

CITY COUNCIL MINUTES

April 10, 2023

Standard Purchasing Resolution 8: Best Value Award – Troy Public Library Strategic Planning Consultant

Resolution #2023-04-061-J-4a

RESOLVED, That Troy City Council hereby **AWARDS** a contract to *ReThinking Libraries, of Carmel, IN*, the highest overall scoring firm, as a result of a Best Value process, to provide Strategic Planning Consultant Services for the Troy Public Library for an estimated amount of \$28,000 and a contingency amount of \$2,800, at prices contained in the bid tabulation opened February 23, 2023, a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

BE IT FURTHER RESOLVED, That the award is **CONTINGENT** upon the submission of properly executed contract documents, including insurance certificates and all other specified requirements.

PURCHASE ORDER

Ship To
CITY OF TROY
Library
510 W BIG BEAVER
TROY, MI 48084

Bill To
CITY OF TROY
Library
510 W BIG BEAVER
TROY, MI 48084

No. 2023-00001118
DATE: 04/21/2023
PAGE: 1 of 1
FOB DESTINATION

EXPIRATION DATE
12/31/2023
COUNCIL RESOLUTION
2023-04-061-J-4a

VENDOR NO. 177329

Vendor
RETHINKING LIBRARIES, LLC
13092 GRAND VUE DR
CARMEL, IN 46032

QUANTITIES ARE ESTIMATED AND WILL BE ORDERED AS NEEDED

QUANTITY	UNIT	DESCRIPTION	UNIT COST	TOTAL COST
1	Each	LIBRARY STRATEGIC PLANNING CONSULTING SERVICES Contract to provide Strategic Planning Consulting Services to the City of Troy Library in accordance with the specifications and proposed fees as listed and contained in RFP-COT 22-43 opened February 23, 2023.	28,000.0000	\$28,000.00

Entered By: Emily Frontera

\$28,000.00

Special Instructions:

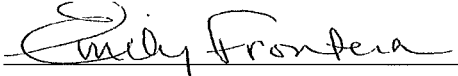
CITY COUNCIL AWARD DATE: 4/10/2023. CERTIFICATE OF INSURANCE and ENDORSEMENTS and BONDS shall be on file through contract completion.

TERMS & CONDITIONS

1. Purchases of Municipalities are exempt from State Sales and Federal Excise Taxes.
2. Prior to acceptance, vendor agrees to provide City with information under the Right-to-Know Law, P.A. 1986, No. 80, and fully comply with all terms and conditions of the Michigan Occupational Safety and Health Act, MCL 408.1001, et seq. including vendor shall provide City with an "MSDS". Vendor also agrees to be responsible for all required labeling.
3. In cases of emergency/disaster, the City can purchase up to six(6) times the order amount for a period of six(6) months at the price contained in the contract.
4. Purchase Orders are signed electronically based upon computer generated "on-line" authorized approvals. Authentic signatures are on file in the City of Troy Purchasing Department.

NOTICE: The City could put the vendor on notice that vendors will be held financially responsible for any claims or awards made against the City as a result of the vendor's action. If the City has to defend the initial lawsuit, the City will bring in the vendor as a co-defendant or sue the vendor, either as the result of settling a claim or the conclusion of the lawsuit.

I HEREBY CERTIFY THAT THIS ORDER IS PROPERLY AUTHORIZED AND APPROVED.





Library Strategic Planning Consultant
 Section 9: Cost Proposal
 Page 1 of 1

SECTION 9: COST PROPOSAL

FEE COMPUTATIONS: TROY PUBLIC LIBRARY STRATEGIC PLANNING SERVICES

The cost for the Scope of Work as stated in the Request for Proposal documents shall be a lump sum, as follows:

Estimated Number of Hours 150

Estimated Total Consulting Costs: \$ 13,000

Estimated Total Data Analysis Costs: \$ 10,000

GRAND TOTAL NOT TO EXCEED - which must include all reimbursable expenses: \$ 28,000

NOTE: All items necessary to complete the project as specified including items incidental to the work but not specifically noted in the proposal shall be included in the Not to Exceed price.

SCHEDULE OF VALUES:

A Schedule of Values of hourly rates for personnel that will be involved in the project and reimbursables should be included below. These rates will be used to determine costs for any additional services required as a result of a change to the Scope of Work.

RATE PER JOB CLASSIFICATION:	UNIT PRICE
Facilitator Rob Cullin and/or Janet Nelson	\$ 160 /hour
Kathy Stewart and/or Randy Maxey	\$150
Translator/multi-lingual facilitator	\$120
Notetaker	\$100
POTENTIAL ADDITIONAL SERVICES:	
	\$
	\$
	\$
REIMBURSABLES: (Attach additional sheet if necessary) Include items such as travel, clerical, copy and miscellaneous charges	
Air travel, meals, car rental, and hotel at cost	\$
Miscellaneous supplies and copying at cost	\$
	\$

Note: If more space is required, attach additional sheets if needed but use the format established above.

Services with a Minimum Charge Also Need to Be Noted as Such.

COMPANY NAME: ReThinking Libraries, LLC

CITY OF TROY
BID TABULATION
LIBRARY STRATEGIC PLANNING CONSULTANT

VENDOR NAME:	Baton Global	Crane + Grey	Maner Costerisan	ReThinking Libraries	The Leadership Group LLC
CITY:	Des Moines, IA	LaPorte, IN	Lansing, MI	Carmel, IN	Walled Lake, MI

PROPOSAL: Strategic planning consulting services to help City administration, library staff, and the community create a common set of goals for the library's future.

COST PROPOSAL: TROY PUBLIC LIBRARY STRATEGIC PLANNING SERVICES

Estimated Number of Hours	255	320	180	150	91
Estimated Total Consulting Costs	\$17,402	\$40,050	\$39,000	\$13,000	\$20,000
Estimated Total Data Analysis Costs	\$6,568	\$29,500	\$10,000	\$10,000	\$5,000
Reimbursables (Items such as travel, clerical, copy and miscellaneous charges)	\$4,480	\$450	\$1,000	\$5,000	\$0
GRAND TOTAL NOT TO EXCEED - which must include all reimbursable expenses:	\$28,450.00	\$70,000.00	\$50,000.00	\$28,000.00	\$25,000.00

			Travel mile rate \$0.655/mile		
--	--	--	----------------------------------	--	--

SCHEDULE OF VALUES: A Schedule of Values of hourly rates for personnel that will be involved in the project and reimbursables should be included below. These rates will be used to determine costs for any additional services required as a result of a change to the Scope of Work.

UNIT PRICE	UNIT PRICE	UNIT PRICE	UNIT PRICE	UNIT PRICE
------------	------------	------------	------------	------------

RATE PER JOB CLASSIFICATION:

Facilitator	\$160/hour	\$225/hour	\$275-380/hour	\$160/hour	\$275/hour
Sr. Consultant	\$90/hour			\$150/hour	
Researcher	\$80/hour				
Supporting team consultants			\$240/hour		
Translator/multi-lingual facilitator				\$120/hour	
Notetaker				\$100/hour	

POTENTIAL ADDITIONAL SERVICES:

--	--	--	--	--	--

REQUEST FOR PROPOSAL CONTENT:

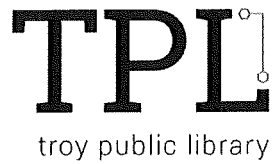
A. Years in Business		9 years	10+ years	30+ years	18 years	26 years
B. Required Experience	Y or N	Y	Y	Y	Y	Y
C. References	Y or N	Y	Y	Y	Y	Y
D. Qualifications of Personnel	Y or N	Y	Y	Y	Y	Y
E. Work Plan	Y or N	Y	Y	Y	Y	Y
F. Organizational Questionnaire	Y or N	Y	Y	Y	Y	Y
INSURANCE CAN BE MET:	Y or N	Y	Y	Y	Y	
INDEMNIFICATION FORM:	Y or N	Y	Y	Y	Y	Y
PAYMENT TERMS:	Y or N	Net 30	N 30Modu	Not specified	Net 30	Net 15
WARRANTY:		1 Year	Not specified	Not specified	N/A	Not specified
EXCEPTIONS:	Y or N	None	None	None	None	None 15
ACKNOWLEDGEMENT:	Y or N	Y	Y	Y	Y	Y
COST PROPOSAL:	Y or N	Y	Y	Y	Y	Y
SIGNED ADDENDUMS 1 & 2	Y or N	Y	N	Y	Y	N
FORMS:	Y or N	Non-Collusion not signed	Non-Collusion not signed	Y	Y	Y

ATTEST:

(*Bid Opening conducted via a Zoom Meeting)

Emily Dumas
Phil Kwik
Andrew Chambliss
Beth Zaccardelli

Emily Frontera
Purchasing Manager



Strategic Planning Consulting Services

Troy Public Library
Troy MI

Prepared by ReThinking Libraries
February 23, 2023

February 23, 2023

Andrew Chambliss

Buyer

City of Troy

Andrew.Chambliss@troymi.gov.

Andrew,

ReThinking Libraries is pleased to submit a proposal for consulting services to assist in the development of a *Strategic Plan* for the Troy Public Library (TPL). 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 and processes to best fit each library and its 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 the overall methodology settled upon with you, our work typically includes the following activities including specifically for you:

- Years in Business
- Experience conducting strategic planning services.
- Positive references for business and facilitator
- Qualifications of personnel to perform work as specified.
- Workplan proposal.

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

This proposal is firm and irrevocable for 90 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

Section 3

A. Years in Business

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 18 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. Our team is passionate about understanding what it takes to be a successful and thriving future-ready library.

B. Our Strategic Planning Experience

Strategic planning is a primary service offered by RTL and Rob has led over 55 public library strategic plans in the past 7 years. Janet has been involved in developing over 30 strategic plans in her tenure with the organization. Our services are differentiated by our custom approach that is adapted to the needs of each client. 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.

The 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 1000 community engagement sessions with over 9,000 attendees; and conducted over 100 online surveys with over 30,000 participants. We don't just plan community engagement with our clients, we help them successfully involve people in the process.

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 utilize many different approaches in addressing planning for various types of organizations, communities, and organizational cultures.

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

- Glencoe Public Library (IL) – (2022-2023) – Strategic Planning
- Pike County Public Library (IN) – (2017 and 2022-2023) – Strategic Planning and Facility Assessment
- Sun Prairie Public Library (WI) – (2022) – [Strategic Planning](#)
- Sterling Heights Public Library – (2022) -- Strategic Planning
- New Providence Memorial Library – (2022) -- Strategic Planning
- 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
- 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](#)

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

SAMPLE PLANS AVAILABLE IN APPENDIX B

C. Positive References for Business and Facilitator

Su Reynders, Executive Director

Mount Prospect Public Library

10 S Emerson St, Mount Prospect IL 60056

847-590-3220 sreynders@mppl.org

Project: *Beginning in December 2021 and finishing in June 2022, we facilitated and collaboratively developed MPPL's newest strategic plan using all of our standard planning services. In addition to our typical services, a Spanish survey and facilitation of a multi-lingual community session was included we conducted a virtual staff workshop that was attended by over 120 staff members. MPPL had one of our most successful survey campaigns with over 2,000 completed surveys by the community.*

Tammy Turgeon, Director

Sterling Heights Public Library

40255 Dodge Park Road, Sterling Heights, MI

586-446-2640 tturgeon@sterling-heights.net

Project: *This initiative was to facilitate a 3-5-year Strategic Plan. The project utilized all our standard planning services. During the retreat process, we used contingency planning exercises to develop alternatives that allowed for options for proceeding in a restricted budget scenario if that were to occur.*

Julie Farkas, Director

Novi Public Library

45255 W 10 Mile Rd, Novi, MI 48375

248-349-0720 jfarkas@novilibrary.org

Project: *This plan is for a 5-year strategic plan and is currently underway. We are utilizing our standard planning and data-gathering processes. NPL is also one of our most successful survey campaigns with over 2,100 completed community surveys so far. This project is projected to be complete by late Spring 2023.*

Jennifer Wrzesinski, Director

Adrian District Library

143 E. Maumee Street, Adrian, MI

517-265-2265 jwrzesinski@adrian.lib.mi.us

Project: *Running from September 2020 - April 2021, this Strategic Planning project was conducted completely virtually due to COVID-19. It included data gathering and analysis, community sessions, survey, and retreat. As a result of the plan, a second initiative took place to develop a phased Facility Plan that will better utilize the space within their building.*

