materials that pose risks to human health and the environment. These materials encompass biological agents such as bacteria, viruses, toxins, and other microorganisms.

Below outlines LGC's comprehensive protocol for biohazard waste:

Identification: Our team of experts meticulously identifies materials or areas containing biohazards through labeling, signage, or other methods. Clear and visible indicators ensure that all personnel are aware of potential risks.

Containment: We ensure biohazardous materials are securely contained in appropriate containers or storage facilities to prevent accidental exposure or release. These containers are specifically designed to withstand the hazards posed by the materials they hold and are properly sealed to prevent leakage.

Handling: Safety is our top priority. Therefore, LGC strictly adheres to safety measures when handling biohazardous materials. This includes the thorough use of personal protective equipment (PPE) such as gloves, masks, and goggles to minimize the risk of exposure.

Transportation: Biohazardous materials are safely transported within and between facilities using designated containers or vehicles. These transportation methods are specially designed to prevent spills or leaks and are operated by trained personnel well-versed in biohazard safety protocols.

Disposal: Our team ensures the proper disposal of biohazardous waste by regulations and guidelines. This may involve methods such as autoclaving, incineration, or chemical treatment, depending on the nature of the materials. Each disposal method is carefully chosen to effectively neutralize the hazards posed by the waste while minimizing environmental impact.

Our Bio-medical Waste Removal Process:



Waste collection



Waste segregation and color coding



Waste disposal at designated storage areas

13. References Form

2024 CUSTODIAL SERVICES AND CLEANING SUPPLIES

REFERENCE FORM

COMPANY NAME: LGC Global Energy FM,LLC

Reference Company Name: City of Sterling Heights	
City/State: Sterling Heights, Michigan	
Summary of Work Performed: LGC Global FM provides comprehensive facilities operation management and cleaning services for fifteen city facilities. Our team performs top-quality Custodial Services, including cleaning services, floor tech, trash management, and recycling program management	
Dates of Work: From 2019 to Ongoing	
Company Contact Person: Todd Macovis	
Title: Building Maintenance Superintendent	
Phone Number: (586) 506-7886	Email: tmacovis@sterling-heights.net

Reference Company Name: City of Inkster	
City/State: Inkster, Michigan	
Summary of Work Performed: LGC provides comprehensive custodial and cleaning services for a range of City of Inkster buildings. Services include Sanitization of restroom, Restroom supply replenishment, Carpet cleaning, Floor sweeping, Mopping, Trash removal, Furniture dusting and cleaning, Cleaning of glass doors, Kitchen sinks and countertops sanitization, Disinfecting drinking fountains Windowsills cleaning, Elevator cleaning, Stairwells cleaning	
Dates of Work: 2020 to Present	
Company Contact Person: Jerome Bivins	
Title: Contracting Officer	
Phone Number: (313) 563-9774	Email: jbivins@cityofinkster.com

Reference Company Name: City of Dallas	
City/State: Dallas, TX	
Summary of Work Performed: LGC provides full Custodial Services for 32 facilities across the city of Dallas, Texas. Buildings served include Park and Recreation Department, libraries, municipal buildings, fire departments, parking garages, city halls, community centers, police departments, and more	
Dates of Work: June 2021 – Present	
Company Contact Person: Armando Rios	
Title: Facilities Superintendent	
Phone Number: (214) 671-1934	Email: Armando.Rios@dallas.gov

Project Title: City of Sterling Heights:
Managed Custodial Services

Client Location: Sterling Heights, Michigan

4+ years

Date: From 2019 to Ongoing

370,000

Total Square Footage

\$736,000

Total Annual Value

Brief Description:

LGC Global FM provides comprehensive facilities operation management and cleaning services for fifteen city facilities. Our team performs top-quality Custodial Services, including cleaning services, floor tech, trash management, and recycling program management. We also provide a detailed report of the work performed daily for comparison with the scheduled requirements, ensuring that all tasks are accomplished to the highest standards.

Types of Facilities:

- Administration building
- Police Department
- District court
- Library
- Community Center



- Nature Trails
- Amphitheatre

Key Services:

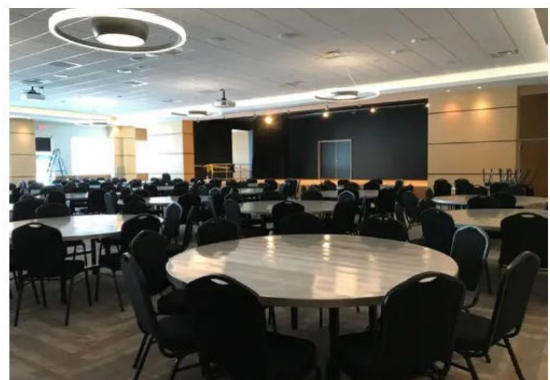
- Rooms and office cleaning
- Restroom maintenance
- Cleaning entrances, lobbies, and main corridors
- Cleaning Stairways
- Floor maintenance
- Window cleaning
- Trash management
- Ground maintenance

Point of Contact:

Todd Macovis, Building Maintenance
Superintendent
tmacovis@sterling-heights.net
(586) 506-7886

LGC's Value Addition:

- Covid disinfection plan
- Corporate event support



Project Title: Municipal Buildings Custodial Cleaning Services, City of Inkster

Client Location: City of Inkster, Michigan 48141

3+ years

Date: 2020 to Present

91,106 sq. ft.

Total Cleaning Area

\$100,000.00

Total Annual Value

Brief Description:

LGC provides comprehensive custodial and cleaning services for a range of City of Inkster buildings. Our team is comprised of competent and dependable janitors and supervisors who are dedicated to delivering quality results. We adhere to the specifications, cleaning standards, and work quality requirements outlined in the contract to achieve the City's desired level of cleanliness.

Types of Facilities:

- Recreation Center
- Justice Center
- City Hall
- Libraries
- Department of Public Services

Key Services:

- Sanitization of restrooms
- Restroom supply replenishment
- Carpet cleaning
- Floor sweeping
- Mopping
- Trash removal
- Furniture dusting and cleaning
- Cleaning of glass doors
- Kitchen sinks and countertops sanitization
- Disinfecting drinking fountains
- Windowsills cleaning
- Elevator cleaning
- Stairwells cleaning

Point of Contact:

Jerome Bivins

jbivins@cityofinkster.com

(313) 563-9774

LGC's Value Addition:

- COVID-19 sanitization and disinfection
- Delivering quality results



Project Title: Custodial Services for All Community Centers, Lansing, MI

Client Location: Lansing, MI

4+ Years

Date: 07/01/2019 – Present

\$250,000.00

Total Annual Value

86,752 sq ft.

Total Cleaning Area

Brief Description

LGC Global FM provides janitors and supervisors to provide Custodial Services to all Community Centers of the City of Lansing. We provide janitors and supervisors for general cleaning, carpet cleaning, and floor machine operation 8 hours a day, 5 days a week, 52 weeks per year.

Key Services:

- Carpet/Rug Cleaning, including spot cleaning

- Floor Cleaning / Thorough Sweeping
- Damp Mopping and Spray Buffing
- Wet Mopping and Scrubbing
- Stripping and Sealing
- Restroom Cleaning
- Emptying Waste Receptacles
- Cleaning / Disinfecting Drinking Fountains
- Stainless Steel Cleaning (Elevators, Doors, Trims, etc.)
- Cleaning High Traffic Areas
- Spray Buff Hard Floors
- Strip and Refinish (PVC and Stone, not Rubber Floors)
- Wall Spot Cleaning
- Air Vent Cleaning
- Glass Cleaning
- Cleaning the Kitchen Area

Point of Contact:

Emily Stevens, Contract Manager
Emily.Stevens@lansingmi.gov
(517) 483-6074

LGC's Value Addition:

- Covid disinfection plan
- Sustainability Measures



Project Title: City of Detroit-Facility
Maintenance, Great Lakes Water Authority

Client Location: Detroit, MI

16+ years

Date: From 2007 to Ongoing

1,985,000 sq. ft.

Total Cleaning Area

\$30,000,000

Total Annual Value

Brief Description:

LGC Global provides facility maintenance for 12 Detroit Water and Sewage Department (DWSD/GLWA) facilities. This is a complete facility management contract including Cleaning, O & M, skilled trades, groundskeeping, and snow removal.

Key Services:

- Service, empty, and clean all waste and recycling receptacles; carry trash to pick up area
- High-Touch Disinfection
- Hard floor care
- Glass Cleaning
- High Dusting



- Vacuum and clean all carpeted floors
- Cleaning & disinfecting restrooms, plumbing fixtures, toilet handles, toilet partitions, & bright work
- Restocking dispensers, refill soap as needed
- Emptying and disinfecting all sanitary napkin receptacles
- Dust mop hard floors
- Exterior power-washing
- Spot mop stains & spills, clean all mop splatter from all surfaces.

Contact Information:

Biren Saparia, Supervisor and Project Administrator

biren.saparia@glwater.org

(313) 267-8977

LGC's Value Addition:

- Utilization of mobility solutions for employee monitoring and supply tracking
- Autonomous machines for cleaning



Project Title: Healthcare and Housekeeping Services for Lakeshore Healthcare Group

Client Location: Detroit, MI

12+ Years

Date: 06/2011 – Present

\$1,200,000.00

Total Annual Value

335,000 Sq.Ft.

Total Cleaning Area

Brief Description:

Lakeshore Healthcare Group owns and operates three skilled nursing care facilities/rehabilitation centers. LGC's services for Lakeshore Healthcare centers were conducted in patient rooms, restrooms, therapy areas, office/administrative areas, lobbies, cafeterias, shower & locker rooms, exterior grounds, and more. Our company furnishes supplies and labor for all three campuses.

