

NOTICE

Milwaukee County
Federated Library System
Board of Trustees

Monday, September 17th, 2018

9:00 A.M.

*This meeting will be conducted in the
Meeting Room of the*

Whitefish Bay Public Library
5420 N. Marlborough Dr.
Whitefish Bay, WI 53217

AGENDA

1. Call to order
2. Adoption of agenda
3. Approval of minutes: the MCFLS Board of Trustees meeting on Monday, August 20th, 2018

Action Attachment A **Page 3**
4. Public comment
5. Library Directors Advisory Council--Report of the September 6th, 2018 LDAC Meeting

Action Attachment B **Page 32**

Please note: Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through sign language interpreters or other auxiliary aides.

Board of Trustees—Administrative reports requiring action

6. Financial Report—August, 2018

Action

Distributed at meeting

7. 2019 Delivery Contract

Action

Attachment C

Page 34

8. Follow up on Strategic Planning for 2018/19

Action

Attachment D

Page 50Administrative Informational Items

9. Sierra Hardware Upgrade

Attachment E

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10. WiFi Hotspots for Member Libraries

Attachment F

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11. Director's Report

Attachment G

Page 77

12. Tour of the Whitefish Bay Public Library

Next meeting date: October 15th, 2018, 9:00 a.m., Hales Corners Library, 5885 S. 116th Street, Hales Corners, WI 53130

Milwaukee County Federated Library System
Board of Trustees

Regular Monthly Meeting held Monday, August 20, 2018
At the North Shore Library
6800 N Port Washington Rd
Glendale, WI 53217

ROLL CALL

Present: Paul Ziehler, President
Paula Pennebaker, Vice President
Nik Kovac, Treasurer
Kurt Glaisner, Trustee

Excused: Martin Lexmond

Staff: Steve Hesel, Director
Judy Kaniasty, Business Manager
Jennifer Schmidt, Library Systems Administrator

Others: Pat Laughlin, LDAC Chair and Hales Corners Library
Susan Draeger-Anderson, North Shore Library
Rachel Arndt, Milwaukee Public Library
Paula Kiely, Milwaukee Public Library

CALL TO ORDER. President Ziehler called the regularly scheduled monthly meeting of the Milwaukee County Federated Library System Board of Trustees to order at 9:15 a.m.

ADOPTION OF AGENDA. President Ziehler referred to the agenda. Trustee Glaisner moved and Vice President Pennebaker seconded a motion to adopt the agenda as distributed. Unanimously approved.

APPROVAL OF MINUTES. President Ziehler referred to the minutes of the Monday, July 16, 2018 meeting, which are shown as Attachment A of the agenda packet. Trustee Glaisner moved and Treasurer Kovac seconded a motion to approve the minutes as presented. Unanimously approved.

PUBLIC COMMENT. North Shore Library Director, Susan Draeger-Anderson welcomed the MCFLS Board and offered to provide a tour after the meeting for those that would be interested.

LIBRARY DIRECTORS ADVISORY COUNCIL. LDAC Chair Pat Laughlin reviewed her report of the August 2, 2018 meeting which is shown as Attachment B of the agenda packet. Vice President Pennebaker moved and Treasurer Kovac seconded a motion to accept the report and place it on file. Unanimously approved.

BOARD OF TRUSTEES – ADMINISTRATIVE REPORTS REQUIRING ACTION

Financial Report – July, 2018. President Ziehler referred to the July, 2018 financial report which is shown as Attachment C of the agenda packet. Director Hesper noted he had nothing out of the ordinary to report, however wanted to make the Board aware that he desires to purchase WordPress software at the cost of \$2,000 to modernize the website which the public sees and to incorporate a web-based local training content tool which local library staff will be able to search which would replace the Knowledgebase currently used which is not easy for staff to work with; funds are available in the budget for this purchase. Trustee Glaisner moved and Vice President Pennebaker seconded a motion to approve the July, 2018 financial report as presented. Unanimously approved.