Karrie Waarala, Director

Saline District Library

555 N Maple Rd, Saline, MI

734-401-1261 karrie@salinelibrary.org

Project: *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 completed, and we were 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.*

Complete List of Public Library Contracts 2018-2023

Erie & Crawford County Library Sys, PA	Planning Assessment	2023
Downers Grove Public Library, IL	Strategic Planning	2023
Cecil County Public Library, MD	Strategic Planning	2022-23
Novi Public Library, MI	Strategic Planning	2022-23
Glencoe Public Library, IL	Strategic Planning	2022-23
Pike County Public Library, IN	Strategic Planning	2022-23, 2018
Jennings County Public Library, IN	Strategic Planning	2022-23
Mary Riley Styles Public Library, VA	Strategic Planning	2022-23
	Facility Planning	2018-19
Sun Prairie Public Library, WI	Strategic Planning	2022-23
Spies Public Library, MI	Strategic Planning	2022-23
	Facility Planning	2022-23
Delray Beach Public Library, FL	Strategic Planning	2022-23
Tuscaloosa Public Library, AL	Strategic Planning	2022-23
	Feasibility Planning	2021
Ypsilanti Public Library, MI	Strategic Planning	2022-23
Sterling Heights Public Library, MI	Strategic Planning	2022
Carnegie-Stout Public Library, IA	Strategic Planning	2020-22
Starke County Public Library, IN	Strategic Planning	2022
New Providence Memorial Library, NJ	Strategic Planning	2022
Mount Prospect Public Library, IL	Strategic Planning	2021-22
Fulton County Public Library, IN	Facility Planning	2023
	Strategic Planning	2021-22
Perry Memorial Public Library, NC	Strategic Planning	2021-22
Clive Public Library, IA	Strategic Planning	2021-22
Saline District Library, MI	Strategic Planning	2019-21
Huntington Public Library, IN	Strategic Planning	2019-21
Newburgh-Chandler Public Library, IN	Strategic Planning	2021
Saratoga Springs Public Library, NY	Strategic Planning	2020-21
Adrian District Library, MI	Strategic Planning	2020-21
West Haven Public Library, CT	Strategic Planning	2020-21
Catawba County Library System, NC	Strategic Planning	2020-21
	Facility Master Plan	2020-21
Cedar Falls Public Library, IA	Strategic Planning	2019-20
Liberty Lake Municipal Library, WA	Strategic Planning	2019-20
	Facility Master Plan	2019-20
Thorntown Public Library, IN	Strategic Planning	2019-20
Alexandrian Public Library, IN	Strategic Planning	2019-20
LaGrange County Library, IN	Strategic Planning	2019-20
Westfield Washington Public Library, IN	Strategic Planning	2018
Redford Township Public Library, MI	Strategic Planning	2018
	Facility Planning	2018
Waverly Public Library, IA	Strategic Planning	2018

D. Qualifications of Personnel

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, Randy Maxey, Senior Consultant, and/or Kathy Stewart MLS, Senior Consultant. Together Rob and Janet will be responsible for the 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, but the bulk of the work performed is done by us.

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 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 named a *Library Journal* "Mover & Shaker" in 2008.

Janet Nelson co-founded ReThinking Libraries with Rob Cullin in 2020. She has over 20 years of experience in the education market, 17 of those years with Demco, Inc. Starting as a Furniture Product Manager, she moved into a variety of more strategic roles during her tenure with Demco. Her focus has always been directed toward helping librarians and library staff to better serve their communities. Janet began collaborating with Kimberly Bolan on teen library spaces through the Demco Library Interiors in 2006 and over time, that 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 better understand and create dialog around the immediate and future needs of libraries. She began working with Rob on library consulting in 2019. Her specific areas of expertise include strategic planning, marketing strategy, research and development, and space planning.

Randy Maxey was an addition to the ReThinking Libraries team in 2022. He is a library strategist who has focused on improving library user experience and library staff workflow. He has held multiple roles with vendors serving the library market over the past 13 years, most recently as Vice President of Partner Sales at Bibliotheca. Over his career, he has developed expertise in deploying technology to improve processes and experiences utilizing data, devices, and content. In his positions with Bibliotheca, Demco, and EBSCO/NoveList, Randy has had the opportunity to work with hundreds of libraries across North America and partners worldwide giving him an in-depth understanding of library needs and operations and an opportunity to identify creative solutions to complex challenges. Specific areas of expertise include strategic planning, technology planning, marketing, and research and development.

Kathy Stewart recently joined the ReThinking Libraries team. During her more than 20 years of experience working with libraries in North America, Canada, and Australia, Kathy has helped libraries with the work they do every day to transform patrons' lives. Kathy has drawn from her librarian role with Richland Library, first as a children's librarian, then as a branch manager, to discover libraries' priorities in her roles with library-focused vendors. Most recently she was an Account Executive with Bibliotheca. Prior to that, during her time with EBSCO's NoveList and later with Patron Point, Kathy assisted libraries by providing user-facing content, delivering training and webinars for libraries as they furthered their own readers' advisory and marketing initiatives. Kathy values building library communities and forums for libraries to learn from each other. Kathy's areas of expertise include community engagement and marketing.

Our Philosophy and Project Approach

RTL believes that every community is different, which means that 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 future-ready libraries:

1. Robust 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 helps organizations build both a strategic framework and a more strategic-minded culture. 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 high-level plan that encompasses the top levels of strategy for the full-time frame of the plan. Once finalized RTL works with the library leadership to develop a separate annual work plan which focuses on the operational level with the details and tactics of the plan based on a 12-month timeline. This work plan development is repeated each year, developing the next 12-month detailed 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 the community.

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 WPL. Rather, our responsibility is to help WPL 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 and compatible with the library's overall vision, mission, and goals.

E. Work Plan

ReThinking Libraries takes a holistic view of planning. We incorporate library usage data, local demographic 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 recent years, but we have successfully adapted and are now adept 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 important 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 few 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 are 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.

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

1. **Conduct a kick-off meeting and establish a timeline.** In an initial meeting, we will discuss the processes and define initial elements such as TPL Strategic Planning Team introductions, timeline, library data requirements, community engagement methods, etc. The timeline will become more detailed as expectations are more clearly defined and schedules are developed. Depending upon scope, time of year, and library resource availability; plans typically take 4-7 months to complete.
2. **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 future-ready library and how that translates to the planning process. The Benchmarks, Demographics, Collection Analysis, and Technology Assessments are all started and often completed during this stage, leaving room for learnings along the way to drive adjustments in these assessments.
3. **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 TPL 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 TPL's size involves conducting about 8-12 stakeholder sessions. RTL will work with TPL leadership to develop the right approach to community input and engagement that works best for your library and community. RTL can offer some sessions in Spanish (executed in bilingual Spanish/English) as an option.
 - 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 achieve, if possible, based on local guidance surrounding public health restraints.
 - i. Targeted Groups: 7-10 Total (Staff (3-5), Board (1 including Director), and targeted representative members of the public who are personally invited to the sessions).
 - ii. PLUS, at least one or two (1-2) 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 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 community leaders) whereas the open forum is more general and available to anyone in the 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. As a result of the pandemic RTL has become very skilled in stimulating good conversations and discussions through virtual sessions that measure up to the level of engagement and input of our in-person sessions. Some clients choose to have most of their staff discussions done virtually to offer the most time flexibility to staff. However, for the general public, accessibility needs to be kept in mind so as to not keep people out of the process, so it is recommended that a virtual session or two is offered but that most sessions are done in-person.
 - vii. RTL staff have had extensive experience conducting bilingual sessions with non-English speaking residents. We have an associate who was born in Mexico, is fluent in Spanish, and has helped us conduct such bilingual sessions in the past. We are open to conducting sessions in other languages as well, but we cannot provide a translator from our staff.
 - viii. With RTL you always get one of our team members leading your engagement sessions. We only utilize associates for note-taking, never for leading these engagement sessions.
- 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. Our approach uses surveying tools to get a good measure of the community's view though certainly skewed a bit toward library user perspectives.
 - 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.
 - iii. If desired, a Spanish version of the survey, in both paper and online format can be provided for an additional fee.
 - iv. Janet leads all work on the Survey, including design, launch support, and analysis.
4. **Develop and deliver the "Findings Book".** A "Findings Book" is developed from the data and research conducted and distributed to participants about 1 week prior to the Strategic Retreat. This book includes all of the pertinent information gathered and analyzed during the process. Summaries, key takeaways, in addition to full data sets are all included or linked from the book. Typically, this single PDF document ranges from 80 to 180 pages. The size is largely driven by the number of surveys completed and how much feedback is gathered at the engagement sessions. The extent of the data analysis options selected also plays a key role in the size of this document. Rob and Janet collaborate to compile this findings book.
-

5. **Facilitate a Strategic Planning Retreat.** This is typically a 6-to-7-hour long strategy session that usually includes 15 to 25 people including, but not limited to, staff (both supervisory and non-supervisory), board members, community leaders, and general community members. During this *Retreat*, we will distill the input gathered (concentrated in the Findings Book) and discuss that, along with best practices for future-ready public libraries. Through a series of small group and larger group exercises, the session will work to surface top issues and strategic opportunities that will ultimately lead to the final plan. TPL's current mission, vision, and values will also be reviewed and refined or developed to relate back to the key strategies. Through the retreat process, RTL continues incorporating an aspirational approach to the planning process. The group will work to discover:

- TPL's identity (What is TPL? What does TPL want to be?)
- The key ingredients and focus of TPL strategies
- TPL's Mission, Vision, and Core Values

At least two of RTL's senior team members (Rob, Janet, Randy, and Kathy) will be present at the retreat and at least Rob or Janet will be one of those two. RTL may bring additional team members as deemed necessary or beneficial to the client and the best interests of the process.

6. **Develop a high-level 2-6-page Strategic Plan.** This is the initial deliverable directly resulting from the *Retreat*. This document is the "Quick Reference Guide" that library leadership and staff can live, breathe, and easily refer to on a day-to-day basis. RTL can present this plan to the Board and/or community at the appropriate time if desired.
7. **Assist the Library Planning Team with the creation of a detailed Work Plan.** This document is developed for a 12-month timeframe each year and focuses on the details behind the 2-6-page plan (action steps, tactics, milestones, resources, budget/funding, etc.). It is developed primarily by Library leadership and staff with kickoff assistance from RTL, but the approach can be modified if needed. This is followed by remote guidance and assistance as needed.

Our process develops a long-term vision and identifies the areas where efforts are 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 three to five years in advance, we have found the annual work plan to be much more productive as a means to guide the library. Typically, much 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 that 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 the needs of each client, we allow our clients to determine if there are some areas where they have staff expertise that may enhance the process. Our process is very collaborative, and our experience has shown that 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.

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 Utilization Analysis (Turnover and Relative Use)
- Compiled notes from stakeholder sessions, online survey, etc., which will include key priorities and goals emerging from these inputs and summaries where appropriate
- Outputs from Strategic Retreat including analysis, ideation, and voting exercises
- 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 to reference on a consistent basis to gauge progress easily and efficiently.*

SEE APPENDIX B – 2-6 PAGE PLAN EXAMPLES

- 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

We will work with WPL to determine the best approach and schedule activities and deadlines. The following outlines a possible approach to timing that RTL can currently support. RTL will work with WPL to develop the timeline that best meets the timing needs and balances the best results in terms of community engagement. We generally recommend doing community engagement from September through November or Mid-January through May for best results. Staff and board sessions can be scheduled during any time of the year that aligns with schedules.

Anticipated Timeline

- | | |
|-------------------|--|
| • April 2023 | Kickoff |
| • April-June 2023 | Data Gathering and Analysis |
| • May/June 2023 | Community/Stakeholder Engagement Planning and Promotion |
| • May/June 2023 | Staff, Board, and Friends Sessions and Interviews |
| • June/July 2023 | Community/Stakeholder Engagement Sessions and Surveys |
| • July 2023 | Synthesis, Delivery of Findings Book, and Planning Retreat |
| • August 2023 | High-level Plan Development & Delivery to Library – within 2-3 weeks following the retreat |
| • September 2023 | Final Plan Delivered to the Library Director |
| • September 2023 | 1-Year Detailed Work Plan Development – Training, Support, and Assistance delivered following the Retreat with ongoing support and assistance until the 1-year plan is complete. |
| • Annually | Ongoing Support/Assistance as needed with developing subsequent 1-year Work Plans |



SECTION 5: INSURANCE AND INDEMNIFICATION REQUIREMENTS

Insurance requirements shall be in accordance with the attached **SAMPLE INSURANCE CERTIFICATE** and **ENDORSEMENT**. The required Insurance Certificate and Endorsement must be submitted to the city within 5 days of the verbal/ electronic request after the bid award. The Insurance Certificate and Endorsement may be faxed to the Purchasing Department at (248) 619-7608, and is the only bid document accepted in this format.