Other Complete Facility Management services included all primary mechanical, electrical, and support systems, structural/carpentry maintenance, painting, roads and grounds services, pest control, athletic field

maintenance, and snow/ice control. LGC Global also provided comprehensive inspections of the sites' landscape assets.

Key Services:

- Custodial & Housekeeping
- High-Touch Sanitization & Disinfection
- Graffiti Removal
- Groundskeeping, Pest Control
- Restroom Cleaning
- Glass and Metal Cleaning
- Blood & Body Fluid Cleanup
- Sharps Disposal
- High Area Cleaning & Dusting
- Waste & Recycling Management
- Floor & Carpet Care

Point of Contact:

Robert Whitty, Chief Operating Officer
rob.whitty@lakeshorehealth.com
(248) 225-6088

LGC's Value Addition:

- Using robotic technology to revolutionize our operations.
- Cost-saving through the implementation of advanced technology solutions with the collaboration of our staff



Project Title: Union County, North Carolina –
Custodial Services

Client Location: Union County, North
Carolina

3+ years

Date: From 2020 to Ongoing

565,410 sq. ft.

Total Cleaning Area

\$1,073,730

Total Annual Value

Brief Description:

LGC Global provides comprehensive custodial and day porter services for designated spaces, including halls, restrooms, offices, work areas, entranceways (exterior and interior), lobbies, storage areas, elevators, stairways, and walkways. We take care of all aspects of the service, including providing the necessary labor, supplies, supervision, tools, materials, equipment, and transportation. Our services extend to 21 city facilities, ensuring a clean and well-maintained environment throughout.



Key Services:

- Dusting
- Sweeping and vacuuming
- Damp and dust mopping
- Ground maintenance
- Metal cleaning
- Glass and window cleaning
- Façade cleaning
- Wall washing
- Entrances and vestibules cleaning
- Waste and recycling collection
- Elevators and escalators cleaning
- Cleaning of stairways, food vending areas, and common areas
- Deep cleaning all public and private restrooms

Point of Contact:

Kelli Manczka

Office Manager | Facilities Management

Kelli.Manczka@unioncountync.gov

(704) 430-7661

LGC's Value Addition

- Corporate event support
- Monthly safety training
- Client satisfaction measures
- Environmental Program



Project Title: City of Dallas Citywide
Custodial Services

Client Location: Dallas, TX

3+ Years

Date: June 2021 – Present

1,349,837

Square footage

\$7,647,822

Total contract value

Brief Description:

LGC provides full Custodial Services for 32 facilities across the city of Dallas, Texas. This includes the management of services, personnel, and equipment/material/supplies needed to deliver Custodial Services to all facilities. Buildings served include libraries, municipal buildings, fire departments, parking garages, city halls, community centers, police departments, and more.

All cleaning and disinfection are conducted in compliance with ISSA (International Sanitary Supply Association), Green Seal, and CDC (Centers for Disease Control) guidelines. All

high-touch surface areas are disinfected daily to remove dirt and bacteria from surfaces.

Key Services:

- High-Touch Disinfection
- Restroom cleaning
- Ground Maintenance
- Cleaning Parking garages
- Servicing Municipal areas
- Cleaning City Hall
- Floor Care
- Policing of Grounds
- Trash Collection & Transport
- Glass & Metal Cleaning
- Graffiti Removal
- Air Vent Cleaning
- Power Scrubbing

Point of Contact:

Armando Rios, Facilities Superintendent

Armando.Rios@dallas.gov

(214) 671-1934

LGC's Value Addition:

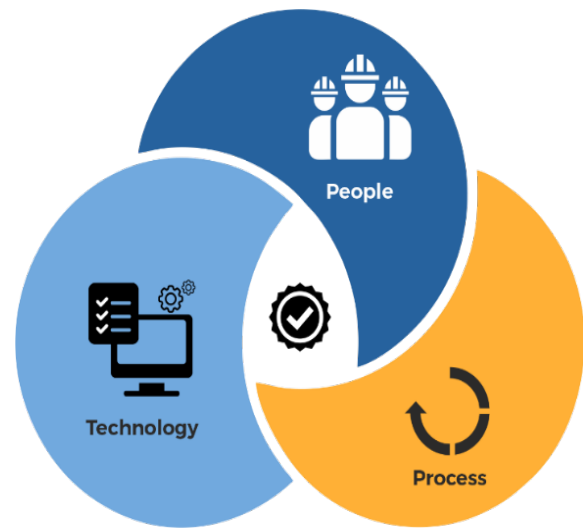
- Covid disinfection plan
- Autonomous sweepers and scrubbers
- SWEPT technology is utilized for reporting and monitoring



14. Project Approach

At LGC, we believe that thorough implementation and management are the key to success in every project. Thus, we focus on the core factors that contribute to our desired outcomes – People, Process and Technology.

Our systematic approach and focus on best practices in every aspect of our work means that our team is always operating at peak performance. With LGC Global, you can have confidence that you're partnering with a team that is dedicated to delivering the very best outcomes.



People	Process	Technology
➤ Regular staff training & awareness sessions ➤ Excellent professional skills and qualifications ➤ Competent resources ➤ Accountability of roles and responsibilities ➤ Complete business process understanding	➤ Modern management system ➤ Governance frameworks ➤ Best practices in all solutions ➤ Regular audits and reviews ➤ Efficient policies, procedures, and reporting with clients	➤ Seamless CMMS implementation ➤ Mobility Solutions for quality monitoring ➤ Autonomous equipment ➤ Predictive maintenance system ➤ KPI tracking and analysis

Methodology - Our People

People are our most vital assets and an integral part of our service. The number one cost factor of delivering services to our customers is the cost of our people.

Our Recruitment Process

Our recruitment process is designed to identify the best candidates who possess the right attitude and skills for the job. We believe that by hiring locally, we can benefit from the unique perspectives of individuals who understand the local culture and community.

Our commitment to retaining knowledge and skills is reflected in our onboarding process, which is carefully curated by our HR team.

Key steps involved in our recruitment process are:

- Identifying the right candidates
- In-person interviews to assess their skills and attitude
- Offer-letter based on their experience.
- Onboarding process by the HR team
- On-Site training on health and safety, LGC's policies, and job-related solutions

Equal Employment Opportunities

We connect with industry-specific talent using social media, job boards, resume databases, corporate websites, and employee referrals. In addition, we ensure equal employment opportunities by enforcing federal Affirmative Action policies in our hiring and advancement processes.

Retention of Quality Staff:

At LGC, we recognize that competitive compensation and benefits are crucial for attracting and retaining top talent. We prioritize creating a thriving work environment that encourages professional development, offers valuable learning opportunities, fosters work-life balance, and fosters a sense of camaraderie among our employees.

That is why we strive to create a workplace culture that fosters professional growth, learning opportunities, work-life balance, and a sense of community. We offer regular training programs, mentorship opportunities, and flexible work arrangements to help our employees achieve their personal and professional goals. In addition, we encourage team-building activities and community outreach programs.

Key Features:

- Annual performance review to determine changes to compensation packages
- Healthcare benefits for prescription drugs, dental, vision, disability, life insurance, and educational assistance
- PTO for full-time employees, including five vacation days every year
- Hourly 401 (k) Plan for all non-union hourly employees
- 24/7 employee benefits portal
- Mobile devices to all staff members for more accessible communication with IoT solutions

Additionally, creating an environment where staff members feel valued boosts retention and motivation. To thank them for their hard work, we celebrate their efforts.

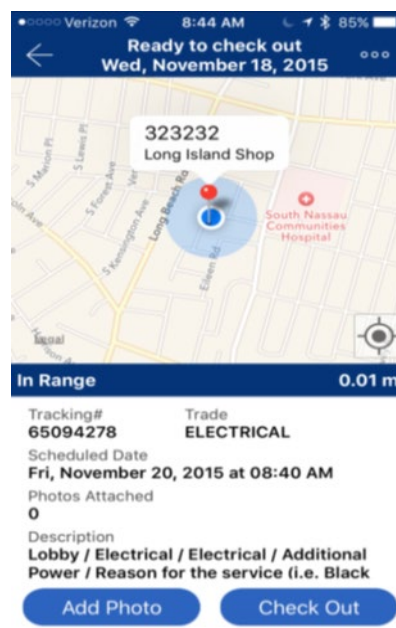
Hiring the Best Professionals

We make sure that the selected candidates fit with our service culture. We additionally consider multiskilled candidates, candidates with technical knowledge, and consistent experience in facilities management.

Employee Attendance Management

At LGC, we incorporate a comprehensive system for managing employee attendance, which includes geo-fenced attendance monitoring through our customized mobile application. It tracks the GPS log-in and log-out times of employees at specific locations and provides real-time visibility of the deployment of employees and work order status at each designated site.

Additionally, we seamlessly integrate with our customers' clock-in systems, enabling employees to conveniently record their attendance using the machines installed at designated locations.



Onboarding Methodology

Our onboarding begins with a thorough orientation that covers all the basics, from our policies and procedures to our systems and processes. We then offer ongoing training and support, including regular check-ins with a mentor, opportunities for continuing education and professional development, and access to a network of experienced colleagues.

Rigorous Background Check

To ensure the safety and security of our clients, our employees go through a rigorous background check process. We will provide the employees' full name, social security number, and any other relevant information needed to conduct the background check upon award. The background check will include searches of local, state, and federal criminal records, as well as verification of their education, employment history, and references.

Once the background check is completed, we will review the results to ensure that the potential employee meets our high standards for safety and professionalism. We will only hire individuals who have a clean criminal history and meet our rigorous screening criteria.

Employee Uniform

We comply with City of Livonia's policy, and our employees will wear a distinctive uniform for easier identification with our logo and a photo ID badge. Additionally, we believe that personal grooming is important to maintain a professional appearance, and our staff is expected to maintain a clean, well-groomed, and presentable appearance while on duty.