Strategic Planning Proposals for 2018/19. Director Hesper noted that the Board agreed to proceed with the concept of a strategic plan update at last month's meeting and he then went to the LDAC meeting for feedback and they suggested that updating the MCFLS Vision and Mission Statement be included and that he solicit proposals from a few other facilitators – not because WILS doesn't do a good job but because a new look at MCFLS might be valuable. Director Hesper did reach out to a few other strategic plan facilitators and did receive a total of three proposals. Attachment D of the agenda packet contains two that were received at the time this agenda was prepared--one from WILS and the other from Sarah Keister Armstrong & Associates, LLC outlining the scope and schedule of their proposals for strategic planning process services they offer. A handout, which summarizes the three total proposals, is shown as Exhibit 2 attached to these minutes. Discussion ensued and Director Hesper was directed to ask that all three responders bid on the same scope of services adding some components to some and taking some away from others and to come back next month with what is received in response to that request to move forward on this project.

ADMINISTRATIVE INFORMATIONAL ITEMS

Review of hoopla for 2019 and feedback from member libraries. Director Hesper distributed and reviewed a hoopla statistical handout, which is shown as Exhibit 1 attached to these minutes, which the LDAC also reviewed at their most recent meeting to determine whether to continue and/or change the offerings to the public. After much discussion and considering whether RBDigital magazines would be a product to consider (it was felt their platform much harder for the public to use), the LDAC voted to continue offering this electronic resource into 2019 as is currently done and to monitor budget and statistics on a quarterly basis to guarantee this product offering comes within budget (MCFLS \$110,000 and members increasing from \$30,000 to \$50,000). Hoopla was the product that MCFLS decided to fund as part of the previous Strategic Plan process so all patrons within the county would have same access to this material type.

Public Library System Redesign (PLSR). Director Hesper thanked Paula Kiely for being such a resource for MCFLS and the State as a PLSR Steering Committee member and referred to Attachment E of the agenda packet which summarizes the PLSR Model Development Summit. Director Hesper stated he felt the Summit was valuable in hearing discussions from those around the State. Paula Kiely reported that the release of the final recommendations to the Superintendent will be delayed until December 10th since more time is needed by PLSR and the election is consuming time now. Paula shared that the workgroup recommendations are going to steer the final recommendations and most likely will suggest that the State monitor standards of services which will need to be defined and a plan put into place on how to deliver equitably across the State. Fewer Systems will be at the heart but that is where fear is setting in and merging would be voluntary. A deep and thorough analysis of the funding formula needs to be done and updating components in that formula is overdue. There is a desire to hold all harmless financially but gains in funding where needed. Paula noted that a few workgroup recommendations are

seen as easily implemented and are likely to be initial next steps in this process. The MCFLS Board was thankful for this informative summary regarding PLSR activities.

Director's Report. Director Heser reviewed his report, which is shown as Attachment F of the agenda packet. President Ziehler asked how the meeting went with the other library systems in this area of the State and Director Heser reported that there was not much to report as those Systems like things as they are now. President Ziehler asked how the meetings with the local library boards are going and Director Heser responded that they are a good way for local library boards to get to know MCFLS. The question of where the County is with replacements for MCFLS Board vacancies was raised and Director Heser responded that he has contacted County Executive Abele's office regarding the three vacancies needed to be filled and names have already been sent over and just waiting for them to be appointed. Director Heser distributed a final copy of the MCFLS half-sheet infographic that was shared at previous meetings.

Tour of the North Shore Library. Susan Draeger-Anderson provided an informational walking tour of the library and probable changes when a proposed renovation occurs.

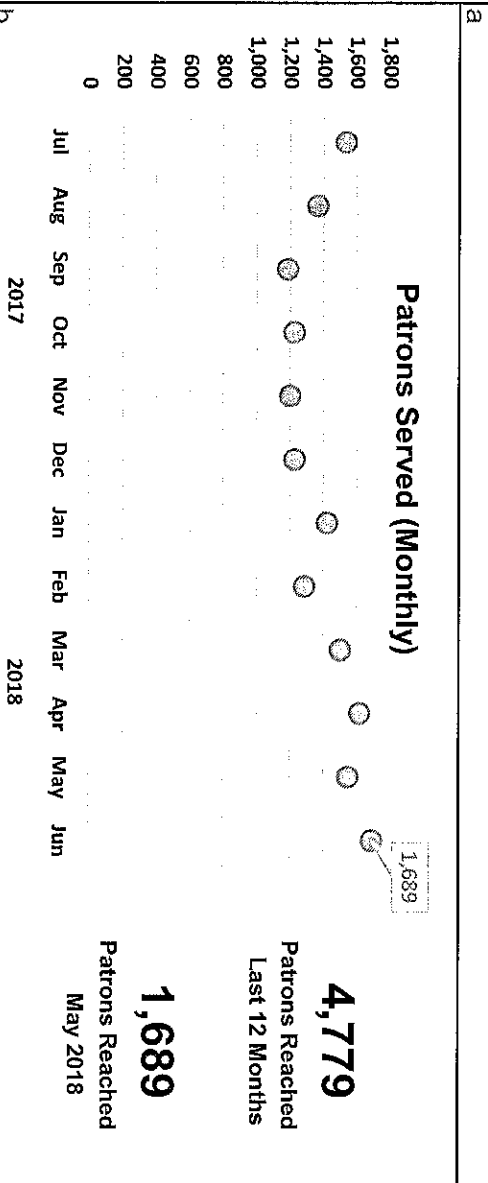
NEXT MEETING. Scheduled for Monday, September 17, 2018 at 9:00 a.m. at the Whitefish Bay Public Library, 5420 N. Marlborough Dr., Whitefish Bay, WI 53217.