The contractor, or any of their subcontractors, shall not commence work under this contract until they have obtained the insurance required, and shall keep such insurance in force during the entire life of this contract. All coverage shall be with insurance companies licensed and admitted to business in the State of Michigan and acceptable to the City of Troy. The requirements below should not be interpreted to limit the liability of the Contractor. All deductibles and self-insured retentions (SIR's) are the responsibility of the Contractor.

(X) We can meet the specified insurance requirements.

() We cannot meet the specified insurance requirements.

() We do not carry the specified limits but can obtain the additional insurance coverage of \$ _____, at the cost of \$ _____

NOTE: Please note the amendments on a sample insurance certificate and attach it to your RFP.

() Our proposal is reduced by \$ _____ if we lower the requirement to \$ _____

NOTE: Please note the amendments on a sample insurance certificate and attach it to your bid proposal.

IMPORTANT: A Certificate of Insurance on an ACORD Form showing present coverage as well as the required endorsements **SHALL** be attached to the RFP document at the time of submission of the RFP to the Office of the City Clerk.

NOTE: Failure on the part of any bidder to contact his/her insurance carrier to verify that the insurance carried by the bidder meets City of Troy specifications may result in this proposal being completed incorrectly.

OTHER: Sole proprietors must execute a certificate of exemption from Worker's Compensation requirements or provide proof of Worker's Compensation Insurance. All coverage shall be with insurance carriers licensed and admitted to do business in Michigan in accordance with all applicable statutes of the State of Michigan and acceptable to the City of Troy.

INSURANCE VERIFICATION:

A bidder shall complete the above portion, which details additional costs that may be incurred for specified coverage without purchasing the additional coverage prior to bid submission.

WORKERS' COMPENSATION INSURANCE. including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan.

COMMERCIAL GENERAL LIABILITY INSURANCE on an "Occurrence Basis" with limits of liability not less than \$1,000,000.00 per occurrence and aggregate. Coverage shall include the following extensions: (A) Contractual liability; (B) Products and Completed Operations; (C) Independent Contractors Coverage; (D) Broad Form General Liability Extensions or equivalent, if not already included; (E) Deletion of all Explosion, Collapse, and Underground (XCU) Exclusions, if applicable.

Library Strategic Planning Consultant
Section 5: Insurance and Indemnification - continued
Page 2 of 3

SECTION 5: INSURANCE AND INDEMNIFICATION REQUIREMENTS - continued

AUTOMOBILE LIABILITY, including Michigan No-Fault Coverages, with limits of liability not less than \$1,000,000.00 per occurrence combined single limit for Bodily Injury, and Property Damage. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.

ADDITIONAL INSURED:

Commercial General Liability and Automobile Liability, as described in the attached SAMPLE shall include an Additional Insured Endorsement stating the following shall be ***Additional Insureds***: The City of Troy including all elected and appointed officials, all employees and volunteers, all boards, commissions, and/or authorities and council members, including employees and volunteers thereof. It is understood and agreed by naming the City of Troy as additional insured, coverage afforded is considered to be primary and any other insurance the City of Troy may have in effect shall be considered secondary and/or excess.

CANCELLATION NOTICE:

All policies, as described above, shall include an endorsement stating that it is understood and agreed that Thirty (30) days, Ten (10) days for non-payment of premium, Advance Written Notice of Cancellation, Non-Renewal, Reduction, and/or Material Change shall be mailed to:

City of Troy
Purchasing Manager
500 West Big Beaver
Troy, MI 48084

PROOF OF INSURANCE COVERAGE:

The Contractor shall provide the City of Troy, at the time that the contracts are returned by him/her for execution, a Certificate of Insurance as well as the required endorsements. In lieu of required endorsements, if applicable, a copy of the policy sections where coverage is provided for additional insured and cancellation notice would be acceptable. Copies or certified copies of all policies mentioned above all shall be furnished, if so requested.

If any of the applicable coverages expire during the term of this contract, the Contractor shall deliver renewal certificates and endorsements to the City of Troy at least ten (10) days prior to the expiration date.

LETTER VERIFICATION:

The recommended bidder will be notified to submit a letter from the *insurance agent or carrier* that the insurance to be supplied will meet specifications. As an alternative, the recommended bidder may submit the certificate of insurance meeting specifications at this time at his/her option. ***The City must receive this letter or certificate within 5 business days after verbal I electronic notification has been delivered to the recommended bidder or the bidder will be considered non-responsive and the bid un-awardable.*** This process will occur before presentation of the award recommendation to the Troy City Council.

FINAL INSURANCE CERTIFICATE SUBMISSION:

After approval by Troy City Council, the City's Purchasing Manager will review the insurance certificates and endorsements to ensure all acceptable documents have been received and allow (5) additional business days after verbal/ electronic notification to submit final insurance certificate(s) in accordance with specifications. The City of Troy reserves the right to WITHHOLD AND KEEP any bid surety for failure to comply. The company will be considered in default of contract and will be barred from doing business with the City of Troy for a minimum of three (3) years for failing to meet insurance requirements.



CITY OF TROY
INDEMNIFICATION (Hold Harmless) CLAUSE

To the fullest extent permitted by law,

ReThinking Libraries, LLC agrees to defend, pay on
(Name of Contractor / Organization)

behalf of, indemnify, and hold harmless the City of Troy, its elected and appointed officials, employees and volunteers and others working on behalf of the City of Troy against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Troy, its elected and appointed officials, employees, volunteers or others working on behalf of the City of Troy, by reason of personal injury, including bodily injury or death and/or property damage, including loss of use thereof, which arises out of or is in any way connected or associated with this contract/agreement.

Library Strategic Planning Consultant RFP-COT 22-43
Contract / Agreement

Janet S. Nelson 2/20/2023
Contractor/Organization representative signature/date

[Signature]
Witness

City of Troy representative signature/date

Witness



Library Strategic Planning Consultant

Section 6: Terms and Conditions

Page 1 of 3

SECTION 6: TERMS AND CONDITIONS

SIGNATURE: Each authorized representative of the organization must sign the RFP with their usual signature and shall give their full business address. RFP documents submitted by partnerships shall be signed with the partnership name by one of the members or by an authorized representative. RFP documents by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter. RFP documents from governmental agencies must be signed by the principal authorized to bind it in the matter.

RETAIN PROPOSALS: The City reserves the right to retain all RFP documents submitted and to use any ideas in the RFP regardless of whether that RFP is selected. Submission of an RFP indicates acceptance by the Contractor of the conditions contained in the RFP, unless clearly and specifically noted in the RFP submitted and confirmed in the Agreement between the City of Troy and the contractor selected.

LAWS: All applicable State of Michigan and Federal laws, City and County ordinances, licenses and regulations of all Agencies having jurisdiction shall apply to the Award throughout and incorporated here by reference. The Agreement and all questions concerning the execution, validity or invalidity, capacity of the parties, and the performance of the Agreement, shall be interpreted in all respects in accordance with the Charter and Code of the City of Troy and the laws of the State of Michigan.

AGREEMENT: The selected organization will be expected to sign an agreement for services acceptable to the Troy City Attorney. The City reserves the right to negotiate optional scope of work items with the successful Contractor.

CHANGES IN THE RFP: Should any prospective respondent be in doubt as to the meaning or interpretation of any portion of this RFP, or should the respondent find any ambiguity, inconsistency or omission therein, the respondent may make a written request for an official interpretation or correction. Such requests, as well as requests for additional information, shall be submitted to the Purchasing Department [Fax (248) 619-7608 or located at 500 W. Big Beaver Rd.] not less than seven (7) days prior to the final date of submittal of the Request for Proposal documents. If the information requested is available, the correction or interpretation will be posted on the MITN Purchasing Group website.

AWARD: The evaluation and award of this proposal shall be a combination of factors including, but not limited to: the completion of all information requested and detailed in the RFP, evaluation of the fee proposal, professional competence, references that include evidence of completion of at least three (3) strategic plans, understanding of the services required, and the correlation of the proposal submitted to the needs of the City of Troy and any other factors considered to be in the best interest of the City of Troy.

The City of Troy reserves the right to award to the consultant providing the best value proposal, in whatever manner is deemed to be in the City's best interest; to award the proposal to the most effective total package which matches the City's needs; to reject a proposal which contains major deviations from specifications; to accept a proposal which has only minor deviations from specifications; whatever is deemed to be in the City's best interest.

ORGANIZATION NAME: ReThinking Libraries, LLC

Library Strategic Planning Consultant
Section 6: Terms and Conditions - continued
Page 2 of 3

SECTION 6: TERMS AND CONDITIONS - continued

QUALIFICATION/INSPECTION/INTERVIEWS: Submissions will only be considered from organizations normally engaged in providing the types of services specified herein. The City reserves the right to inspect the organizations facilities, personnel, and business at any time, or to take any other action necessary to determine the contractor's ability to perform. The City reserves the right to reject RFPs where evidence or evaluation is determined to indicate inability to perform. The City reserves the right to interview any number of responding contractors and/or to eliminate any process if deemed to be in the City's best interest.

FORMS: Bidders should complete and sign the Indemnification (Hold Harmless) Clause, Legal Status of Bidder, Non-Collusion Affidavit, Certification regarding Debarment, the Certification regarding "Iran Linked Business" and the Familial Disclosure Forms and return with your response. A contract Agreement will be completed after award.

RIGHT TO REQUEST ADDITIONAL INFORMATION: The City reserves the right to request any additional information it deems necessary from any business responding to this RFP after the documents have been received.

DOWNPAYMENTS OR PREPAYMENTS: All proposals submitted with terms or any provisions in the proposal, which requires a down payment or pre-payment of any kind will not be considered for award. The

INVOICING AND PAYMENT: The City of Troy reserves the right to select the invoicing option deemed to be in its best interest at the time of implementation of the contract. No additional costs will be incurred for the invoicing option selected. Detailed billing will be required which minimally includes the project name, service(s) provided, hours worked, cost per hour, and a detailed breakdown of additional allowable expenses.

Termination of service will be unacceptable for non-payment of a bill without the successful bidder contacting the designated City representative to resolve the problem. The City will have 45 days to resolve any billing problem from written notice to terminate services.

COMPLETION DATE: The work shall commence as soon as possible upon award by City Council. A work schedule shall be provided to Emily Dumas, Library Director. Ms. Dumas shall approve the work schedule prior to the start of the project. The City of Troy is the only party to this contract that may authorize amendment of this schedule. **The entire project must be completed by September 30, 2023.**

TERMINATION FOR CONVENIENCE: The City may cancel the contract for its convenience, in whole or in part, by giving the consultant written notice 30-days prior to the date of cancellation. If the City chooses to cancel this contract in part, the charges payable under this contract shall be equitably adjusted to reflect those services that are canceled.

TERMS AND CONDITIONS: All terms and conditions in the prime contract are incorporated in any sub-contracts.

ORGANIZATION NAME: ReThinking Libraries, LLC

Library Strategic Planning Consultant
Section 6: Signature Page
Page 3 of 3

SIGNATURE PAGE**PRICES:**

Prices quoted shall remain firm until proposal award, except the successful bidder whose rates shall remain firm until successful completion of all specified requirements for this project.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: Janet S. Nelson

NOTE:

The undersigned has checked carefully the bid figures and understands that he/she shall be responsible for any error or omission in this bid offer and is in receipt of all addenda as issued.

TAXID: 85-2677754

COMPANY: ReThinking Libraries, LLC

ADDRESS: 13092 Grand Vue Dr. CITY: Carmel STATE: IN ZIP: 46032

PHONE: (608) 444-1733 FAX NUMBER: () N/A

REPRESENTATIVE NAME: Janet S. Nelson

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: ^(Print) Janet S. Nelson

PAYMENT TERMS: Net 30 WARRANTY: N/A

E-MAIL: janet@rethinkinglibraries.org

COMPLETION: AS SPECIFIED

EXCEPTIONS:

Any exceptions, substitutions, deviations, etc. from the City of Troy specifications and this proposal must be stated below and reason for, and are an integral part of this bid proposal offer.

ACKNOWLEDGEMENT:

I, Janet S. Nelson, certify that I have read the **Instructions to Bidders** (4 Pages) and that the bid proposal documents contained herein were obtained directly from the City's Purchasing Department or MITN website, www.bidnetdirect.com/city-of-troy-mi and is an official copy of the Authorized Version.