Addressing Short and Long-Term Unscheduled Absences

Short-Term Absences

- Ongoing recruiting for part-time and full-time staff
- An extension of shifts to cover absences
- Use the call-in roster
- Using the team of pre-qualified, approved, and on-call employees

Long-Term Absences

- Immediate screening of candidates in the pipeline
- Get support from recruiting partners
- Temporarily fill vacancies till permanent replacements done
- Stimulate the interest of new candidates through advertising

Safety Plan

Our Occupational Safety and Health Measures



LGC Global ensures compliance with OSHA and other regulatory

requirements. Our occupational safety and health tools and systems include:

- Safe STEP (Slip, Trip, Elimination Process) to avoid a hazardous scene or injuries
- TEC (Targeted Exposure Control) process to reduce exposure to the ergonomic risks leading to musculoskeletal injuries
- Proprietary 5S Process (Sort, Set in Order, Shine, Standardize, Sustain)
- SOPs, checklists, training processes, quick start guides, and self-assessment processes
- 5-Whys process of incident investigation as a simple root cause analysis tool. The process involves defining a problem and questioning the cause until it is resolved. Locations must report accidents within 48 hours and managers must complete the '5-Whys' Analysis.

Three Checks for Safety

All LGC Global employees must stop and think:



Do I know how
to do the job?



Do I have the
right equipment?



Is my
environment safe?

Approach to Meeting and Guaranteeing Safety Compliance

Team LGC has achieved a remarkable safety record with zero work-related injuries and illnesses in the past five years. This is a testament to our unwavering commitment to maintaining a safe and healthy work environment for all employees. LGC has

implemented a range of workplace safety strategies including:

- Conducting regular safety training sessions for all employees to ensure that they are equipped with the necessary knowledge and skills to work safely and avoid workplace injuries and illnesses.
- Providing employees with the appropriate personal protective equipment (PPE) to mitigate the risk of workplace hazards and injuries.
- Maintaining a robust safety management system that promotes proactive hazard identification, risk assessment, and control measures.
- Conducting regular safety audits to evaluate the effectiveness of the safety management system and identify areas for improvement.

Safety Management System

At LGC we take the safety of our employees and clients seriously. We have a comprehensive Safety Management System (SMS) that focuses on various aspects of safety, including management/leadership involvement, employee involvement, hazard prevention, hazard control, worksite analysis, and safety and health training.

Our SMS is benchmarked against the Occupational Safety and Health Administration (OSHA) regulations, and we ensure compliance with these standards. Our approach to implementing and executing the SMS includes the following:

- **Management/Leadership Involvement:** Our management team is actively involved in the development and implementation of our SMS. They provide leadership, set goals and expectations, and allocate necessary resources to ensure the success of the SMS
- **Active employee Involvement:** We make sure that our employees actively

participate in the SMS, by reporting any potential hazards, providing feedback, and suggesting improvements.

- **Site-specific Analysis:** We conduct regular worksite analysis to identify potential hazards, and we implement preventive and corrective actions to mitigate risks.

Team LGC Safety and Health Training

Our training program includes basic, safety, and site-specific training, which is designed to meet the learning needs of each participant. Our training methods and delivery systems are carefully selected to meet the learning needs of each participant, ranging from traditional classroom techniques to the use of audio-visual aids. Our team undergoes a comprehensive training program that helps to minimize risk and keep everyone involved safe. Our safety training program includes:

- First Aid/CPR
- OSHA 10 & 30-hour training
- Operational Security (OPSEC)
- Lead Awareness

- Ladder Safety
- Scaffolding Safety
- Accident Prevention Plan (APP)
- Hazardous Material Safety
- Infection Control
- Basic General Cleaning Procedures
- Material Safety Data Sheets
- Hard Floor Care
- Lock-out/Tag-out
- Methicillin-resistant Staphylococcus Aureus (MSRA) Sanitizing
- Personal Grooming
- Sexual Harassment
- Cleaning Standards
- Confined Spaces
- Handbook/Policy Review
- Hazardous Substances
- Slips/Trips/Falls

Personal Protective Equipment

LGC provides the following PPE for our employees at work:



Gloves



Masks



Safety Goggles



Safety Harness



Anti-skid Shoes



Boots

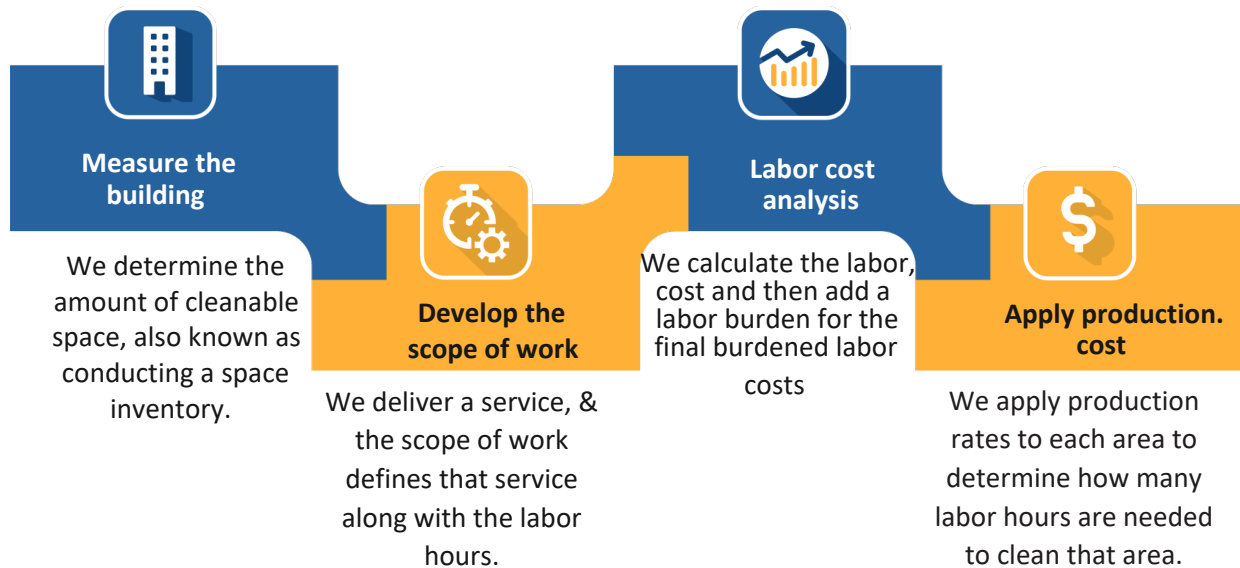


Reflective Jackets



Safety Hat

Our Strategic Staffing Plan



LGC's staffing plan is designed to ensure that we have the right people with the right skills in the right places at the right times. Our goal is to provide the Jack E. Kirksey Recreation Center with high-quality services that are dependable, efficient, and cost-effective. To achieve this goal, we employ a multi-tiered staffing strategy that includes a mix of full-time and part-time employees, as well as temporary staff when necessary. We also maintain a pool of trained and experienced substitute employees to cover any absences or unforeseen events.

Our project management strategy bolsters our ability to complete projects on time, within the budget established, and with excellent results. Our approach ensures communication with the city of Livonia throughout the project duration to mitigate performance and scheduling issues.

First, LGC will assume the role of overall project management, starting with the Project Manager. We construct a schedule that is structured to account for unplanned incidents. The Project Manager works with custodians to ensure that all work is compliant with the contract timelines.

Our management team has years of employee management, problem resolution, and

leadership experience. Our Project Manager acts as a source of advice, information, and support staff; at the same time, they are responsible for ensuring crews are performing work correctly and maintaining quality.

The chain of authority is as follows:

- Our Project Manager delivers reports directly to the City of Livonia Authority.
- The Project Manager directly oversees their assigned custodial staff.
- Create custom inspections and reports using a smartphone.

This allows us to quickly report problems, making sure the team gets in front of issues that worsen if left unaddressed.

Managers conduct unannounced audits to verify the quality of services is met at each location. Random inspections are conducted by the Project Manager, after which they generate performance reports. It is the responsibility of our Project Manager to interface with our on-site cleaning staff on a day-to-day basis and communicate with them any performance or attendance problems

that occur (Complete SLA and Procurement Compliance Matrix).

Employee Training Plan

Learning is an ongoing process, especially in today's fast-changing environment. At Team LGC, we prioritize the professional development and growth of our employees. We offer a comprehensive range of training programs to equip our team with the knowledge and skills needed to excel in their roles. Our Training is provided through our LMS Industry Best Practice Training Program:

- Cleaning for Infection Prevention
- Monitoring Compliance with Infection Control
- Cleaning Spills or Splashes of Blood or Body Fluids
- Cleaning and Disinfection of Environmental Surfaces
- QAPI – Role of Environmental Services (Maintenance, Housekeeping, and Laundry Services)
- All Custodial Operations Training
- Emergency Security Protocols and Procedures



The training program includes:

- Basic training

- Safety training
- Site-specific training

Basic Training

This program includes:

- Asbestos awareness
- Blood-borne Pathogens
- Biohazard Management Plan
- Confined Space Awareness
- Ergonomics Awareness
- Fall Hazard
- Fire Safety and system Protection and Prevention
- Hazardous Material Communication
- Lockout Electrical Safety, OSHA Hazard Communication Standard (The Right to Know) Fact Sheet, Working Over 10 Feet Aerial Lift, Boom lift, Scissor lifts, Ladder Safety, Supervisory.
- Personal Protective Equipment
- Resource Conservation Recovery Act (RCRA Hazardous Waste) Awareness
- Environmental Awareness
- Maintenance Identification and Reporting -Work Orders

Safety Training

This program includes:

- First Aid/CPR
- OSHA 10 & 30-hour training
- Lead Awareness
- Ladder Safety
- Scaffolding Safety
- Infection Control
- Basic General Cleaning Procedures
- Material Safety Data Sheets
- Hard Floor Care
- Lock-out/Tag-out
- Methicillin-resistant Staphylococcus Aureus (MSRA) Sanitizing
- Personal Grooming
- Sexual Harassment
- Cleaning Standards

- Confined Spaces
- Handbook/Policy Review
- Hazardous Substances
- Slips/Trips/Falls

Site-Specific Training

In every facility we manage, we collaborate with the client to comprehend their distinct safety requirements and concerns.