ADJOURNMENT. With no further business to be addressed, Vice President Penebaker moved and Treasurer Kovac seconded a motion to adjourn the meeting at 9:40 a.m. Unanimously approved.

Annual review prepared exclusively for Milwaukee County Federated Library System



February, 2015 **5,405** **28,672**
 Milwaukee County Federated Unique Patrons
 Library System Launched hoopla! Since Launch Unique Titles Borrowed Since Launch



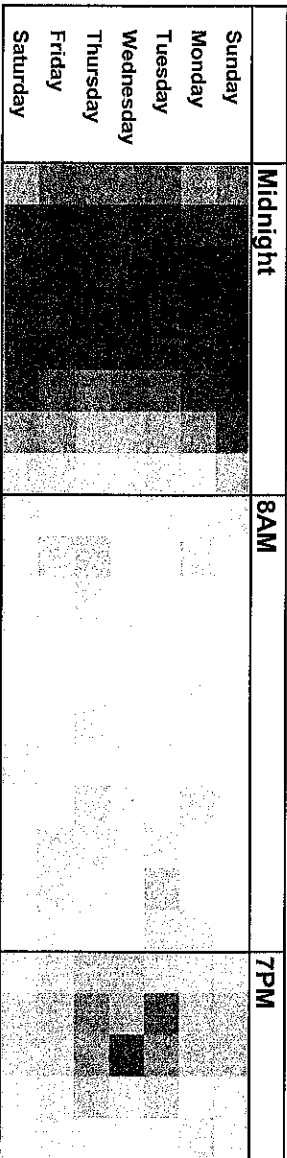
b

Prime Time: Milwaukee County Federated Library System patrons tend to borrow in the evening

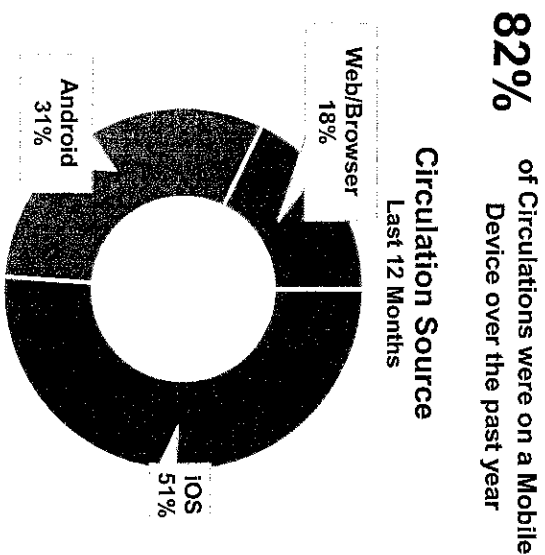
53% Higher Activity during the evening

Most Popular Time: **9PM on Wednesday**

Circulations by Time of Day



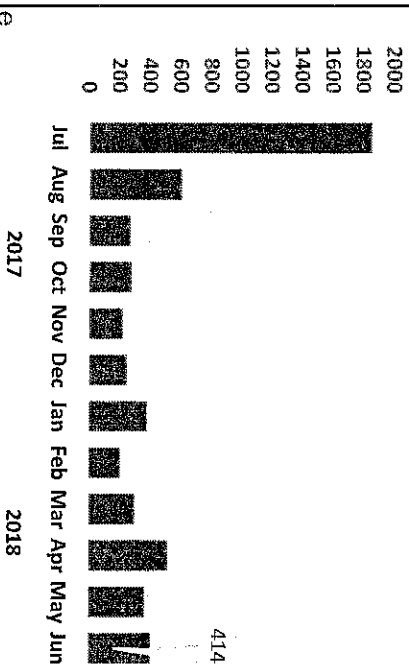
d



5,715 New Patrons

registered for hoopla by Milwaukee County Federated Library System in the last year!