SIGNATURE OF AUTHORIZED COMPANY REPRESENTATIVE: Janet S. Nelson

IMPORTANT:

All City of Troy purchases require a MATERIAL SAFETY DATA SHEET, where applicable, in compliance with the MIOSHA "Right to Know" Law. Please include a copy of any relevant SDS at the time of bid submission.

NOTE:

The City of Troy, at their discretion, may require the bidder to supply a Financial Report from an impartial Financial Credit Reporting Service before award of contract.

U.S. FUNDS:

All prices are to be quoted in U. S. Currency.



February 20, 2023

Addendum 2
RFP-COT 22-43
Library Strategic Planning Consultant
Page 1 of 2

To All Bidders:

Please be advised, the following document has been submitted for clarification for **RFP-COT 22-43 Library Strategic Planning Consultant**. The clarification(s) and or change(s) will be considered an integral part of the original proposal document.

The following questions were asked:

QUESTION: The proposal calls for facilities review and recommendations. Is a high-level architectural facilities review expected? If so, does the city/library already with an architectural or engineering firm that we would be working with for the planning project?

ANSWER: No, the review would not be any sort of technical or architectural work, as we would hire a firm who specializes in that when the time comes. Instead what we are asking for is the facilitation of open discussion and feedback from the community on their thoughts regarding the current library building, and what they would like to see happen with the building in the future. It would be a strategic planning approach to the future of our facility by seeking feedback on the general direction of the facility, and driving the more specific actions down the road.

We are looking to see how any new or existing services and programs proposed by a Strategic Plan relate to building capacity. Is the capacity large enough for the Library's future plans? If not, how big should the library be, to service a community of our size in the manner called for by the Plan?

We are looking only for rough square footage; not for interior or architectural design. We want to make sure we do not have a Strategic Plan that will be unsuccessful due to the size of the facilities.

QUESTION: Does the City of Troy have any recent community surveys or community input that could be used to inform the Library strategic plan?

ANSWER: Attached you will find a survey that was recently presented to City Council that was in regard to Resident Budget Priorities. (103 pages)



Addendum 2
RFP-COT 22-43
Library Strategic Planning Consultant
Page 2 of 2

Please be advised that the City of Troy Purchasing Department has authorized the following ANSWERS TO QUESTIONS regarding Bid Proposal **RFP-COT 22-43, Library Strategic Planning Consultant**. The CHANGES will be considered an integral part of the original proposal documents.

I, the undersigned bidder, have read this Addendum 2 and have integrated the clarification(s) and or change(s) into the *Bid Proposal* and *Specifications* for **RFP-COT 22-43, Library Strategic Planning Consultant**. All other items in the original bid proposal remain the same. This Addendum 2 should be attached to the electronic bid submission, on or before **Thursday, February 23, 2023 at 10:00 AM EST**.

COMPANY: ReThinking Libraries, LLC
NAME OF AUTHORIZED COMPANY REPRESENTATIVE: Janet S. Nelson
SIGNATURE: *Janet S. Nelson*
ADDRESS: 13092 Grand Vue Drive
Carmel, IN 46032

DATE: February 22, 2023



February 16, 2023

Amendment 1
RFP-COT 22-43
Library Strategic Planning Consultant
Page 1 of 2

To All Bidders:

Please be advised the following document has been submitted for clarification for **RFP-COT 22-43 Library Strategic Planning Consultant**. The clarification(s) and or change(s) will be considered an integral part of the original proposal document.

The following questions were asked:

QUESTION: Is a copy of the last plan from 2013 to 2015 available that we could review?

ANSWER: A copy of the previous strategic plan (79 pages) and strategic plan report (17 pages) is attached to this addendum.

QUESTION: Can you provide more specifics on what the City and Library are looking for with the annual operating plan?

ANSWER: Outside of the objectives listed in the RFP, the Library is looking for a deliverable that includes annual goals that will help the organization stay on track to accomplish the 3 – 5-year larger goals laid out in the overall plan. An example is in the previous plan, it ties the goals to target dates.

QUESTION: Can you provide a copy of the annual budget and recent financial statement for the library?

ANSWER: Link to the City of Troy Library Annual Budget: [22-23 Adopted Budget - Web Version.pdf \(revize.com\)](#) - pages 197 to 200

Link to the City of Troy Library Financial Statement: [Troy ACFR Final \(revize.com\)](#) - Starting on page 120 of the report.

QUESTION: Do you have an organization chart available for the City, including the library?

ANSWER: Attached you will find a City of Troy organizational chart. (1 page)

QUESTION: Can you describe the activities and relationships the library has with the friend's group? Do you anticipate them playing a specific role in developing the strategic plan and other elements of the RFP?

ANSWER: Information in regard to the Friends of the Troy Public Library can be found via this link: <https://wpc.friends-tpl.org/points-of-pride/>. The Library is uncertain on what role the Friends would have however it is their expectation that the awarded vendor (based on their experience) would provide guidance on incorporating them in the process. The Library is open to the Friends being involved but would like the awarded vendor to advise to what capacity in which to include them.



Addendum 1
RFP-COT 22-43
Library Strategic Planning Consultant
Page 2 of 2

Please be advised that the City of Troy Purchasing Department has authorized the following ANSWERS TO QUESTIONS regarding Bid Proposal **RFP-COT 22-43, Library Strategic Planning Consultant**. The CHANGES will be considered an integral part of the original proposal documents.

., the undersigned bidder, have read this Addendum 1 and have integrated the clarification(s) and or change(s) into the *Bid Proposal and Specifications* for **RFP-COT 22-43, Library Strategic Planning Consultant**. All other items in the original bid proposal remain the same. This Addendum 1 should be attached to the electronic bid submission, on or before **Thursday, February 23, 2023 at 10:00 AM EST**.

COMPANY:	ReThinking Libraries, LLC
NAME OF AUTHORIZED COMPANY REPRESENTATIVE:	Janet S. Nelson
SIGNATURE:	<u>Janet S. Nelson</u>
ADDRESS:	13092 Grand Vue Drive
	Carmel, IN 46032
DATE:	February 22, 2023



Library Strategic Planning Consultant
 Section 8: Organizational
 Questionnaire Page 1 of 4

SECTION 8: ORGANIZATIONAL QUESTIONNAIRE

DATE: February 23, 2023
 Month/Date/Year

ORGANIZATION NAME: ReThinking Libraries LLC

ESTABLISHED: August 24 2020 STATE: IN YEARS IN BUSINESS 2.5

TYPE OF ORGANIZATION: (Circle One)

- a. Individual
- b. Partnership
- ☒ c. Corporation
- d. Joint Venture
- e. Other

If applicable:

FORMER ORGANIZATIONAL NAME(S)

YEARS IN BUSINESS

Kim Bolan and Associates

16

NOTE: If additional space is needed throughout the questionnaire, please attach additional sheets numbered appropriately for identification.

1. What is your business's experience relative to providing strategic planning services? Provide specific public library or other non-profit strategic planning experience detailing the type of project involved and the services provided. Include a brief history of the business. A minimum of three (3) public library or other non-profit strategic planning examples most similar to the scope of this project are required. Examples provided should be projects that have been completed in the last five (5) years.

Rethinking Libraries began as Kimberly Bolan and Associates in 2004. Rob Cullin was part of KBA in 2014 and formally purchased the business in 2019. In 2020, Kimberly Bolan and Associates became Rethinking Libraries, LLC. In 2019 Rob took on a new partner in Janet Nelson. Their experience spans strategic planning and facility planning for libraries in 15 states, from California to New York.

Rob has led in over 50 projects over the last 7.5 years and Janet over 30 projects over the last 3 years. Since 2014, the team has worked with over 100 different library systems and performed over 1000 community engagement sessions with over 9000 attendees. Just last year, RTL conducted over 150 community sessions.

Example projects include: 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

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

2. Describe your business's background and its organizational structure along with the roles and background of the Facilitator and key team members to be assigned to this project. Describe capabilities specific to the scope of work within this RFP. Describe the Facilitator's experience in the development of strategic plans and his/ her knowledge of modern public library services, trends and functions.

Rethinking Libraries is an LLC, formed as a Limited Liability Corporation in 2020. The Managing Principal is Rob Cullin and Janet Nelson is also a Principal and Senior Consultant. Both have extensive experience, as noted in Question 1, to handle the Role of Facilitator. Rob will act as Facilitator for this project. Both have experience in developing Strategic Plans, as outlined in the RFP, with extensive experience in the library space. Senior Consultants Kathy Stewart and Randy Maxey, though new to RTL, have 29 and 15 years of experience in public libraries respectively.



Library Strategic Planning Consultant

Section 8: Organizational Questionnaire - continued

Page 2 of 4

3. Provide a listing of personnel from the organization who would be assigned to this account.

Please provide resumes, copies of certifications, registrations, qualifications, degrees, and/or list any additional training classes taken to increase expertise in this field for the people listed in this section who will be assigned to the City of Troy account along with project responsibilities. Consultant must identify Facilitator that will be assigned to the account and will act as the primary contact for this contract.

TITLE	NAME	DEGREE/ CERTIFICATION	EXPERIENCE/ YEARS
Managing Principal	Rob Cullin- Facilitator	BS EE Tech	21
Principal	Janet Nelson	MS Design	24
Senior Consultant	Randy Maxey	MBA	15
Senior Consultant	Kathy Stewart	MLS	29

4. What services are provided in-house and what services are subcontracted to outside consultants as it relates to strategic planning services. If outside consultants will be used, include their resumes, stating experience and qualifications. Please also indicate the business's past experience working with these professionals.

All of our services are provided in-house and none are subcontracted. On occasion, we may use in-house help for note-taking or clerical services.

5. Describe the process your business will use to determine the organizational priorities for this project.

Our process is very collaborative, incorporating extensive input from Library Leadership, Trustees, community leaders, Friends, and residents of the community. Input is gathered by a variety of means as determined by the consultant and the Library Strategic Planning Team. We view our role as both facilitator and collaborator. We don't make decisions for your library; we help you make the best decision for your library's present and future. We analyze information and offer recommendations based upon observation, stakeholder feedback, and demographics of Troy Public's services, facilities and community. We facilitate staff and board planning meetings to help the team find the right strategic vision for the library. Exercises during the Retreat will be some of the major activities around determining priorities

6. Professional References - please list at least three (3) public library or other non-profit clients with whom the assigned Facilitator has provided strategic planning services for within the past five (5) years that are similar in scope to the type of work described in this proposal. Contact names and the listed information are to be provided.

Entity Name	Address	Business/Agency Affiliation	Contact Name	Phone Number
Mt Prospect Public Library	10 Emerson St Mt Prospect, IL 60065	Public Library	Sue Reynders, Ex. Dir	847-590-3220
Sterling Heights Public Library	40255 Dodge Park Rd Sterling Heights MI	Public Library	Tammy Turgeon, Dir.	586-446-2640
Saline District Library	555 N. Maple Rd, Saline, MI	Public Library	Karrie Waarala, Dir	734-401-1261



Library Strategic Planning Consultant

Section 8: Organizational Questionnaire - continued

Page 3 of 4

7. List all contract commitments your organization has been engaged to perform for 2022/2023. Give organization name, name of contract and value of contract.

ORGANIZATION	CONTRACT	VALUE
Erie & Crawford County Library Sys, PA	Planning Assessment	\$49,000
New Hanover County Library, NC	Facility Planning & Design	\$85,000
City of Glendale-Glendale Arts & Culture, CA	Facilities Master Plan	\$60,000
Downers Grove Public Library, IL	Strategic Planning	\$25,000
South Sioux City Public Library, NE	Facility Assessment & Visioning	\$21,900
Foley Public Library, AL	Facility Planning Guidance	\$15,000
Wayne Township Schools, IN	Staff Engagement & Visioning	\$7,900
Fulton County Public Library, IN	Facility Assessment & Visioning	\$17,000
Cecil County Public Library, MD	Strategic Planning	\$34,500
City of Novi-Novis Public Library, MI	Strategic Planning	\$23,650
Glencoe Public Library, IL	Strategic Planning	\$24,000
East Chicago Public Library, IN	Facility Assessment & Visioning	\$25,000
Spies Public Library, MI	Strategic & Facility Planning	\$27,800
Tuscaloosa Public Library, AL	Strategic Planning	\$28,000
North Valley Public Library, MT	Facility Master Plan	\$11,000
Dane County Library System, WI	Data Assessment & Modeling	\$10,800

8. Describe your proposed work plan model and outline how your business intends to complete the strategic plan as provided in the scope of work. Break down the planning model into its component parts and explain how each part will contribute to the development of a plan that will help the Troy Public Library strategically position itself for the future.