We then implement necessary measures to address them, including adhering to designated safety protocols and procedures, performing periodic safety evaluations, and furnishing routine reports to the client on safety-related matters.

The safety of all individuals, including employees and visitors, and facilities under our management, is of utmost importance. We strive to proactively align with the Jack E. Kirksey Recreation Center safety instructions and concerns.

LGC's Exclusive Training Program: Elevating Employee Skills and Services

LGC provides employees with the necessary tools and resources to succeed in their roles, including development opportunities. In addition to our baseline training in customer service and quality control, we offer specialized training in various areas, depending on their position.

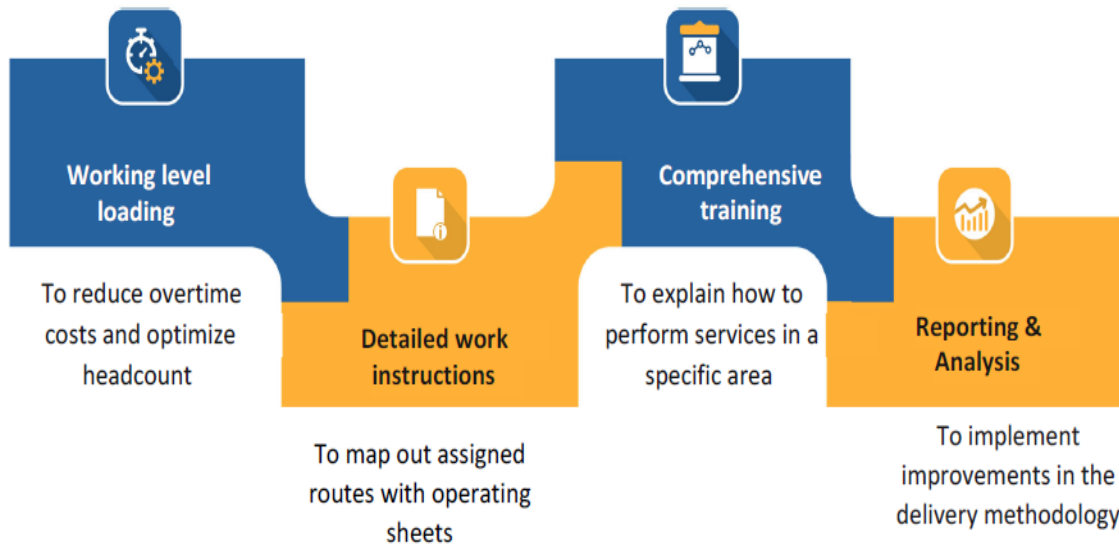
Divided into four key steps, the program includes:

- Orientation Training: Introducing new employees to LGC's culture, values, and policies.
- Tool Talks: Regular safety and efficiency training to maintain a safe work environment.
- Quarterly Reviews: Regular assessments to track employee progress and identify areas for improvement.
- Vocational Training Programs: Specialized training opportunities for existing staff to expand their skill set and improve their value to the company.

Our Training is provided through our LMS, which includes but is not limited to:

Basic Training	Safety Training	Security Training	Custodial Training
Asbestos awareness	Safety & Crisis Response/Management	Client's Security Policies and Procedures	Restroom Cleaning
Bloodborne Pathogens	Proper use of PPE	Authorized Personnel Authority, Clearances	Floor Care, Terrazzo, Ceramic Tile, Asbestos Floor Tile Care, Rubberized, Carpet, VCT & Nora Flooring, etc.
Biohazard Management Plan	Proper Use of Signage, Equipment	Pass and Badge Procedures	Auto Scrubbing, stripping, and Waxing
Confined Space Awareness	Slip and Fall Danger	Interfacing with Security Personnel	Proper Use of Green Chemicals
Ergonomics Awareness	Accident Prevention	Security and Life/Safety/Emergency Response Integration	Inside and Outside Window Washing
Fall Hazard	Signs and Tags - Lockout/Tagout	Emergency Plans/Procedures	Glass, Entranceway, Seating, Waste and Recycling container cleaning and maintaining
Fire Safety & System Protection and Prevention	Proper Used Rag Storage/Disposal/Recycle	Disaster Recovery / Storm Water Management	Mechanized equipment uses and maintenance
Hazardous Material Communication	Hazard Identification and Hazardous Waste Removal		Material Ordering and Inventory Control
Lock-out	Mechanical and Electrical Safety		Proper Use of Cleaning Material
Personal Protective Equipment	OSHA Hazard Communication Standard (The Right to Know) Fact Sheet		Maintaining proper mixing Procedure
Resource Conservation	Working Over 10 Feet – Aerial Lift, Boom lift, Scissor lifts		Elevator cleaning
Recovery Act (RCRA Hazardous Waste) Awareness	Ladder Safety		High-Touch Disinfecting
Environmental Awareness	Supervisory		
Identification and Reporting - Work Orders			

Methodology - Our Process



Streamlined and Well-Strategized Delivery Models

By implementing solid processes, we ensure the delivery and maintenance of best-in-class services with quality and consistency, allowing our new employees to be successful from their very first day. As part of our strategic approach, we also integrate efficient cleaning task schedules to optimize productivity and ensure effective utilization of resources.

Demand-Driven Approach: We employ a demand-driven approach by closely monitoring customer activity levels, foot traffic patterns, and other relevant factors to accurately anticipate cleaning requirements and adjust schedules accordingly.

Customized Cleaning Plans for the Jack E. Kirksey Recreation Center: We tailor our cleaning plans to the specific needs of Jack E. Kirksey Recreation Center, conducting thorough assessments to determine the cleaning frequency, intensity, and duration required for different spaces.

Real-Time Monitoring and Communication:

We utilize advanced monitoring and communication systems to stay informed about real-time customer demand and activity levels, quickly identifying areas requiring immediate attention and adjusting cleaning schedules accordingly.

Flexible Workforce Management: Our flexible and scalable workforce management system allows us to adjust staffing levels based on customer demand and activity, optimizing productivity and responsiveness while maintaining high cleaning standards.

Efficient Coordination of Corporate, On-Site Labor, and Other Resources

LGC prudently manages the deployment of on-site and corporate staff, ensuring efficient coordination and support across all levels. We prioritize efficient coordination between corporate, on-site labor, and other resources for successful project completion.

Our managers and custodians diligently oversee day-to-day operations, ensuring high quality and safety standards. However, we understand that unforeseen circumstances may require additional support. That is why our corporate team and managers are prepared to travel to project locations,

providing prompt assistance to minimize downtime and maximize productivity. Equipped with the necessary resources, our corporate team ensures seamless collaboration and communication between all stakeholders, enabling effective problem-solving and successful outcomes.

Our Communication Process

We facilitate clear, open communication regarding employees' questions and concerns. Our managers proactively address these with transparency to boost trust and retention.

At LGC, we have established a robust 24/7 direct communication framework that seamlessly connects our key personnel with City of Livonia's representatives. Our comprehensive communication system encompasses the following elements:

Mobile-Based Solution: We employ a mobile-based solution that ensures real-time access to critical information and facilitates instant updates, enhancing our agility and responsiveness.

List of Key Personnel: We maintain a meticulously curated list of key personnel who can be readily contacted, ensuring that the right individuals are accessible when needed.

Telephone Availability: Our commitment to uninterrupted communication includes continuous telephone availability, guaranteeing that queries, concerns, or urgent matters can be addressed promptly.

Emergency Response: Our communication strategy incorporates an emergency response mechanism, enabling rapid and effective responses to unforeseen circumstances.

These emergencies have encompassed situations involving chemical spills, natural disasters like storms and cyclones, as well as instances of burst water pipes. In response to these critical situations, our on-site team has

consistently demonstrated a rapid and effective response, mobilizing within a matter of minutes upon receiving a phone call from our clients.

Through our mobile app, custodial staff, and managers have unrestricted access to communication channels around the clock. This accessibility equips us to respond swiftly to unplanned cleaning requests or schedule adjustments, ensuring that all additional services are promptly addressed.

Using our mobile app, custodial staff and managers have open lines of communication 24/7. If unplanned cleaning requests or schedule changes are approved, we will be prepared to fulfill all additional services.

What makes our management strategy successful?

- **Preparedness**
- **Open Communication**
- **Documentation**
- **Communication Plan**

We have integrated a comprehensive documentation process into our operations. Scope of Work and schedule changes can be meticulously documented within our CMMS via our user-friendly mobile dashboard. For tasks that demand rapid responses, our mobile app empowers custodial staff to capture time-stamped photos of work sites and relay progress updates to their supervisors. Furthermore, Team LGC provides an online support system accessible through Swept, catering to our client's stakeholders.

What does this mean for the city and its stakeholders?

It signifies that all stakeholders can engage with our staff members in real-time, 24/7/365. They can initiate work requests, address emergencies promptly, and monitor project progress at their convenience. Our recording and reporting procedures are

characterized by their precision, detail, and transparency.

We ensure that you are kept fully informed. In addition to promptly forwarding all reports to the Contracting Officer, we have made all documentation, reports, and records accessible on our CMMS dashboard, enabling 24/7 review from the palm of your hand.

We provide all our staff with mobile devices (e.g., tablets or cell phones) for ease of communication and for use in uploading time-stamped photos of completed work. These devices use an IOT and our mobility solution, which allows all stakeholders from our customers and both our onsite and offsite staff to monitor activities and implement any changes required instantaneously. Whether reporting, taking pictures (before and after), and monitoring each trash can, cleaning and maintaining restrooms, or doing daily deep cleaning or floor maintenance, all our employees use these devices as a regular part of the job.