New Patron Registered

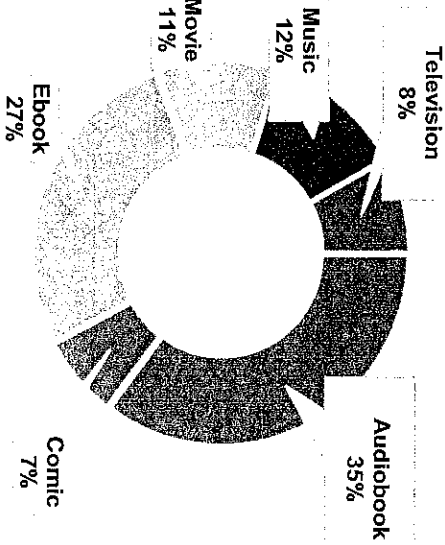


Annual review prepared exclusively for Milwaukee County Federated Library System

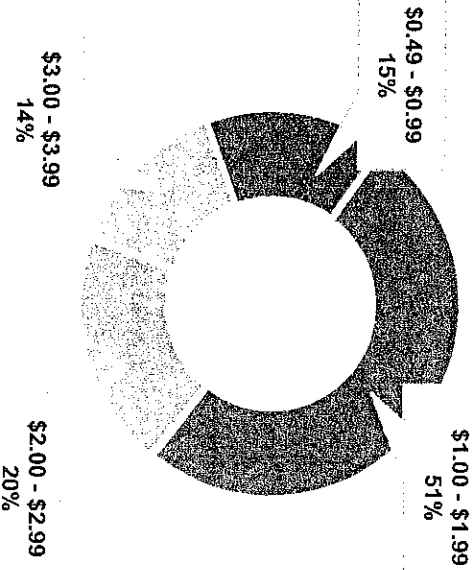


69% of titles circulated were Books, Audiobooks & Comics

Titles Circulated by Format



Circulations by Price Point

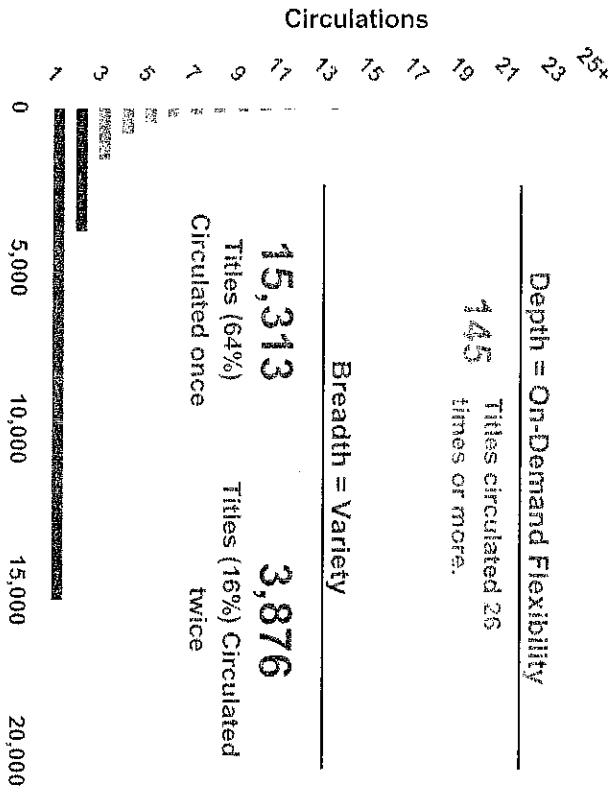


Leveraging the Breadth & Depth of your hoopla Collection

Depth = On-Demand Flexibility
145 Titles circulated 26 times or more.