Work Plan Model (Typical)

- 1. Conduct a kick-off meeting and establish a timeline.** Discuss the processes and define initial elements such as TPL Strategic Planning Team introductions, timeline, library data requirements, community engagement methods, etc. The timeline will become more detailed as expectations are more clearly defined and schedules are developed. Depending upon scope, time of year, and library resource availability; plans typically take 4-7 months to complete.
- 2. 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 future-ready library and how that translates to the planning process. The Benchmarks, Demographics, Collection Analysis and Technology Assessments are all started and often completed during this stage, leaving room for learnings along the way to drive adjustments in these assessments.
- 3. 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 TPL 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 TPL's size involves conducting about 8-12 stakeholder sessions. RTL will work with TPL leadership to develop the right approach to community input and engagement that works best for your library and community. RTL can offer some sessions in Spanish (executed in Bilingual Spanish/English) as an option.
 - 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 restraints.
 - i. Targeted Groups: 7-10 Total (Staff (3-5), Board (1 including Director), and targeted representative members of the public who are personally invited to the sessions).
 - ii. PLUS, at least one or two (1-2) Open All-Community sessions.
 - 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 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)

- whereas the open forum is more general and available to anyone in the 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. As a result of the pandemic RTL has become very skilled in stimulating good conversations and discussions through virtual sessions that measure up to the level of engagement and input of our in person sessions. Some clients choose to have most of their staff discussions done virtually to offer the most time flexibility to staff. However, for the general public, accessibility needs to be kept in mind so as not to keep people out of the process, so it is recommended that a virtual session or two is offered but that most sessions are done in person.
 - vii. RTL staff have had extensive experience conducting bilingual sessions with non-English speaking residents. Our team member Ivonne was born in Mexico, is fluent in Spanish, and has helped us conduct such bilingual sessions in the past. We are open to conducting sessions in other languages as well, but we cannot provide a translator from our staff.
 - viii. With RTL you always get one of our team members leading your engagement sessions. We only utilize associates for note-taking, never for leading these engagement sessions.
- 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. Our approach uses surveying tools to get a good measure of the community's view though certainly skewed a bit toward library user perspectives.
 - 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.
 - iii. If desired, a Spanish version of the survey, in both paper and online format can be provided for an additional fee.
 - iv. Janet leads all work on the Survey, including design, launch support, and analysis.
 4. **Develop and deliver the "Findings Book".** A "Findings Book" is developed from the data and research conducted and distributed to participants about 1 week prior to the Strategic Retreat. This book includes all of the pertinent information gathered and analyzed during the process. Summaries, key takeaways, in addition to full data sets are all included or linked from the book. Typically, this single PDF document ranges from 80 to 180 pages. The size is largely driven by the number of surveys completed and how much feedback is gathered at the engagement sessions. The extent of the data analysis options selected also plays a key role in the size of this document. Rob and Janet collaborate to compile this findings book.
 5. **Facilitate a Strategic Planning Retreat.** This is typically a 6-to-7-hour long strategy session that usually includes 15 to 25 people including, but not limited to, staff (both supervisory and non-supervisory), board members, community leaders, and general community members. During this *Retreat*, we will distill the input gathered (concentrated in the Findings Book) and discuss that, along with best practices for future-ready public libraries. Through a series of small group and larger group exercises, the session will work to surface top issues and strategic opportunities that will ultimately lead to the final plan. TPL's current mission, vision, and values will also be reviewed and refined or developed to relate back to the key strategies. Through the retreat process, RTL continues incorporating an aspirational approach to the planning process. The group will work to discover:
 - TPL's identity (What is TPL? What does TPL want to be?)
 - The key ingredients and focus of TPL strategies
 - TPL's Mission, Vision, and Core Values

At least two of RTL's senior team members (Rob, Janet, Randy, and Kathy) will be present at the retreat and at least Rob or Janet will be one of those two. RTL May bring additional team members as deemed necessary or beneficial to the client and the best interests of the project.
 6. **Develop a high-level 2-6-page Strategic Plan.** This is the initial deliverable directly resulting from the *Retreat*. This document is the "Quick Reference Guide" that library leadership and staff can live, breathe, and easily refer to on a day-to-day basis. RTL can present this plan to the Board and/or community at the appropriate time if desired.
 7. **Assist the Library Planning Team with the creation of a detailed Work Plan.** This 12-month time frame document which will be developed each year focuses on the details of the 2-6-page plan (e.g., action steps, tactics, milestones, resources, budget/funding, etc.). This *Work Plan* is developed primarily by Library leadership and staff with kickoff assistance from RTL, but the approach can be modified if needed. This is followed by remote guidance and assistance as needed

9. Present a detailed timeline that provides an overview of when each major step of the project is scheduled for completion.

April 2023	Kickoff
April-June 2023	Data Gathering and Analysis
May/June 2023	Community Stakeholder Engagement Planning and Promotion
May/June 2023	Staff, Board, and Friends Sessions & Interviews
May/June 2023	Community Engagement/Stakeholder Sessions and Surveys
August 2023	Synthesis, Delivery of Findings Book, and Planning Retreat
August 2023	High-level Plan Development & Delivery to Library – within 2-3 weeks following the retreat
September 2023	Final Plan Delivered to the Library Director
September 2023	1-Year Detailed Work Plan Development – Training, Support, and Assistance delivered following Retreat and plan approval with ongoing support and assistance until the 1-year plan is complete.
Annually	Ongoing Support/Assistance as needed with developing subsequent 1-year Work Plans

10. Describe the process that will be used to involve both internal staff and external constituents in the strategic planning process. Describe how your business will collect the data and how it will be processed.

We begin with an online survey, developed with input from the library that will be posted on the website, promoted on social media, and emailed, to get input from the public and other stakeholders. This is intended for both the public and staff. In addition, paper versions will be available for those who prefer that format. We recommend that community partners, local media, and direct mail be used to try and reach both users and non-users of the Library. Additionally, we will work with the library to schedule 8-12 engagement sessions. These sessions are discussions focusing on the community, and impressions about the library and its programs, spaces, collections, and services. We encourage the Library to schedule sessions with staff, both supervisory and non-supervisory, Board members, Friends of the Library, community leaders, partners, students, and the general public. We encourage personal invitations for the community sessions to increase participation. RTL will analyze and organize all survey data and a document with key takeaways will be created. Notes from stakeholder and community sessions will be consolidated so they are anonymized. All survey and session results will be included in the Findings Book that is compiled for the Strategic Retreat and will inform decisions around future plans.

11. Does process include any follow up with the library after the main strategic planning has been completed? Describe the type of communication that occurs between your business and the library following the implementation of a strategic plan.

Yes. Following the development and approval of the high-level strategic plan, we follow up with a 12-month annual work plan outline. We work with the library to kick off the process of providing guidance in deciding what specific activities will be undertaken in the first annual work plan. This provides a path beginning with the strategic goal and determining the desired outcome. This is where initiatives, projects, action steps, timelines, measurements, and responsibilities are assigned. RTL is available in subsequent years to review the progress and help to develop future plans each year. Much of the work in this portion of the planning needs to be done by the Library staff as they have a more intimate knowledge of the community needs and the resources available but we are happy to play an advisory and editorial role.



Library Strategic Planning Consultant
Section 8: Organizational Questionnaire - continued
Page 4 of 4

12. **SAMPLE DOCUMENT** - A sample completed strategic plan document must be included with your submitted proposal. This document needs to be a project completed by the Facilitator assigned to this project which has a similar project scope, preferably a public library. This document will be reviewed as part of the evaluation process and will become the property of the City of Troy

(X) Attached to the proposal and marked Appendix B for identification.

THE FOREGOING QUESTIONNAIRE IS A TRUE STATEMENT OF FACTS:

Signature of Authorized Organization Representative: Janet S. Nelson

Representative's Name: Janet S. Nelson
(print)

Organization Name: ReThinking Libraries.org

Address: 13092 Grand Vue Drive

Phone Number: 608-444-1733

Fax Number: N/A

E-mail: janet@rethinkinglibraries.org

Date: 2/23/2023



Library Strategic Planning Consultant
 Section 9: Cost Proposal
 Page 1 of 1

SECTION 9: COST PROPOSAL

FEE COMPUTATIONS: TROY PUBLIC LIBRARY STRATEGIC PLANNING SERVICES

The cost for the Scope of Work as stated in the Request for Proposal documents shall be a lump sum, as follows:

Estimated Number of Hours 150

Estimated Total Consulting Costs: \$ 13,000

Estimated Total Data Analysis Costs: \$ 10,000

GRAND TOTAL NOT TO EXCEED - which must include all reimbursable expenses: \$ 28,000

NOTE: All items necessary to complete the project as specified including items incidental to the work but not specifically noted in the proposal shall be included in the Not to Exceed price.

SCHEDULE OF VALUES:

A Schedule of Values of hourly rates for personnel that will be involved in the project and reimbursables should be included below. These rates will be used to determine costs for any additional services required as a result of a change to the Scope of Work.

RATE PER JOB CLASSIFICATION:	UNIT PRICE
Facilitator Rob Cullin and/or Janet Nelson	\$ 160 /hour
Kathy Stewart and/or Randy Maxey	\$150
Translator/multi-lingual facilitator	\$120
Notetaker	\$100
POTENTIAL ADDITIONAL SERVICES:	
	\$
	\$
	\$
REIMBURSABLES: (Attach additional sheet if necessary) Include items such as travel, clerical, copy and miscellaneous charges	
Air travel, meals, car rental, and hotel at cost	\$
Miscellaneous supplies and copying at cost	\$
	\$

Note: If more space is required, attach additional sheets if needed but use the format established above.

Services with a Minimum Charge Also Need to Be Noted as Such.

COMPANY NAME: ReThinking Libraries, LLC

SECTION 10: ATTACHMENTS



Legal Status of Bidder:

The Bidder shall fill out the appropriate form and strike out the other two:

A **corporation** duly organized and doing business under the laws of the State of Indiana for whom Janet S. Nelson, bearing the office title of Principal, whose signature is affixed to this proposal, is duly authorized to execute contracts.

~~A **partnership**, all members of which, with addresses, is:~~

~~AN **INDIVIDUAL**, WHOSE SIGNATURE IS AFFIXED TO THE PROPOSAL:~~

--	--



**CITY OF TROY
OAKLAND COUNTY, MICHIGAN
NON-COLLUSION AFFIDAVIT**

TO WHOM IT MAY CONCERN:

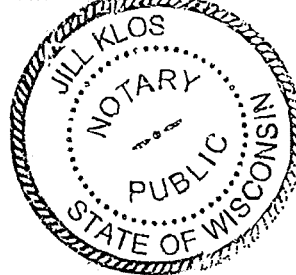
Janet S. Nelson, being duly sworn deposed, says that he she
(Print Full Name)

is Principal of ReThinking Libraries, LLC. The party making the foregoing proposal or bid,
(State Official Capacity in Firm)

that such bid is genuine and not collusion or sham; that said bidder has not colluded, conspired, connived, or agree, directly or indirectly, with any bidder or person, to put in a sham bid or to refrain from bidding and has not in any manner directly or indirectly sought by agreement or collusion, or communication or conference, with any person to fix the bid price or affiant or any other bidder, or to fix any overhead, profit, or cost element of said bid price, or that of any other bidder, or to secure the advantage against the City of Troy or any person interested in the proposed contract; and that all statements contained in said proposal or bid are true.

Janet S. Nelson
SIGNATURE OF PERSON SUBMITTING BID

Jill Klos
NOTARY'S SIGNATURE



Subscribed and sworn to before me this 20 day of February, 2023 in and for Dane County.

My commission expires:

2/21/24



**CERTIFICATION REGARDING
DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**

The prospective participant certifies, to the best of its knowledge and belief, that it and its principals:

1. Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in transactions under any non-procurement programs by any federal, state or local agency.
2. Have not, within the three-year period preceding, had one or more public transactions (federal, state, or local) terminated for cause or default; and
3. Are not presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) and have not, within the three-year period preceding the proposal, been convicted of or had a civil judgment rendered against it:
 - a. For the commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public transaction (federal, state, or local), or a procurement contract under such a public transaction;
 - b. For the violation of federal, or state antitrust statutes, including those proscribing price fixing between competitors, the allocation of customers between competitors, or bid rigging; or
 - c. For the commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

I understand that a false statement on this certification may be grounds for the rejection of this proposal or the termination of the award. In addition, the general grant of this authority exists within the City's Charter, Chapter 12, Section 12.2-Contracts.