Stakeholder	Method of Communication	Frequency of Communication
City of Livonia	Email/Phone	Daily or as needed 24/7
Project Manager	Email/Phone	Daily 24/7
Supervisors	Email/Phone	Daily 24/7
Custodians	Phone	Daily 24/7

Methodology - Our Technology

We implement a top-tier CMMS system to make Data-Driven Decisions that improve our service. This informs us if there is a crisis to manage or just a new request to fulfill. All staff, from custodians to management, carry a company-provided smart mobile device to enter data as they are performing their daily tasks.

- Best-in-Class CMMS system
- Data-Driven Decisions
- Smart Phones
- Real Time Dashboard & Monitoring

Technology to Monitor Absenteeism

Through our customized mobility solution, we offer accurate time tracking down to the minute. Our mobile app is GPS-enabled and payroll-ready, allowing employees to easily clock in and out. All recorded time is logged in our dashboard for approval, and supervisors and HR personnel can access this data to effectively monitor and manage absenteeism, identify patterns, and take necessary actions to ensure optimal staffing levels and productivity. With this streamlined attendance tracking process, we enhance efficiency and provide accurate records for payroll management.

Revolutionizing Cleanliness: LGC's Innovative Automated Machines

Over the past decade, facility management has emerged as a pivotal element in visitors' experience at federal or commercial establishments. The COVID-19 crisis has propelled cleanliness to the forefront, compelling us to continuously optimize the operational efficiency of the facilities we serve. During this period, the facility management industry encountered significant challenges, including:

- Higher cleaning demands
- Rising labor challenges
- Overextended cleaning teams
- Absenteeism and turnover

To effectively address these challenges, LGC introduced cleaning robots and automated cleaning machines as a game-changing solution. Our robotic technology has revolutionized our operations, effectively tackling operational challenges associated with cleaning, logistics, and costs. We don't want to replace our people; instead, we aim to help free up their time to focus on other high-level cleaning activities.

Here's how our cutting-edge robotic technology has transformed our operations:



Focus staff on high-touch

cleaning: Automated machines relieve staff, allowing focus on critical tasks like disinfection. Optimization

of resources leads to increased productivity and better utilization of staff skills, ultimately enhancing the overall efficiency of the cleaning operations.



Clean more frequently and

consistently: Our cleaning robots enhance cleaning frequency, ensure consistent

performance, and foster client confidence in maintaining meticulous facility cleanliness.



Provide proof of coverage:

Real-time performance data from our state-of-the-art machines underscores our proactive measures to mitigate health and safety risks, bolstering client trust.

From advanced sensors for precise navigation to smart algorithms that optimize cleaning patterns, our machines are equipped with innovative features that deliver exceptional results. By programming our machines to operate during off-peak hours, we ensure that

your facility receives efficient cleaning without disrupting normal operations, offering you the utmost flexibility.

The following are some of the automated machines LGC provides.

Touchless Cleaning Technology: Introducing Kaivac Mini for Efficient Restroom Cleaning

LGC implements Kaivac Mini, the cutting-edge touchless cleaner utilized by LGC in our restroom cleaning services. By leveraging touchless cleaning technology and automated disinfectant application, Kaivac Mini streamlines our cleaning process, reducing manpower needs and cleaning times.

With an integrated interior power washer, Kaivac Mini ensures thorough cleaning of faucets, sinks, and other fixtures. Kaivac Mini ensures the dignity of our cleaning personnel by providing a highly effective and efficient solution for restroom cleaning, eliminating the need for manual scrubbing and mopping.



Jingwu 3D Cleaning Robot

LGC deploys the Jingwu 3D Cleaning Robot, equipped with self-developed cleaning tools and innovative self-washing/disinfecting features. From mirrors and washbasins to floors and countertops, the Jingwu 3D Cleaning Robot autonomously tackles each task, meticulously sanitizing every surface it encounters. Its adaptability and customization options allow for seamless integration with our specific workflow.

Equipped with intelligent sensors, the robot intelligently assesses the initial conditions, autonomously performing a comprehensive cleaning of the entire restroom area, leaving no corner untouched. It then evaluates the results, addressing any remaining stains or debris through spot cleaning, ensuring an impeccable finish. With its ability to handle disturbances and obstacles seamlessly, the Jingwu 3D Cleaning Robot operates with unmatched reliability, eliminating the need for human intervention.

Implementation of Jingwu 3D robots results in:

5 mins

to finish cleaning and disinfecting one single toilet bowl

99.5%

the success rate of cleaning



Cobi 18

At LGC, we recognize the importance of efficiently utilizing advanced cleaning technology to maintain the historic brilliance of county buildings while ensuring impeccable cleanliness for the comfort and enjoyment of visitors.

With its compact design, Cobi 18 can navigate and effectively eliminate dirt, grime, and stubborn stains even in tight spaces, reaching every corner of the facility. This ensures that no area is left untouched, guaranteeing comprehensive cleaning on a wide range of hard flooring surfaces, including hardwood, ceramic, concrete, PVC, marble, granite, and more. It operates safely around these elements, ensuring that they remain protected during the cleaning process.

In conjunction with Ice Robotics, LGC has implemented Cobi at Detroit Public Library's locations, which gave us:

80%

Improvement in cleanliness

2 Hours

are saved by the cleaning team each day

24 Hours

Uninterrupted Cleaning Services



Autonomous Floor Sweeper

Whiz is a cutting-edge autonomous vacuum sweeper, that offers increased cleaning frequency, enhanced staff efficiency and productivity, and the maintenance of consistent cleaning routes. Equipped with HEPA filters, Whiz also improves indoor air quality, providing a healthier atmosphere.

The advanced safety features of Whiz, including cameras, sensors, and alerts, enable precise navigation, ensuring optimal safety by avoiding obstacles and protecting our employees and visitors. Whiz is programmed to follow a set route, minimizing the likelihood of missing spots that human operators might overlook. With its meticulous cleaning approach, Whiz covers more area in quicker timeframes, significantly increasing the floor space cleaned each day.

LGC has successfully implemented Whiz at locations such as the Detroit Public Library, City of Sterling Heights, and San Antonio Airport, which resulted in:

10 Hours

are saved per week

90%

Cleanliness Score

+1

Minute/room gained in cleaning time



Autonomous Floor Scrubber

LGC uses EMMA, the RS26-AU Scrubber, an advanced autonomous and ride-on machine that transforms the way commercial and industrial cleaning is done. Designed to simplify cleaning operations and deliver remarkable outcomes, EMMA is equipped with state-of-the-art technology to ensure efficient and safe navigation in even the most complex environments.

EMMA's user-friendly interface and intuitive controls make it a seamless addition to our cleaning team. With EMMA's data-driven approach, we can proactively identify areas that require attention, allocate resources efficiently, and create a healthier and more comfortable environment for everyone.

One of the standout features of EMMA is its ability to fully disinfect floor surfaces, effectively reducing the amount of toxins that are typically stirred up into the air during the cleaning process. By killing germs and removing dirt and debris through its scrubbing mechanism, EMMA not only achieves cleaner floors but also contributes to fresher and healthier air.

EMMA delivers consistent cleaning outcomes every time, as it follows predefined routes, ensuring that every inch of your facility receives thorough cleaning, without any variations or missed spots.



Autonomous UV Light Disinfection Unit

In conjunction with ALTA Equipment and Aitheon Robotics, we introduced a UV Light Disinfection Unit to two of our current clients, the City of Sterling Heights, and Avondale Schools. UV Light eradicates airborne germs and effectively fights pathogens in indoor spaces without chemicals.

By implementing this, we aim to provide a safe and hygienic environment by effectively eliminating airborne germs and combating pathogens without the use of chemicals, ensuring the well-being of employees and visitors.



Mobile-Centric Supplies & Consumables Management

- Helps to control, manage, restock, and dispense materials for on-site and off-site inventory.
- Mobility solutions provided to all custodial staff members
- Supply tracking enables cleaners to keep track of supplies per location
- On-the-go orders for any urgent supplies
- Elimination of zero-stock scenarios
- Automated ordering also saves time

Tracking which locations need what supplies can be a full-time job. The right supplies can make the difference between doing a good job, or a great job. With our supply tracking, cleaners can use the mobile app to keep track of supplies per location, and even let us know when something is running low, and how urgent it is Order on-the-go

Managers can use the web app, or mobile app to get a real-time update on what is required, and where. This will even generate an order list and send it to our Inventory Control staff and to our Suppliers to keep them updated and always manage orders and inventory levels.

Restroom Alert System

Our Restroom Alert System allows visitors to provide anonymous feedback via SMS. It also offers cleaning checklists and reference cards. This system notifies our cleaning staff and management immediately when visitors send comments, and they receive an instant acknowledgment and apology from our front-line staff for the inconvenience.

Restroom Need Attention?

Send a text to: 43766
Include the room code below
along with any comments:
"6500 needs soap!"

All feedback is completely anonymous.
Your name and phone number are never disclosed.

Example

Phone #
43766

Message
6500 needs soap!

RestroomAlert.com
Message and data rates may apply. Send STOP to opt-out.

Room Code **6500**

Equipment in Our Warehouse



T3 Auto scrubber:
20 inches with
EC-H2O



T7 ride on Auto
scrubber: 26 & 32
inch EC-H2O



S9 Large battery
walk- behind
sweeper



Chariot I Vac ATV
stand-on vacuum



6100 rider
sweeper



7 3/4" Motor
scrubber, Mini
battery roto



17" & 20" E-Glide
Electric roto



KaiVac No touch
cleaning system



Jet Vac Jr. steam
vacuum



Bulldog micro
floor scrubber



Scissor lift



Articulating
Z-Booms

Quality Control

Quality Assurance – We Get it Right the First Time!