Breadth = Variety

15,313 Titles (64%) Circulated once
3,876 Titles (16%) Circulated twice



Last 12 Months

23,780 Unique Titles Circulated

55,425 Total Circulations

11.6 Circulations Per Patron

\$2.10 Cost per Circulation

Delivering Value to Your Community

\$516K Saved
 hoopla enabled Milwaukee County Federated Library System patrons to access 24K titles worth \$632K in Content Value for \$117K

Format	Total Titles	Titles Circulated	hoopla Total Cost	hoopla Cost per Title	hoopla Cost per Circulation	Total Cost to Purchase Titles Circulated
Audiobook	21,806	8,373	\$57,764	\$6.90	\$43	\$360,039
Comic	3,741	1,662	\$6,276	\$3.78	\$13	\$21,606
eBook	11,528	6,472	\$16,450	\$2.54	\$24	\$155,328
Movie	8,049	2,469	\$19,643	\$7.96	\$16	\$39,504
Music	6,555	2,874	\$9,951	\$3.46	\$10	\$28,740
Television	3,746	1,930	\$6,445	\$3.34	\$14	\$27,020

MCFLS Strategic Planning 2018/19
Summary of Facilitation Proposals

- WILS. WILS (formally Wisconsin Library Services) is a non-profit membership organization that facilitates collaborative projects and services to save members time and money and to advance library service, primarily in the state of Wisconsin.

Process

- Evaluation of previous strategic plan
- Administer a survey of MCFLS Board, system staff and member library directors to assess the last strategic plan, current needs and challenges of libraries, and gathering input about collaborations, resource development and services the system should be providing.
- Based on feedback from the survey, conduct an all-day development meeting.
- Coordinate the writing of the strategic planning document.

Cost. \$5,500

References

Menomonee Falls Public Library
Sun Prairie Public Library
Shorewood Public Library

- Sarah Keister Armstrong & Associates. Based out of the Chicago area. Specializes in community needs assessments and strategic planning, program evaluation, and communications for libraries and nonprofit organizations.

Process

- Data collection, including evaluation of previous strategic plan and conducting separate surveys of member libraries, MCFLS Board and system staff.
- Strategic plan development including one working session to discuss the data findings and survey results and another to determine the goals and objectives of the strategic plan. Meet with system staff to develop specific action steps and measurable outcomes.
- Submit final working document to MCFLS Board of Trustees.

Cost. \$11,000

References

Delafield Public Library
Glenwood-Lynwood Public Library District, Illinois
Round Lake Area Public Library District, Illinois

- Ujima United LLC. Supports organizations in need of facilitation, strategic planning or team-building. Mobilizes communities through coalition building and collective impact.

Budget. \$13,300

Process

- Development of a comprehensive project work plan.
- Stakeholder analysis.
- Assess previous strategic plan.
- Conduct an environmental scan to compile and analyze data including a survey of system board, staff and member library directors.
- Facilitate a meeting to review the MCFLS mission, vision and values.
- Conduct a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis.
- Facilitate meeting to identify strategic issues and another to inform the development of goals and objectives to address strategic issues.
- Develop draft and finalize written strategic plan with feedback from stakeholders.

References

City of Greenfield Health Department
Greenfield Public Library



**Milwaukee County Federated Library System (MCFLS)
Strategic Plan Development, Consulting and Facilitation Services
Memorandum of Understanding
August 10, 2018**

Introduction

The purpose of this proposal is to define the parameters and costs of the Strategic Plan Development, Consulting and Facilitation Services WILS will provide to the Milwaukee County Federated Library System (MCFLS).

Contacts

Communication regarding this proposal should be directed to:

WILS

Bruce Smith
1360 Regent Street, #121
Madison, WI 53715-1255
608-620-5421
bsmith@wils.org

MCFLS

Steve Hesel
709 North 8th Street
Milwaukee, WI 53233
414-286-8149
steve.hesel@mcfls.org

Project process and deliverables

Information and data gathering and assessment

1. WILS will work with MCFLS staff to develop a summary of the end status of plan activities, as reported during the implementation process, to do a final assessment on the completion of activities, progress made, or activities that were not undertaken.
2. WILS will develop and administer a survey of the MCFLS Board, system staff, and member library directors. The intent of the survey is to explore the following four areas.
 - a. Based on the last strategic plan summary, MCFLS Board, system staff, and member library directors will be asked to assess the level of the success of the last strategic plan helping members provide services to their patrons and improving system services. This survey will also gather information about possible reasons for any success or deficiency implementing any of the plan activities and achievement of any of the plan's goals.
 - b. Gaining a better understanding of the current needs and challenges for libraries. This includes identifying resources and services libraries want to provide to their patrons that they aren't providing now; trends and innovations member libraries want to further explore or pursue; risks and challenges that libraries are facing; and new roles and opportunities libraries have or could have in their communities.