☒ *I am able to certify to the above statements.*

ReThinking Libraries, LLC

Name of Agency/Company/Firm *(Please Print)*

Janet S. Nelson, Principal

Name and title of authorized representative *(Please Print)*

Janet S. Nelson

2/21/2023

Signature of authorized representative

Date

☐ *I am unable to certify to the above statements. Attached is my explanation.*



**VENDOR CERTIFICATION
THAT IT IS NOT AN
"IRAN LINKED BUSINESS"**

Pursuant to Michigan law, (the Iran Economic Sanctions Act, 2012 PA 517, MCL 129.311 et seq.), before accepting any bid or proposal, or entering into any contract for goods or services with any prospective Vendor, the Vendor must first certify that it is not an "IRAN LINKED BUSINESS", as defined by law.

Vendor	
Legal Name	ReThinking Libraries, LLC
Street Address	13092 Grand Vue Drive
City	Carmel
State, Zip	Indiana, 46032
Corporate I.D. Number/State	202008241417811/Indiana
Taxpayer I.D. #	85-2677754

The undersigned, with: 1.) full knowledge of all of Vendors business activities, 2.) full knowledge of the requirements and possible penalties under the law MCL 129.311 et seq. and 3.) the full and complete authority to make this certification on behalf of the Vendor, by his/her signature below, certifies that: the Vendor is NOT an "IRAN LINKED BUSINESS" as required by MCL 129.311 et seq., and as such that Vendor is legally eligible to submit a bid and be considered for a possible contract to supply goods and/or services to the City of Troy.

Signature of Vendor's Authorized Agent:

Janet S. Nelson

Printed Name of Vendor's Authorized Agent: Janet S. Nelson

Witness Signature:

Jill Klos

Printed Name of Witness:

Jill Klos



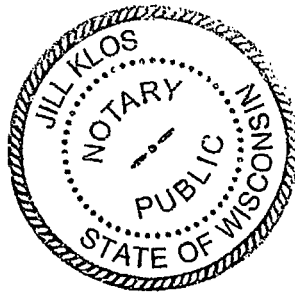
Proposer's Sworn and Notarized Familial Disclosure

(to be provided by the Proposer)

The undersigned, the owner or authorized officer of ReThinking Libraries, LLC (the "Proposer"), pursuant to the familial disclosure requirement provided in the Request for Proposal, hereby represent and warrant, except as provided below, that no familial relationships exist between the owner(s) or any employees of ReThinking Libraries, LLC and any member of the City of Troy City Council or City of Troy management.

List any Familial Relationships:

None



Wisconsin
STATE OF ~~MICHIGAN~~)

)ss.

COUNTY OF Dane)

BIDDER:

ReThinking Libraries

By: Janet S. Nelson

Its: Janet S. Nelson
Principal

This instrument was acknowledged before me on the 20 day of February, 2023, by

[Signature]
Comm. exp. 2/21/24



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
02/16/2023

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 FAX (A/C, No): (317) 853-3501 E-MAIL ADDRESS: adrian.duckworth@dimondbros.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: The Hartford	
		INSURER B: Philadelphia Indemnity Insurance Co	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	

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	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	Y		36SBAAK1TAX	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						
GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			36SBAAK1TAX	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) \$						
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$
	AGGREGATE \$						
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		36WECAL1TLU	01/29/2022	01/29/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER
	E.L. EACH ACCIDENT \$ 500,000						
	E.L. DISEASE - EA EMPLOYEE \$ 500,000						
	E.L. DISEASE - POLICY LIMIT \$ 500,000						
B	Professional Liability			PHSD1632439	07/28/2022	07/08/2023	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, Mount Prospect Public Library, is 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.

CERTIFICATE HOLDER

CANCELLATION

Mount Prospect Public Library 10 S. Emerson Street Mount Prospect IL 60056	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

© 1988-2015 ACORD CORPORATION. All rights reserved.

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:

Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014-Present)
 Tuscaloosa Public Library (AL) – Strategic and Facilities Planning, Feasibility Study (2021-Present)
 Mount Prospect Public Library (IL) – Strategic Planning (2021-2022)
 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)
 Redford Township District Library (MI) – Strategic Planning (2018)
 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)

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 NELSON

Email: 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:

Sun Prairie Public Library (WI) – Strategic Planning (2022-Present)
 Tuscaloosa Public Library (AL) – Strategic and Facilities Planning, Feasibility Study (2021-Present)
 Durham Public Library (CT) – Strategic Planning (2022-Present)
 Jennings County Public Library (IN) – Strategic Planning (2022-Present)
 Mount Prospect Public Library (IL) – Strategic Planning (2021-2022)
 Fulton County Public Library (IN) – Strategic Planning (2021-2022)
 Newburgh-Chandler Public Library (IN) – Strategic Planning (2021-2022)
 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 (2020-2022)
 Saline District Library (MI) – Strategic Planning (2019-2021)
 Catawba County Public Library (NC) – Strategic and Facilities Planning (2019-2020)
 Handley Regional Library (VA) – Facility Assessment (2019-2020)

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*

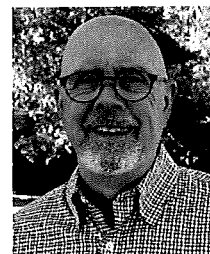
- Collaborated on content strategy that included creation of *Ideas + Inspiration* website, webinars and relevant information and articles
- Developed *What's Next?*, a customer forum of influential public librarians, to explore future library needs
- Co-led start-up of Demco Interiors from feasibility 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

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

RANDALL MAXEYEmail: randy@rethinkinglibraries.org**ReThinking Libraries****2022 -- present***Senior Consultant*

Prior to joining ReThinking Libraries, LLC, Randy has spent much of the last 15 years working with libraries across North America in various capacities. After 30 years in the banking industry, Randy began his library world experience with the NoveList division of EBSCO. He worked with libraries across the US and Canada to bring a better reader experience to patrons. Additionally, he worked with the internal team to help create new features for the product set as well as rebranding the products. He led both the sales and marketing teams in this role. It was during this role that Randy met Rob. In 2016, Randy became the Sales Director for Demco Software, which was a combination of Boopsie and Evanced applications for libraries. In this role, Randy met Janet. In 2018, Randy left Demco to join Bibliotheca, as the North American Account Exec for open+ a solution that allows for extended access for library users. This role transitioned to a Southeast Account role, where he was able to help libraries create a more efficient workflow for staff and a better patron experience. In July of 2021, he took the role of Partnership development and worked with the firm's partners across North America.

Upon retiring from Bibliotheca in 2022, Randy joined ReThinking Libraries where he is able to bring the knowledge he has gained over the years to his role as a consultant. Randy has worked with hundreds of libraries around North America and partners worldwide to help create better user experience outcomes for both staff and library users, be it with data, devices or content. With a broad set of experiences reaching beyond libraries, Randy has direct specialties in strategic planning, technology planning, marketing, and research and development.

Relevant Project Experience:

Glencoe Public Library (IL)- Strategic Planning (2023-Present)
 Delray Beach Public Library (FL) – Strategic Planning (2022-Present)
 Pike County Public Library (IN) – Strategic Planning (2022-Present)
 Lincoln County Public Library (NC) – New branch technology design and implementation
 Harnett County Public Library (NC) – RFID conversion and technology design for new Main Library (2019-2020)
 Atlanta Fulton County (GA) – AMH design and implementation, self-check implementation (2018-2019)
 Gwinnett County (GA) – Self-service implementation-open plus-self-checks (2019-2021)
 Prince William County (VA) – Introduction of self-check technology (2019)

ADDITIONAL EXPERIENCE:

Bibliotheca	2018 – 2022
<i>VP Partner Sales</i>	
<i>Account Executive</i>	
Demco, Inc., Madison, WI	2016 – 2018
<i>Director of Sales, Demco Software</i>	
EBSCO/NoveList	2009 – 2016
<i>Sales and Marketing Director</i>	

EDUCATION:

University of North Carolina, Charlotte, NC Master of Business Administration
 University of South Carolina, Columbia, SC, B.S. Economics

KATHY STEWARTEmail: kathy@rethinkinglibraries.org**ReThinking Libraries****2023 -- present***Senior Consultant*

Kathy has spent much of the last 30 years involved with libraries across North America, Canada, and Australia in various capacities. Starting as a children's librarian at the Richland Library, Kathy moved into a branch management role and supported library marketing efforts. From there she has leveraged her experience to help several library-focused vendors as they discovered library priorities and empowered libraries with tools to connect patrons to library materials and services. During her time with EBSCO's NoveList and later with Patron Point, Kathy assisted libraries by providing user-facing content, delivering training and webinars for libraries as they furthered their own readers' advisory and marketing initiatives. At Biblioteka, she helped public and academic libraries connect their users with more convenient access to resources. Kathy values building library communities and forums for libraries to learn from each other.

Upon leaving Biblioteka, Kathy joined ReThinking Libraries where she is able to bring the knowledge she has gained over the years to her role as a consultant. Kathy is passionate about helping libraries do what they do best; transforming the lives of those in the communities they serve. With a broad set of experiences, Kathy has direct specialties in marketing, community engagement, data analysis and performance metrics, and training.

Relevant Project Experience:

Anderson County Public Library (SC) – Self-check and Remote Locker Implementation
 Gwinnett County Public Library (GA) – open+ Extended Access Implementation
 Chattahoochee Valley Libraries (GA) – Introduction of Remote Locker System and Implementation
 Union County Public Library (NC) – Introduction of AMH/Design
 ABBE Regional Library Systems (SC) – Self-check Equipment Consultation/Refresh

ADDITIONAL EXPERIENCE:

Biblioteka, Norcross, GA <i>Account Executive</i>	2022 – 2023
Patron Point, Dublin, OH <i>Library Relations Manager</i>	2021 – 2022
EBSCO/NoveList, Durham, NC <i>Sales and Marketing Consultant</i>	2015 – 2021
Richland Public Library, Columbia, SC <i>Branch Manager -- Blythewood</i>	2015 – 2021

WEBINARS/TRAINING/PUBLICATIONS:

Patron Point Community Engagement: Webinar: *Streamlining Summer Reading Programs*; Facebook User Group; Monthly Newsletter

EBSCO/NoveList: Customized on-site training sessions; readers' advisory-focused articles and blog posts

EDUCATION:

University of South Carolina, Columbia, SC Master of Library Science – concentration in K-12
 University of South Carolina, Columbia, SC B.A. Journalism – concentration in Legal Studies

APPENDIX B:

Sample Strategic Plans

These are just a sampling 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.



Mount Prospect
Public Library

Strategic Plan

July 2022 – June 2025

Approved by the MPPL Board of Trustees June 16, 2022

Mount Prospect Public Library Strategic Plan 2022-2025

Introduction

Strategic planning is the systematic process of envisioning a desired future and translating that vision into broadly defined goals and a sequence of steps to achieve them.

Over the past two years, there have been changes in the world at large due to the global pandemic that have made it essential for the Mount Prospect Public Library (MPPL) to seriously evaluate if the needs of the community are being met. This strategic plan is meant to be used as a roadmap for meaningful change. The ultimate goal of this process was to hear directly from the community how the library can best serve them.

Background

The library last completed a strategic plan in 2019. That plan, effective from 2019 through 2023, was a hybrid strategic and operational plan created primarily by staff. In March 2020, when the pandemic emerged, the plan was put on hiatus. In 2021, the Board of Trustees approved a set of short-term goals designed to address the current environment. In late 2021 the Board approved a new strategic planning timeline and agreed to separate the strategic plan from the operational plan.

ReThinking Libraries, a professional strategic planning consulting firm, was hired to coordinate and facilitate the activities. The planning process was kicked off in January 2022 and the final plan was officially approved by the library board in June 2022. This plan will be effective from July 2022 through June 2025.

Approach to Planning

To ensure a thorough and positive planning experience, the library engaged in a collaborative, in-depth data gathering process with the community, library board, and library staff. These activities included:

- All-community survey (Over 2,000 received)
- Strategic Retreat (11 staff, 4 trustees, 4 community members)
- Staff and Board input sessions (6 sessions, 120 attendees)
- Community input sessions (12 sessions, 165 attendees)
- Mount Prospect demographic data and maps
- Key library related results from the Village 2020 survey
- Library benchmark analysis
- Collection utilization analysis

See the supplemental "Findings Book" for a comprehensive overview of the input received during the strategic planning process.