We ensure quality control through the following factors:

- Contractual alignment of the interests of Team LGC with the City of Livonia interests.
- Understanding the City of Livonia's strategic priorities
- Apply solid and centralized direction to manage all contract areas.
- An account executive with the ability to act
- Investment in the technology and skills necessary to deliver a high-quality program

Technology-Mediated Quality Control

Our information system, SWEPT, can be utilized by the City of Livonia officials to assess the work orders we have received and their present state. These reports enable LGC and the City of Livonia to:

- Pinpoint improvement areas
- Monitor the operations carried out at the various sites.
- Assist management in estimating costs, gauging continuity, and upholding service efficiency.

If deficiencies are noted that cannot be swiftly corrected by custodial staff, team LGC will implement our problem resolution process, which includes issue investigation, analysis, and a response plan for action. Subsequently, our follow-up audits will be completed to ensure- a satisfactory resolution of the problem.

Quality Control at Jack E. Kirksey Recreation Center

We encourage our employees to look beyond forms, checklists, and specifications: to treat every facility as if it was their own. Although it's no easy task, our Quality Assurance Manager is trained to devise solutions that help our clients, to challenge the operational norms and give clients what they need.

Our quality control is defined by the leaders, but it is executed every day by our amazing team members.

- **Listen** to clients' needs.
- **Plan** strategies per the scope of work
- **Act** with diligence and dedication
- **Evaluate** our performance with inspections and feedback.
- **Adjust** per the peak seasons, emergency needs, and daily traffic

Auditing



The Project Manager performs internal evaluations daily to ensure there are no gaps in service. When a problem occurs, Project Manager:

1. Seeks City of Livonia's input
2. Investigates the severity of the problem.
3. Research available resources
4. Identifies appropriate solutions.
5. Set timeline for implementation.

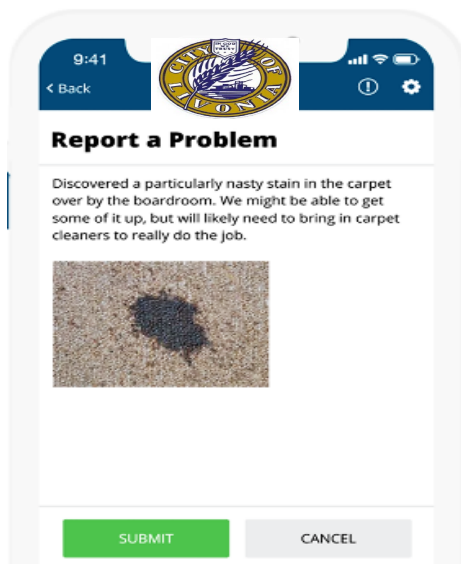
6. Informs customer of the solution
7. Documents solution and implementation
8. Follows-up

Measure Performance



Our managers can evaluate each cleaning task through SWEPT. Janitorial crews take real-time images from the site, upload them on SWEPT, and the managers rate the quality of work while leaving feedback and comments.

Problem Reporting for Janitorial Crews



Better communication means less fires to fight. Our Swept mobile app makes it easy to identify problems in real time.

Identify issues fast

Our mobile app allows staff to quickly report problems so that we tackle issues that worsen

if left unaddressed. Once reported, managers will know immediately. This makes it easy to manage, track, and resolve problems.

How do you communicate quality?

Although all staff must know English, it might not be their first language. Within our app, employees can choose from over 100 languages. Once set, they can view client messages, read problem reports, and see cleaning instructions in their native language. Thank you! Salamat! Gracias!

In collaboration with the City of Livonia, we will conduct an initial asset condition assessment to set a benchmark prior to the implementation of our services, followed by a roadmap of where we would like to improve, and how to do so.

We thoroughly compare the costs and performance quality of supplies to determine what the best option is for the City of Livonia.

To manage the quality and quantity of our supplies, we utilize our best-in-class Computerized Maintenance Management System (CMMS) to use data-driven decisions regarding our services and supplies.

- From the award, through the transition and thereafter, we implement technology such as our CMMS dashboard and our Swept mobile app
- These ensure that our team identifies what minimum-inventory levels for supplies, equipment, etc., can be, and guarantees zero-stock scenarios never happen.

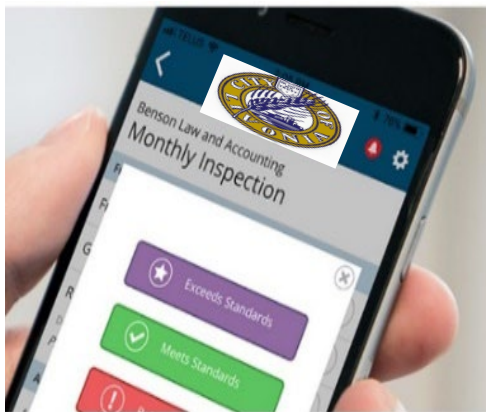
Service Quality & Quantity

By using biometric time and attendance on our Swept mobile app, we can pinpoint the location of all staff on client sites, and easily log their attendance.

Inspections

Unplanned inspections are performed sporadically, while inspections are also scheduled on at least a monthly basis to ensure we are continuously monitoring performance quality. Inspections are conducted for each task we perform, analyzing:

- How it is performed
- Quality of the performance
- Efficiency of the performance
- Facility Cleanliness
- Customer Satisfaction



Deficiencies are identified through the Swept app or during inspections. With regular inspections and ensuring our staff take time-stamped photos for review.

We document all instances of deficient service or customer complaints and note a rectification process. Service that doesn't meet contract requirements is reported.

Mobile Customized Cleaning Inspections

Our managers can create custom inspection plans and cleaning inspection reports using any smartphone. The plans can include unlimited inspection points that are organized to make sure every area is inspected thoroughly.

Sample Inspection Form

LGC Global Energy FM

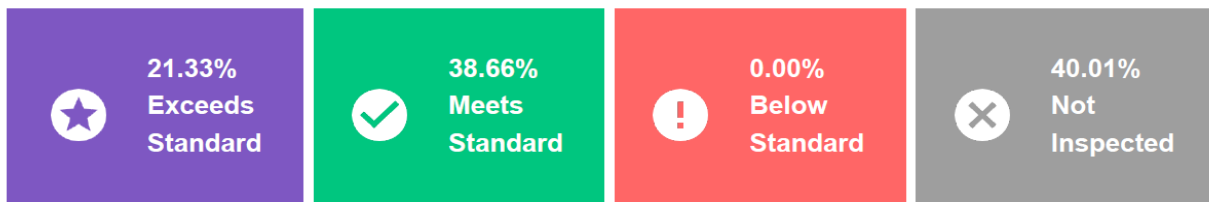
Powered by **swept**

CLEANING INSPECTION

INSPECTION PLAN:
City of Sterling Heights

COMPLETED BY:
Jonathon Crosby

COMPLETED FOR:
Amanda Opalewski



Front Entrance:

Inspection Point	Exceeds	Meets	Below	N/A
Vacuum Carpet	★			
Clean doors (both sets, inside and out)	★			
Wipe handles	★			
Dust (High/Low)	★			

Lobby:

Inspection Point	Exceeds	Meets	Below	N/A
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15. Work Plan

Our custodial program is designed to provide daily, weekly, monthly, seasonal, and as-needed cleaning services. We not only meet the visual standards for cleaning inspections but also utilize quantitative standards to measure cleanliness, ensuring that the facility is a healthy and safe environment for everyone.

To achieve this, we have established a cleaning Standard Operating Procedure (SOP) that adheres to the required frequencies and utilizes our mobile app to identify additional cleaning needs.

Our approach to Custodial Services involves:

Establishing a daily cleaning schedule:

- Develop a comprehensive cleaning plan that covers all important areas of the Jack E. Kirksey Recreation Center.
- Assigning specific tasks and responsibilities to our team to ensure that all areas are cleaned thoroughly and regularly.
- Ensuring that the cleaning schedule is flexible and responsive to changing needs and circumstances.

Developing comprehensive training programs:

- Providing regular training sessions for custodial staff on proper cleaning techniques, chemical handling, and equipment use.
- Ensuring that all staff members receive training of a high standard and that their skills are regularly updated.
- Encouraging staff members to provide feedback on the training program and suggesting areas for improvement.

Implementing a quality control system:

- Establishing cleaning standards and ensuring that all work meets these standards.

- Conducting regular quality checks to ensure that cleaning is consistent and effective.
- Providing feedback to staff members on their performance and encouraging them to improve

Ensuring the provision of adequate supplies and equipment:

- Providing all necessary cleaning supplies and equipment to custodial staff
- Ensuring that equipment is maintained and repaired regularly to prevent breakdowns
- Ensuring that custodial staff members can access the tools and resources needed to perform their work effectively.

For reporting, our custodial staff will use the Swept mobile application. Our procedure for reporting includes:

- Inspect and rate the quality of individual cleaning tasks.
- Take photos.
- Record comments
- Create custom inspections and reports using a smartphone.

We also aim to reduce operational costs by eliminating the need to hire and manage full-time cleaning staff, optimizing cleaning schedules, and streamlining cleaning processes. In doing so, the Jack E. Kirksey Recreation Center will achieve cost savings while still maintaining high-quality cleaning standards. Additionally, our aim is to improve efficiency by using the latest cleaning technologies and equipment and optimizing staffing levels to create a more productive work environment.

Meanwhile, promoting environmental sustainability is another important objective of ours. Finally, the contract includes proper reporting and quality control measures to

ensure that the Custodial Services team is providing the best possible service.

Energy Conservation

We are committed to practical and sustainable practices for a greener environment and reduced energy consumption. To achieve this, we:

- Encourage energy-saving actions, like turning off lights and equipment when not in use.
- Encourage our staff to actively participate in energy conservation and suggest ideas for improvement.
- Strictly comply with the guidelines for air conditioning and heating control settings.
- Utilize only necessary lights for work tasks and promptly turn them off in completed areas.