- c. Gathering input about collaborations, resource development, and services the system should be coordinating, participating in, and providing to maximize economy of scale benefits achieved at the system, regional or state level. The intent of gathering this information is twofold:
 - i. Gaining understanding of the expectations of libraries related to the system providing accessible and equitable services and resources for all the member libraries to be able to provide equitable and excellent services in their communities.
 - ii. Gaining understanding of what the system could/should be doing to leverage buying power. The intent is to understand where the system can help libraries gain efficiencies across the system by eliminating duplications to increase capacity and coordinating efforts of member libraries' pursuit of common opportunities.
- d. Ideas about how the system's vision and mission statements could be altered to reflect the current relationship between members and the system.

Strategic plan development

- 3. WiLS will facilitate an all-day plan development meeting of the MCFLS Board, system staff, and member library directors to develop a strategic plan framework. This will include processes and activities to:
 - a. Consider any potential ideas for updating the system's vision and mission statements.
 - b. Review and assess the information and data gathered during this process to identify potential directions, goals, and objectives for the system. As part of this, based upon potential PLSR recommendations, consider potential directions and opportunities for MCFLS locally, regionally and statewide.
- 4. WiLS will coordinate the writing of the strategic plan document, collaborating with system staff. This will include:
 - a. WiLS will compile relevant data and information gathered, assessed, and summarized during the course of the planning process, along with the results of the plan development meeting to write the first draft of the strategic plan document.
 - b. WiLS will coordinate a schedule with the system to complete the draft of the final plan document. This will include writing input from the library system to edit the first draft. The system will coordinate getting feedback from the MCFLS Board, system staff, and member library directors as part of their work providing edits to the first draft.
 - c. WiLS has allocated 16 hours for writing the strategic plan document. If additional writing time is requested, WiLS will work with the system to develop a mutually agreed upon additional number of hours requested of WiLS by the system.

Proposed timeline

- 1. September and October: perform data and information gathering and administer surveys.
- 2. November: compile and summarize information and data that has been gathered to share with plan development meeting attendees.
- 3. December: hold plan development meeting.
- 4. January and February: develop and complete the strategic plan.
- 5. March: submit strategic plan for board approval.

Costs and agreement terms

Activity	Time	Cost
Development of a summary of last strategic plan	8 hours	\$600
Survey – development, administering and compilation of results	24 hours	\$1,800
Plan development meeting facilitation (2 people - includes preparation, facilitation and travel time)	24 hours	\$1,800
Plan writing	16 hours	\$1,200
Mileage and misc. project expenses	N/A	\$100
TOTAL		\$5,500

Payment Schedule

Due upon start of project:	\$1,500.00
Due upon delivery of the final plan document:	\$4,000.00

Duration of agreement/cancellation

- WILS and MCFLS will work together to establish a timeline of the different activities to complete each step of the proposal. If either WILS or MCFLS need to alter the previously agreed upon timeline, such alterations should be made prior to the deadline date of the activity that will need to be rescheduled. If deadlines are repeatedly not met by MCFLS without communicating with WILS, WILS reserves the right to change the project timeline with MCFLS approval of the new timeline. If the change in timeline will result in overlap with other projects to the extent that WILS will not be able to complete the work with existing staff resources, WILS reserves the right to delay the project to a mutually agreed upon time or to cancel the project.
- During the course of the agreement the contracting parties have the right to stop work at any time and WILS will be paid for any work and expenses incurred through the time of cancellation.

Other Terms

- As part of the above costs, WILS calculates approximately 2 hours per month of communication time with the system to coordinate next steps, answer questions and discuss any potential changes to the project. This is beyond the meetings scheduled in the different phases of the project as documented in each phase of the proposal. Should communication be required by the system beyond this amount of time each month, WILS will discuss with the system either creating a communication plan to maintain communications within this time range or providing a cost estimate to provide more communication time for the project.
- A strategic planning process is often an iterative process. There may be points during the planning project where information is discovered that leads to the potentially adding or removing a step or two to the planning process. When this occurs, if requested, WILS will provide a cost estimate to perform the additional work.