Mission Statement

A mission statement answers the question, "Why do we exist?" The library's current mission statement was reviewed during input sessions, and a new statement was written based on feedback.

- Cultivating community connections, inspiring learning, and enriching lives.

Mount Prospect Public Library
Strategic Plan 2022-2025

Vision Statement

A vision statement answers the question, "What do we want to achieve?" The library's current vision statement was reviewed during input sessions, and a new statement was written based on feedback.

- A connected community with opportunities for exploration and growth.

Values

Values define the culture and character of the library, and answers the question, "How do we behave?" The library's current values were reviewed during input sessions, and new values were written based on feedback.

- Community focus. Providing relevant services and fostering community connections.
- Adaptability. Being nimble and flexible to creatively meet changing needs.
- Inclusivity. Supporting and valuing the diverse needs of all.
- Welcoming. Creating an inviting, safe, and easy to use environment.
- Accessibility. Ensuring easy access to materials and services whenever and wherever needed.
- Learning. Encouraging an ongoing pursuit of knowledge and discovery that enriches lives.

Initiatives, Goals, Activities

The strategic initiatives, goals, and activities are the outcome of the data-gathering process and comprise the core of the strategic plan. They answer the questions, "What are our priorities and how are we going to address them?"

Strategic Initiatives

The strategic initiatives guide our actions in allocating financial resources and staff time. They do not eliminate efforts in other areas, but they receive the most focused attention of all the activities we undertake for the next three years.

- A. User Focused Spaces
- B. Community Focused Services and Awareness
- C. Improved and More Available Materials and Resources

Goals

Goals are designed to focus on what the community receives and not on the resources the library needs to deliver the service.

Activities

Activities are meant to illustrate possible actions the library will complete in order to meet the goals of the plan. They are not intended to be absolute, but rather realistic suggestions that reflect the current environment. As the environment changes, and more information is discovered during the research phase of each activity, changes are possible. The aim of the activities is to meet the identified goals.

Mount Prospect Public Library
Strategic Plan 2022-2025

Strategic Initiative A: User Focused Spaces

Goal A1: Provide residents with user-focused, comfortable, and inviting spaces that prioritize usage based on community needs and are furnished with modern, comfortable, and accessible furniture and fixtures.

Activities:

- A. Contract with an architect to create a facility Master Plan for the Main Library.
- B. Identify implementation timeline and funding of the Master Plan for the Main Library.
- C. Collaborate with the Village of Mount Prospect to expand, improve, or relocate the Community Connections Center that houses South Branch and Human Services.
- D. Evaluate the partnership with the Village and Human Services to define the benefits and requirements of sharing the Community Connections Center space.
- E. Identify expanded services and resources necessary to occupy an expanded, improved, or relocated South Branch.
- F. Identify and implement short-term improvements to the South Branch space, including minor space reutilization and improved furniture and fixtures.

Goal A2: Enable patrons to intuitively find their way through library spaces with excellent wayfinding and signage at all locations.

Activities:

- A. Conduct a signage audit in conjunction with Goal A1 and implement recommendations as appropriate at all locations.
- B. Create a new patron-focused website with simplified navigation and standardized naming conventions.

Goal A3: Provide eye-catching and interesting displays throughout all locations to enable unexpected and organic discovery of materials and resources by patrons.

Activities:

- A. Conduct a display and shelving audit in conjunction with Goal A1 and implement recommendations as appropriate.

Strategic Initiative B: Community Focused Services and Awareness

Goal B1: Provide convenient, non-traditional services that add value to the library's contributions to the community.

Activities:

- A. Evaluate providing passports and/or license plate stickers.

Goal B2: Offer a wide variety of interesting adult programs that appeals to a range of audiences.

Activities:

- A. Evaluate current adult programming and incorporate new ideas from the strategic planning results.

Mount Prospect Public Library
Strategic Plan 2022-2025

- B. Increase the coordination of adult programs across MPPL departments, including South Branch.

Goal B3: Meet patrons where they are and further embed library services and outreach within the community.

Activities:

- A. Evaluate the feasibility of installing kiosks, vending machines, or other self-service systems within the community.
- B. Investigate purchasing an outreach vehicle, such as a bookmobile or van, including what services could be provided "on the road."
- C. Identify and evaluate added outreach visits and/or programming to senior homes, multifamily dwelling units, churches, and other spaces where the community congregates.

Goal B4: Provide in-house library services at times that are convenient for patrons and utilize staff resources during the most popular times.

Activities:

- A. Evaluate library hours at all locations and adjust to meet community needs.
- B. Review the list of closed days and adjust to address new or changed state or federal holidays.

Goal B5: Patrons will be aware of library offerings through a variety of channels, tailored to meet community needs.

Activities:

- A. Develop standardized, evergreen service offering materials in a variety of mediums that are suitable for new residents, new cardholder orientation, outreach events, etc.
- B. Create library card campaigns that target a variety of audiences and remove barriers to library sign up and use.
- C. Assess current communication efforts and identify a strategy to create and implement a marketing plan that is targeted and curated to best distribute information to the community.

Strategic Initiative C: Improved and More Available Materials and Resources

Goal C1: Patrons will find the materials they want, when they want, for reading, viewing, and listening for pleasure and knowledge.

Activities:

- A. Evaluate joining a resource-sharing consortium or group and make a formal recommendation to the Board that includes an implementation timeline and funding solutions.
- B. Increase the budget allocation for electronic materials with the intent to reduce wait times for popular materials.
- C. Establish a non-holdable collection consisting of popular materials, targeted to the browsing patron.

Mount Prospect Public Library
Strategic Plan 2022-2025

Goal C2: A variety of practical, fun, and up to date technology and other resources will be available to patrons to use at the library and check out to use remotely.

Activities:

- A. Conduct public technology audit to identify opportunities for improvement, ensuring that public technology is comprehensive, up to date, and easy to use.
- B. Increase number and type of circulating resources (i.e. Library of Things).
- C. Create a limited Digital Media Lab at the Main library that includes some makerspace elements.
- D. Evaluate opportunities to provide dedicated space for technology and makerspace resources at all locations.

Organizational Competencies

Even the best-run libraries may have room for improvement in certain operational areas, and these issues can make it difficult to provide services regardless of the library's priorities. Organizational competencies are what the library must do in order to improve the ability to provide the desired services articulated in the goals and are meant to increase the library's effectiveness and efficiency. In this plan, the impact of the pandemic on staff resources is addressed.

A. Marketing/Public Relations/Communications/Graphic Design

1. Clarify the objective of the department and clearly identify the purpose and desired outcomes. Collaborate with other library departments to identify priorities and best practices in order to maximize patron awareness.
2. Conduct a departmental assessment, including divisions of responsibility and workload.
3. Evaluate staffing and resources and adjust to meet the identified needs of the library, including revising processes and procedures as necessary.

B. Public Services

1. As the majority of this plan includes additions, improvements, and increases to public services, each public service department will conduct an assessment to identify what existing offerings need to be adjusted, shifted, or reduced to accommodate the new and improved services. During the assessment, staff will identify services that are no longer adding value. These services will be ended gently, understanding that they may be brought back in the future as needed. This assessment should include an evaluation of current staffing and budget resources.

Evaluation Process

This plan is designed to be flexible and responsive to changes in the economic, demographic or sociopolitical climate. The strategic initiatives and goals are broad enough to allow for necessary modifications to the activities that are carried out. Library management will work closely with the Board of Trustees prior to finalizing and implementing activities over the next three years. Progress will be reported at each regular library board meeting.



2022 – 2025 Strategic Plan
Adopted by the Mount Prospect Public Library Board of Trustees on June 16, 2022

Initiative



User
Focused
Spaces

Goal

Provide inviting, comfortable, and modern, and accessible spaces that meet a variety of patron needs

Activities

- Develop and implement a facility Master Plan (Main)
- Improve and expand the South Branch facility
- Implement intuitive wayfinding
- Create a new easy-to-navigate, simplified website
- Install engaging materials and resources displays

Outcome

The community perceives the spaces are attractively and effectively supporting the needs of all users



Community
Focused
Services &
Awareness

- Provide convenient community services at the library
- Create fixed and mobile satellite service locations
- Expand off-site programming and outreach
- Improve and expand adult programming
- Adjust library facility availability to meet community needs
- Create and implement a comprehensive marketing plan
- Develop and implement library card campaigns
- Create readily available evergreen service materials

The library is considered an important, relevant, and convenient community resource



Improved &
More Available
Materials &
Resources


Increase use of and satisfaction with the library's materials and resources

- Expand access to materials through resource sharing
- Allocate funds to electronic materials to meet demand
- Create a dedicated collection for in-library browsing
- Provide up to date technology and circulating resources
- Expand digital media and makerspace tools and resources


Patrons are satisfied with quality materials and resources that are obtainable quickly and conveniently



Mission | Vision | Values
Adopted by the Mount Prospect Public Library Board of Trustees on June 16, 2022

 Our **mission** is cultivating community connections,
inspiring learning, and enriching lives.

 Our **vision** is a connected community with
opportunities for exploration and growth.

 We **value**

- Community focus.** Providing relevant services and fostering community connections.
- Adaptability.** Being nimble and flexible to creatively meet changing needs.
- Inclusivity.** Supporting and valuing the diverse needs of all.
- Welcoming.** Creating an inviting, safe, and easy to use environment.
- Accessibility.** Ensuring easy access to materials and services whenever and wherever needed.
- Learning.** Encouraging an ongoing pursuit of knowledge and discovery that enriches lives.



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.

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

VISION

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

SDL: Strategic Focus Areas



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



All rights reserved
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.



500 West Big Beaver
Troy, MI 48084
troymi.gov

CITY COUNCIL AGENDA ITEM

Date: April 4, 2023

To: Mark F. Miller, City Manager

From: Robert J. Bruner, Assistant City Manager
Rob Maleszyk, Chief Financial Officer
Dee Ann Irby, Controller
Emily Dumas, Library Director
Phillip Kwik, Assistant Library Director
Emily Frontera, Purchasing Manager

Subject: Standard Purchasing Resolution 8 – Best Value Award – Troy Public Library Strategic Planning Consultant

History

In November 2020, Troy voters passed a 10-year, 1.1 mil per year dedicated tax for the Troy Public Library. This millage will generate an estimated \$70 million over its lifetime.

In order to ensure that the funds generated by the millage provide the services, programs, resources, and facilities expected by the Troy community, the Library staff wishes to hire a consultant to help develop a five-year Strategic Plan.

This Plan would focus Library priorities to anticipate and respond to the needs and expectations of Troy residents. It would provide an up-to-date community profile; peer comparisons to other libraries; an assessment of the Library's strengths and weaknesses, reputation, management, and funding; guidance on the development of an annual operating plan for the future; and a process for review, evaluation, and adjustments to the Plan, resulting from changes in the economic, demographic or political environment.

The Library staff will use the planning process to engage with a broad range of community members – through surveys, focus groups, and stakeholder interviews – to gather input regarding the current and future expectations for the Troy Public Library.

Purchasing

- February 1, 2023 a Request for Proposal was issued and posted on Bidnet Direct/MITN website; www.bidnetdirect.com/city-of-troy-mi.
- Four hundred eighty-eight (488) firms were notified of this bid opportunity.
- February 23, 2023, a bid opening was conducted and Proposals were received as required by City Charter and Code for Library Strategic Planning Consultant Services. The names only of firms submitting a proposal were publicly read aloud. Below is a summary of potential firms.



500 West Big Beaver
Troy, MI 48084
troymi.gov

CITY COUNCIL AGENDA ITEM

Purchasing (continued)

Companies notified via MITN	488
Troy Companies notified via MITN	13
Troy Companies - Active email Notification	13
Troy Companies - Active Free	0
Companies that viewed the bid	54
Troy Companies that viewed the bid	0

MITN provides a resourceful online platform to streamline the procurement process, reduce costs, and make it easier and more transparent for vendors to do business with the City of Troy. Active MITN members with a current membership and paying annual dues receive automatic electronic notification which allows instant access to Bids, RFPS and Quote opportunities with the City. Active MITN non-paying members are responsible to monitor and check the MITN website for opportunities to do business with the City. Inactive MITN member status can occur when a company does not renew their account upon expiration. Inactive members cannot be notified of solicitations or access any bid information.