Our Cleaning Approach

To ensure optimal cleaning services, we categorize each building within the project based on size and specific cleaning requirements. Our experienced team conducts thorough assessments of each building to determine appropriate cleaning frequencies and standards, tailoring our approach to suit the unique needs of each facility.

Once classifications are completed, our dedicated personnel strategically deploy our skilled employees to their designated locations. This ensures that every area receives the necessary attention and cleaning services according to the designated frequencies and standards. Our team's expertise and attention to detail guarantee that your facilities consistently maintain a clean and inviting environment.

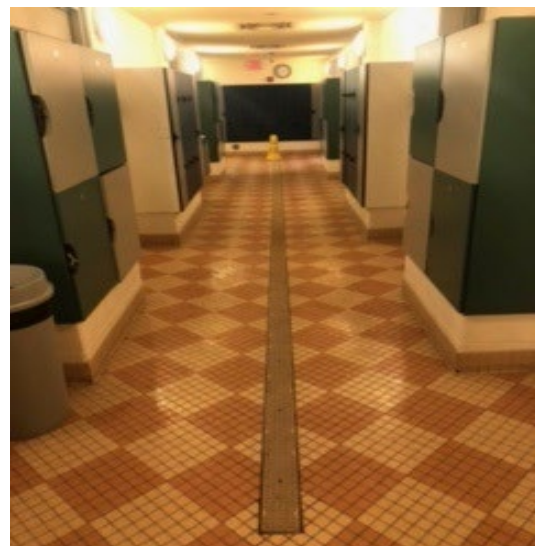
To ensure a well-coordinated workflow and adequate coverage throughout the day, our employees strictly adhere to the outlined shifts. Additionally, we maintain a pool of

trained workers available for immediate mobilization in case of emergencies or events.

Floor Care

Our team comprises several 3M-certified associates, and all members are well-trained in floor maintenance equipment. This same level of proficiency extends to our Floor Technician responsible for servicing the city and county buildings.

To ensure optimal cleaning efficiency, our automated scrubbing machines are equipped with variable-speed feed pumps and on-board chemical metering systems. This technology allows us to judiciously utilize cleaning fluids. Moreover, our equipment is ergonomically designed to minimize user fatigue while reducing vibration and noise.



Through rigorous training, state-of-the-art Quality Control (QC) technology, and meticulously crafted Standard Operating Procedures (SOPs), our comprehensive floor care program guarantees the following:

- All types of floors are consistently free from debris, spills, litter, and gum, and are sanitized or disinfected as needed.
- Non-carpeted surfaces undergo regular damp and dust-mopping and sweeping to maintain cleanliness.
- Carpeted areas receive thorough vacuuming, pile-lifting, and spot-cleaning to uphold their pristine condition.

- Additional cleaning procedures, such as pile-lifting, encapsulation, power-scrubbing, shampooing, and more, are executed upon request according to the approved frequency during low-traffic periods.
- Spills and stains are promptly and efficiently addressed to prevent any lasting damage.

Our floor cleaning schedule is thoughtfully structured to offer routine cleaning procedures on a nightly basis, encompassing activities like scrubbing, mopping, sweeping, vacuuming, and more. Furthermore, our program includes deep cleaning sessions, such as stripping, buffing, waxing, burnishing, and recoating, scheduled monthly, quarterly, semi-annually, and annually. This schedule is flexible and can be easily adjusted to accommodate your specific needs or requests.



For each type of flooring material, be it granite, wood, marble, or cement/concrete, we rely on industry standards and manufacturers' specifications to formulate our floor care strategy. This ensures that our methods are tailored to the unique requirements of each surface.

Carpet Care

We employ the Tennant R14 ReadySpace® in conjunction with daily vacuuming and a spot cleaner as a strategic approach to prolonging

the effectiveness of deep extraction cleaning on carpets and mats. The ReadySpace® technology revolutionizes carpet cleaning by expediting drying times and ensuring lasting cleanliness.



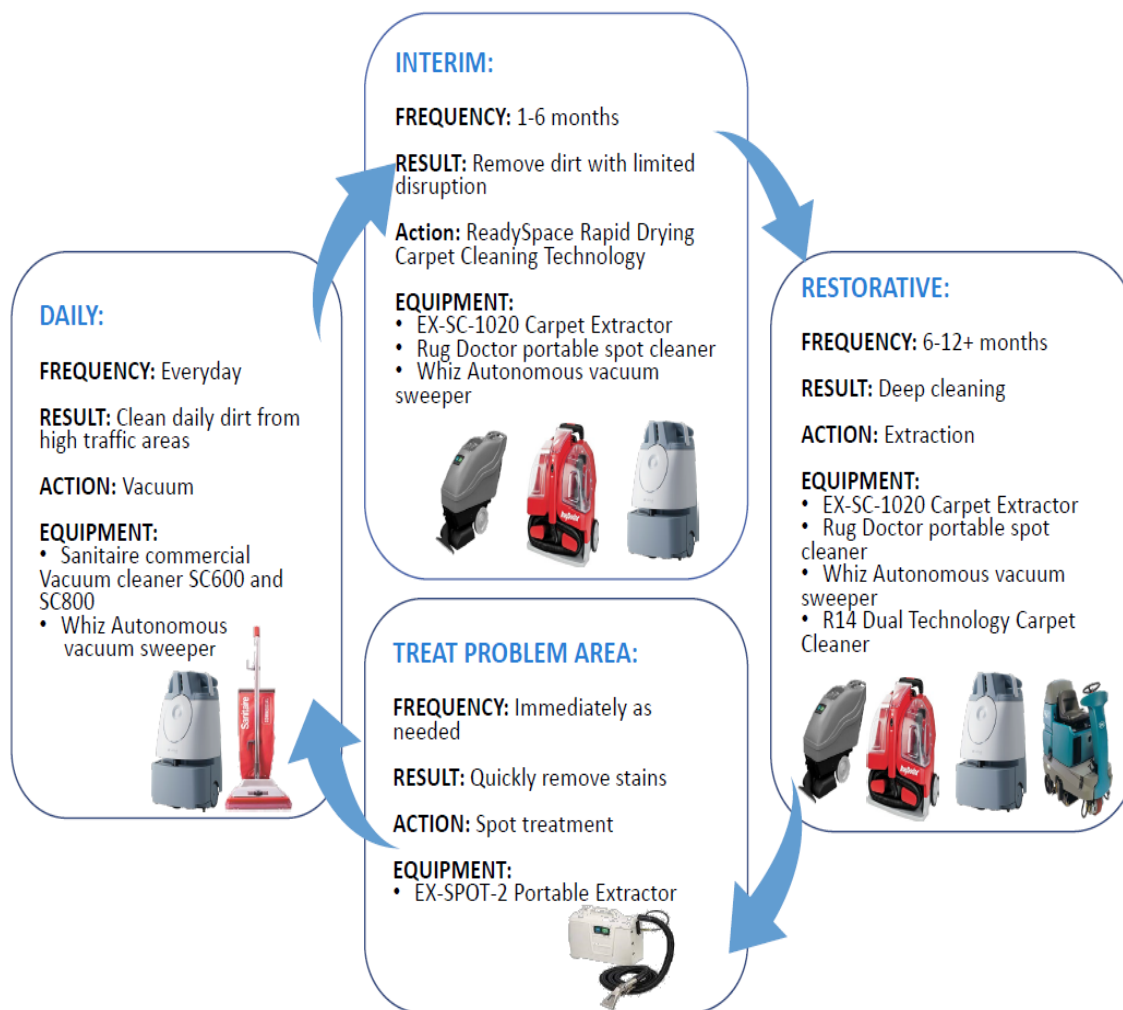
The ReadySpace® system utilizes rapid-drying carpet cleaning technology, featuring soil-transfer rollers that are sprayed with a cleaning solution. These rollers effectively capture dirt from carpet fibers and transfer it into the machine. Within the machine, sprayers rinse the soil from the rollers. A notable advantage of the ReadySpace® method is its avoidance of carpet saturation. This means that rooms and hallways can return to regular use in as little as 30 minutes, minimizing disruption. In our maintenance routine, carpets and mats undergo nightly vacuuming and spot-cleaning. Our vacuum cleaners are equipped with HEPA filtration, enhancing the removal of soil and debris for improved air quality and cleanliness.

Regarding carpeted areas, we offer a range of cleaning methods in addition to shampooing. These options include:

- Hot Water Extraction Cleaning
- Dry Cleaning
- Dry Foam
- Preconditioning
- Encapsulation

It is important to note that our extraction activities will not exceed 10 square feet in tenant areas, ensuring minimal disruption while effectively maintaining cleanliness. By combining innovative technologies like

ReadySpace® with our comprehensive cleaning methods, we ensure that your carpets and mats receive the care they deserve, resulting in a clean and inviting environment for your facility.