- Five (5) Proposal responses were received:
 - Baton Global Des Moines, IA
 - The Leadership Group Walled Lake, MI
 - ReThinking Libraries Carmel, IN
 - Maner Costerisan Lansing, MI
 - Crane + Grey La Porte, IN
- Qualifying conditions of the firms were:
 - Compliance with qualifications criteria
 - Completeness of the proposal
 - Financial strength of the organization
 - Correlation of the proposals submitted to the needs of the City of Troy
 - Positive references specifically relating to library consulting
 - Work Plan and Project Approach
 - Cost
- Scoring criteria was as follows:
 - 40% Proposal Score
 - 40% Price Score
 - 20% Interview
- Two (2) Committee Members reviewed and evaluated the proposals. The Committee Members were as follows:
 - Emily Dumas, Library Director
 - Phillip Kwik, Assistant Library Director
- Based on the Firms qualifying conditions and scores for proposal and price; the top three (3) Companies were interviewed by the Selection Committee Wednesday, March 29 and Thursday, March 30, 2023:
 - Baton Global
 - The Leadership Group
 - ReThinking Libraries



500 West Big Beaver
Troy, MI 48084
troymt.gov

CITY COUNCIL AGENDA ITEM

Purchasing (continued)

- The best value approach leading to the award recommendation is based upon the vendor offering the best combination of factors. The Selection Committee independently evaluated proposals using a weighted criterion, scripted interview questions and pricing. After completing the evaluation process *ReThinking Libraries* received the highest weighted score rating. Accordingly, it is the unanimous recommendation of the Committee to award the library strategic planning consultant contract to *ReThinking Libraries of Carmel, IN*.
- ReThinking Libraries is a national library consulting firm whose primary focus is Library Strategic Planning.
- ReThinking Libraries team has over 18 years' experience providing strategic planning and library consulting services utilizing basic to advanced cutting-edge approaches. They provide a variety of strategic planning methodologies, approaches and styles to meet the needs of the communities, or organizations they are servicing.
- Since 2014, ReThinking Libraries team members have worked with over 100 different library organizations, conducted over 1000 community engagements and conducted over 100 online surveys.
- ReThinking Libraries has received positive references from various public libraries throughout Michigan.

Financial

Funds are budgeted and available in the Library's operating budgets for the 2023 fiscal year. Expenditures will be charged to account number 271.790.7816.010.

Recommendation

City Management recommends awarding a contract to *ReThinking Libraries, of Carmel, IN*, as a result of a best value process, to provide Strategic Planning Consultant Services for the Troy Public Library for an estimated amount of \$28,000 and a contingency amount of \$2,800, at prices contained in the attached bid tabulation dated February 23, 2023, for an estimated total cost of \$30,800.

CITY OF TROY
BID TABULATION
LIBRARY STRATEGIC PLANNING CONSULTANT

VENDOR NAME:	Baton Global	Crane + Grey	Maner Costerisan	ReThinking Libraries	The Leadership Group LLC
CITY:	Des Moines, IA	LaPorte, IN	Lansing, MI	Carmel, IN	Walled Lake, MI

PROPOSAL: Strategic planning consulting services to help City administration, library staff, and the community create a common set of goals for the library's future.

COST PROPOSAL: TROY PUBLIC LIBRARY STRATEGIC PLANNING SERVICES

Estimated Number of Hours	255	320	180	150	91
Estimated Total Consulting Costs	\$17,402	\$40,050	\$39,000	\$13,000	\$20,000
Estimated Total Data Analysis Costs	\$6,568	\$29,500	\$10,000	\$10,000	\$5,000
Reimbursables (Items such as travel, clerical, copy and miscellaneous charges)	\$4,480	\$450	\$1,000	\$5,000	\$0
GRAND TOTAL NOT TO EXCEED - which must include all reimbursable expenses:	\$28,450.00	\$70,000.00	\$50,000.00	\$28,000.00	\$25,000.00

			Travel mile rate \$0.655/mile		
SCHEDULE OF VALUES: A Schedule of Values of hourly rates for personnel that will be involved in the project and reimbursables should be included below. These rates will be used to determine costs for any additional services required as a result of a change to the Scope of Work.	UNIT PRICE	UNIT PRICE	UNIT PRICE	UNIT PRICE	UNIT PRICE

RATE PER JOB CLASSIFICATION:

Facilitator	\$160/hour	\$225/hour	\$275-380/hour	\$160/hour	\$275/hour
Sr. Consultant	\$90/hour			\$150/hour	
Researcher	\$80/hour				
Supporting team consultants			\$240/hour		
Translator/multi-lingual facilitator				\$120/hour	
Notetaker				\$100/hour	

POTENTIAL ADDITIONAL SERVICES:

--	--	--	--	--	--

REQUEST FOR PROPOSAL CONTENT:

A. Required Experience	Y or N	Y	Y	Y	Y	Y
B. References	Y or N	Y	Y	Y	Y	Y
C. Qualifications of Personnel	Y or N	Y	Y	Y	Y	Y
D. Work Plan	Y or N	Y	Y	Y	Y	Y
E. Organizational Questionnaire	Y or N	Y	Y	Y	Y	Y
INSURANCE CAN BE MET:	Y or N	Y	Y	Y	Y	
INDEMNIFICATION FORM:	Y or N	Y	Y	Y	Y	Y
PAYMENT TERMS:	Y or N	Net 30	N 30Modu	Not specified	Net 30	Net 15
WARRANTY:		1 Year	Not specified	Not specified	N/A	Not specified
EXCEPTIONS:	Y or N	None	None	None	None	None
ACKNOWLEDGEMENT:	Y or N	Y	Y	Y	Y	Y
COST PROPOSAL:	Y or N	Y	Y	Y	Y	Y
SIGNED ADDENDUMS 1 & 2	Y or N	Y	N	Y	Y	N
FORMS:	Y or N	Non-Collusion not signed	Non-Collusion not signed	Y	Y	Y

ATTEST:

(*Bid Opening conducted via a Zoom Meeting)

Emily Dumas
Phil Kwik
Andrew Chambliss
Beth Zaccardelli

Emily Frontera
Purchasing Manager



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

04/13/2023

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	CONTACT NAME: Adrian Duckworth		
Dimond Bros. Insurance, LLC	PHONE (A/C, No, Ext): (317) 853-3500		
11708 North College Avenue	FAX (A/C, No): (317) 853-3501		
	E-MAIL ADDRESS: adrian.duckworth@dimondbros.com		
	INSURER(S) AFFORDING COVERAGE	NAIC #	
Carmel	IN 46032	INSURER A: Hartford Underwriters Insurance Company	30104
INSURED		INSURER B: Hartford Fire and Its P & C Affiliates	00914
ReThinking Libraries, LLC		INSURER C: Philadelphia Indemnity Insurance Co	18058
13092 Grand Vue Drive		INSURER D:	
		INSURER E:	
Carmel	IN 46032	INSURER F:	

COVERAGES

CERTIFICATE NUMBER: CL2312633820

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	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y		36SBAAK1TAX	01/29/2023	01/29/2024	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 <input type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y		36SBAAK1TAX	01/29/2023	01/29/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			36SBAAK1TAX	01/29/2023	01/29/2024	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
B	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	N/A	36WECAK1TLU	01/29/2023	01/29/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> 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
C	Professional Liability			PHSD1716769	07/08/2022	07/08/2023	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 policies, The City of Troy including all elected and appointed officials, all employees and volunteers, all boards, commissions, and/or authorities and council members, including employees and volunteers thereof, are added as additional insured(s) on the General Liability and Automobile Liability but only if required by written contract and only with respects to liability arising out of the work performed by or on behalf of the named insured for the Certificate Holder.

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

CERTIFICATE HOLDER

CANCELLATION

City of Troy 500 West Big Beaver Road Troy MI 48084	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
---	---

© 1988-2015 ACORD CORPORATION. All rights reserved.

AGENCY CUSTOMER ID: 00036465

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page _____ of _____

AGENCY Dimond Bros. Insurance, LLC		NAMED INSURED ReThinking Libraries, LLC	
POLICY NUMBER			
CARRIER	NAIC CODE	EFFECTIVE DATE:	

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 **FORM TITLE:** Certificate of Liability Insurance

The Producer shown on the ACORD 25 will provide the Certificate Holder 30 days written notice of cancellation if cancellation of the policy(ies) shown on the Certificate is initiated by the Insurance Company(ies) for reasons other than non-payment of premium.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.



ADDITIONAL INSURED - OWNERS, LESSEES OR CONTRACTORS - COMPLETED OPERATIONS

POLICY NUMBER: 36 SBA AK1TAX

This endorsement modifies insurance provided under the following:

BUSINESS LIABILITY COVERAGE FORM

Except as otherwise stated in this endorsement, the terms and conditions of the Policy apply.

The following is added to Section C. **WHO IS AN INSURED:**

Additional Insured – Owners, Lessees Or Contractors – Completed Operations

- a. The person(s) or organization(s) shown in the Schedule on the Declarations is also an additional insured, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" and at the location designated and described in the Location And Description Of Completed Operations Schedule in the Declarations performed for that additional insured and included in the "products-completed operations hazard".
- b. With respect to the insurance afforded to these additional insureds, this insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of, or the failure to render, any professional architectural, engineering or surveying services, including:
 - (1) The preparing, approving, editing of or failure to prepare or approve, shop drawings, maps, opinions, reports, surveys, change orders, field orders, designs, drawings, specifications, warnings, recommendations, permit applications, payment requests, manuals or instructions;
 - (2) Supervisory, inspection, quality control, architectural, engineering or surveying activities or services;
 - (3) Maintenance of job site safety, construction administration, construction contracting, construction management, computer consulting or design software development or programming service, or selection of a contractor or programming service;
 - (4) Monitoring, sampling, or testing service necessary to perform any of the services included in (1), (2) or (3) above;
 - (5) Supervision, hiring, employment, training or monitoring of others who are performing any of the services included in (1), (2) or (3) above;
- c. The insurance afforded to these additional insureds only applies to the extent permitted by law.
- d. If coverage provided to these additional insureds is required by a written contract, agreement or written permit issued by a state or governmental agency or subdivision or political subdivision, the insurance afforded to these additional insureds will not be broader than that which you are required by the contract, agreement or permit to provide for these additional insureds.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.



NOTICE OF CANCELLATION TO DESIGNATED CERTIFICATE HOLDER

SCHEDULE	
Number of Days Notice:	Name of Certificate Holder: The City of Sun Prairie Finance Department
PART A: 30	
PART B: 10	
PART C: 30	Mailing Address: 300 E. Main Street , Sun Prairie , Wisconsin 53590

This Policy is subject to the following additional conditions when a number of days are shown in the schedule for any of the above Parts.

- A. If this Policy is cancelled by the Company, other than for non-payment of premium, notice of such cancellation will be provided to the certificate holder in the schedule, at least the number of days in advance of the cancellation effective date, as shown in **Part A**.
- B. If this Policy is cancelled by the Company for non-payment of premium, notice of such cancellation will be provided to the certificate holder in the schedule within the number of days notice of the cancellation effective date, as shown in **Part B**.
- C. If this Policy is cancelled by the insured, notice of such cancellation will be provided to the certificate holder in the schedule, within the number of days notice of the cancellation effective date, as shown in **Part C**.

If notice is mailed, proof of mailing notice to the certificate holder's mailing address as shown in the schedule will be sufficient proof of notice. If the number of days notice in the schedule for any part is left blank or is shown as zero, no notice will be provided to the scheduled certificate holder under that Part.

Any notification rights provided by this endorsement apply only to active certificate holder(s) who were issued a certificate of insurance applicable to this Policy's term.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.



NOTICE OF CANCELLATION TO CERTIFICATE HOLDER(S)

This policy is subject to the following additional Conditions:

- A. If this policy is cancelled by the Company, other than for non-payment of premium, notice of such cancellation will be provided at least thirty (30) days in advance of the cancellation effective date to the certificate holder(s) with mailing addresses on file with the agent of record or the Company.
- B. If this policy is cancelled by the company for non-payment of premium, or by the insured, notice of such cancellation will be provided within ten (10) days of the cancellation effective date to the certificate holder(s) with mailing addresses on file with the agent of record or the Company.

If notice is mailed, proof of mailing to the last known mailing address of the certificate holder(s) on file with the agent of record or the Company will be sufficient proof of notice.

Any notification rights provided by this endorsement apply only to active certificate holder(s) who were issued a certificate of insurance applicable to this policy's term.

Failure to provide such notice to the certificate holder(s) will not amend or extend the date the cancellation becomes effective, nor will it negate cancellation of the policy. Failure to send notice shall impose no liability of any kind upon the Company or its agents or representatives.