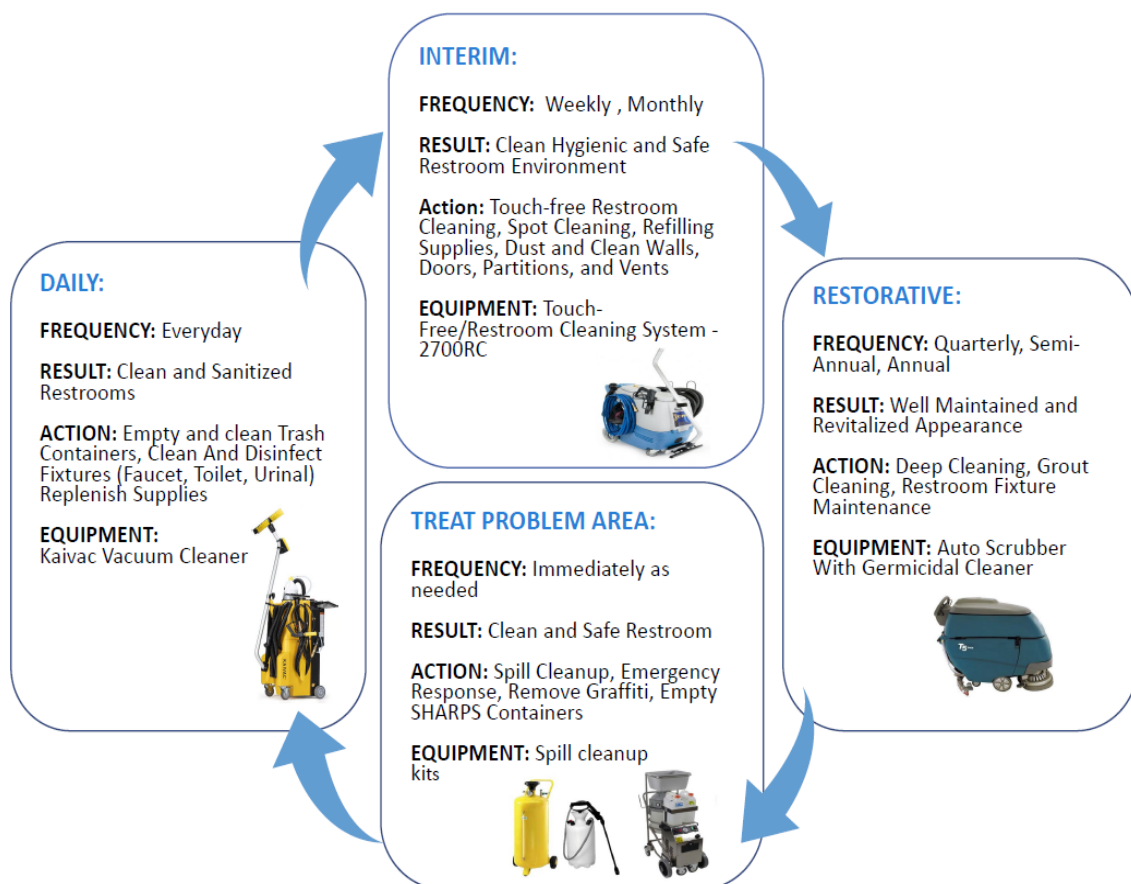
Restrooms

Restrooms are integral high-traffic areas that leave a lasting impression on visitors, as they are encountered by most individuals onsite. Moreover, they present a potential risk for the spread of germs and must be meticulously maintained. To achieve this, our custodial team undergoes rigorous training and adheres to a comprehensive schedule that includes frequent tasks such as:

- Disinfection of toilets, urinals, surfaces, and fixtures using germicidal disinfectant.
- Regular replenishment of restroom supplies.
- Efficient trash removal and liner replacement.
- Cleaning of mirrors and furniture.

- Dusting, mopping, or sweeping to maintain overall cleanliness.
- We guarantee that restroom servicing will result in no more than 10 minutes of downtime, ensuring minimal disruption to facility occupants.

Restroom floors are subjected to a meticulous cleaning process, including thorough damp-mopping, and sweeping. This ensures that no residual water, scum, mildew, or residue remains on any tiles, preserving a pristine appearance. Additionally, our restroom cleaning checklist encompasses all surfaces and fixtures, ensuring the removal of stains, smudges, streaks, films, buildup, and any other removable matter. Trash receptacles within restrooms are diligently maintained to be both clean and odor-free.



Process for Cleaning Water Fountains

Our team begins by gathering necessary supplies, turning off the water supply by unplugging the fountain if applicable, and wiping down the exterior to remove surface debris. The next steps involve disassembling components such as bubblers or nozzles, cleaning the interior surfaces thoroughly using a mild detergent solution, and addressing any mineral deposits. Removable components are cleaned and sanitized separately, while the drip tray is cleaned and regularly sanitized to prevent bacterial growth. Later, mold and mildew are checked and cleaned if necessary. After rinsing and drying all components, reassembly, and functionality testing follow. Finally, the exterior is wiped down, and a regular maintenance schedule is established while keeping records to track cleaning activities and ensure accountability.



Process for Empty Trash Receptacles

There is a systematic process that begins with waste segregation into categories like recyclables, non-recyclables, hazardous waste, and organics. After proper collection and storage in designated containers, waste is safely transported by authorized carriers to treatment facilities. Treatment methods vary, including recycling, composting, incineration,

or landfill disposal, each adhering to environmental regulations. Recycling maximizes resource recovery, while organic waste can be composted. Hazardous waste undergoes specialized treatment, and non-recyclable, non-hazardous waste is sent to sanitary landfills. Throughout the process, safety measures, regulatory compliance, and environmental responsibility are paramount, with documentation of activities and regular audits to ensure efficiency and reduce environmental impact. Educating communities about responsible waste disposal fosters sustainability and public health.

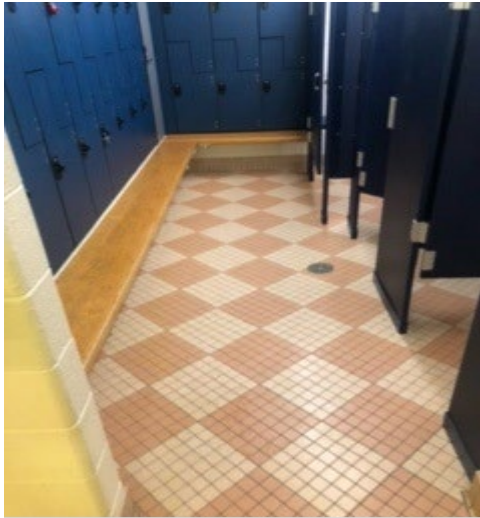
Our waste management procedures include:

- Regular emptying of ash receptacles, placing cigarette debris in nonflammable containers, and sand refilling as needed.
- Emptying waste receptacles when full or in case of odors, with replacement of liners when necessary.
- Keeping trash collection dumpsters/containers closed when not in use to maintain cleanliness.
- Ensuring the separation of recyclable materials and their transport to designated areas without mixing them with non-recyclables.

Locker Rooms

Cleaning locker rooms is crucial to maintain a hygienic and pleasant environment. We begin by ventilating the area and wearing the necessary personal protective equipment. Later, we remove dust and debris by sweeping the floors, and then empty trash cans. Our team then disinfects high-touch surfaces, including benches, lockers, and showers, allowing sufficient contact time. They also clean and disinfect toilets, urinals, and sinks. Lastly, they mop the floors, paying attention to corners, and ensure they air dry and clean mirrors with glass cleaner or a water and vinegar mixture for streak-free

results. We also organize locker areas and conduct a final inspection.



Breakrooms, Gymnasiums

When it comes to break rooms, the process starts with emptying trash cans and replacing liners. High-touch surfaces like tables, countertops, and appliance handles are wiped down and disinfected. Appliances, including microwaves and refrigerators, are cleaned, and dishes and utensils are washed and sanitized. The floor is mopped and supplies like paper towels and soap are replenished. In conference rooms, similar steps are followed, with a focus on disinfecting tables, chairs, and frequently touched surfaces. Audio-visual equipment, remote controls, and whiteboards are also cleaned and disinfected. For training rooms, trash cans are emptied, and surfaces are wiped down and disinfected. High-touch areas like tables and chairs are cleaned, and audio-visual equipment and training materials are disinfected. Proper arrangement of furniture and materials is ensured, and the room undergoes a final inspection to maintain cleanliness and organization. Regular cleaning routines and safety precautions are crucial to upholding a clean and secure environment in these spaces.



Activity Room

Our Activity Room Cleaning Process is a meticulous approach aimed at maintaining the integrity and efficiency of these vital spaces. Beginning with thorough dust and particle removal from equipment surfaces, we ensure optimal performance and prevent debris accumulation. Regular air filter maintenance guarantees proper airflow and minimizes dust infiltration within computer systems. Organized cable management prevents hazards and facilitates hassle-free maintenance. We sanitize high-touch surfaces using approved disinfectants, promoting a hygienic setting. Our commitment extends to electrostatic discharge prevention through proper grounding and safeguarding sensitive electronic equipment. Frequent equipment inspections detect potential issues promptly, and strict adherence to security protocols ensures data and equipment integrity. With this comprehensive approach, we uphold the reliability and functionality of your activity room, fostering a secure and high-performing technological environment.

Deep Cleaning Programs

Our custodial crew will perform a deep cleaning whenever requested by Jack E. Kirksey Recreation Center Team. The team will include **Certified Project Specialists for:**

- Advanced Floor Care
- Advanced Carpet Care
- Using Specialty Equipment
- Equipment Maintenance and Minor Repair

Our cleaning procedure for the office:

- Remove all the items from the table and put them in a safe place.
- Dust all surfaces including the table, chairs, and other furniture with a microfiber cloth.
- Vacuum the carpet or sweep and mop the hard floors to remove any dirt and debris.
- Clean the windows, blinds, and windowsills with a window cleaner and a clean cloth.
- Disinfect all high-touch areas such as door handles, light switches, and conference phones with a suitable disinfectant cleaner

Dusting, Mopping, and Sweeping

High and low-level dusting will be conducted regularly. Air vent returns will be cleaned and kept dust-free. Our staff will sweep the entire floor to dispose of dirt, trash, and debris.

Lobby and Entrance

Dust and clean all surfaces, including chairs, tables, and reception desk. Sweep and mop the floors. Restock any supplies. Empty and disinfect trash bins.

Glass, Mirrors, Windows

The glass will be spot cleaned using the appropriate window or glass cleaner and a microfiber cloth or squeegee where applicable. If necessary, cream paste cleaner will be used to remove marks on the surface. cleaning.



16.Summary