Agreed to and accepted by:

WILS



Signature

Bruce Smith

Name

Community Liaison

Title

August 10, 2018

Date

MCFLS

Signature

Name

Title

Date



Recent Strategic Planning Projects

Menomonee Falls Public Library (WI), Strategic Plan for 2017-22

KAROL KENNEDY 262-532-8931 KKENNEDY@MENOMONEE-FALLS.ORG

Sun Prairie Public Library (WI), Strategic Plan for 2017-22

SVETHA HETZLER 608-825-0900 SHETZLER@SUNLIB.ORG

Shorewood Public Library (WI), Strategic Plan for 2019-24 (plan awaiting board approval)

RACHEL COLLINS 414-847-2676 RACHEL.COLLINS@MCFLS.ORG

SARAH KEISTER ARMSTRONG & ASSOCIATES, LLC

August 13, 2018

Steve Hesel
System Director
Milwaukee County Federated Library System
709 N. 8th Street
Milwaukee, WI 53233


Dear Steve:

Thank you for considering our enclosed proposal to facilitate the Milwaukee County Federated Library System's upcoming strategic planning process. Your vision for a strategic plan that is responsive to member library needs and input from key stakeholders reflects the way I believe today's library organizations must plan for the future. It is the same approach Sarah Keister Armstrong & Associates has advocated in our many successful strategic planning projects with library clients. Our backgrounds in facilitation, data and statistical analysis, and quantitative and qualitative evaluation for public libraries provide us with the expertise to lead successful strategic planning projects.

These data-driven strategic plans have greater potential to make a true impact both within organizational operations and in how the library system serves its members. However, to facilitate and lead thoughtful reflection on the library system's role and synthesize this information into an action-oriented plan requires diligent, end-to-end service from a skilled consultant. As an intentionally small company that brings a wealth of experience in such projects, Sarah Keister Armstrong & Associates holds a distinct position in the library industry to be able to provide these services.

I look forward to speaking more about our process and vision for facilitating MCFLS's strategic planning process with you and the system board. Please see our detailed proposal on how we plan to facilitate this process. Thank you for your consideration.

Sincerely,



Sarah Keister Armstrong
Principal & Owner
Sarah Keister Armstrong & Associates, LLC

*Exhibit 2 to Minutes (08/20/18)
Attachment A (09/17/18)
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ORGANIZATIONAL INFORMATION

Sarah Keister Armstrong & Associates, LLC specializes in community needs assessments and strategic planning and facilitation, program evaluation, and communications for libraries and nonprofit organizations.

Why Us?

We're library people. We understand the challenges facing today's libraries and the changes in how communities interact with them. We also know that every library is different, and our intentionally small size allows us to provide our clients with customized services and solutions.

The success of our work stems from our ability to design customized planning, facilitation, and evaluation tools, effectively implement them, and analyze results intended to inform decision-making. We are experienced in working with municipal and district library boards and facilitating discussions that lead libraries forward. This end-to-end servicing of client needs reflects our philosophy of working with clients to meet their needs rather than for clients using pre-packaged tools and methods.

Key Personnel

Sarah Keister Armstrong has worked in a variety of private, state, and federal government offices and nonprofit organizations. She is experienced in statistical analysis, data collection, and using quantitative and qualitative measures to evaluate public policies and programs. Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology and was a recipient of the federal government's prestigious Presidential Management Fellowship. Sarah previously served on the Board of Directors of the Reaching Across Illinois Library System (RAILS) and has presented and published the following:

- Engaging Your Board, Staff and Community in Strategic Planning
Presented during the Wisconsin Library Association *Trustee Training Week* webinar series, August 2017
- Advocacy From the Top: Spring Your Board to Action
Presentation at the *Wisconsin Association of Public Libraries Conference*, April 2017
Presentation at the *Illinois Library Association Annual Conference*, October 2017
Presentation at the *Michigan Library Association Annual Conference*, October 2017
- Survey Says: Writing Questionnaires and Avoiding Common Pitfalls
Presentation at Madison Nonprofit Day, October 2017
Presentation at the *Wisconsin Library Association Annual Conference*, October 2016
- From Quantity to Quality: How Libraries Can Unearth the Meaning of Their Data
Panel Presentation at *A Library State of Mind: 2015 Illinois Academic, Public, School & Special Libraries Conference*
- Trustee Voices
Published in the *Illinois Library Association Reporter*

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- Are We There Yet? Five Stops Along a Nonprofit's Journey Through Strategic Planning
Published in *Nonprofit Information*

Sarah served on the Fremont Public Library District Board of Trustees from 2013 to 2017, most recently as vice president, and serves in the following leadership roles within her community:

- Director-at-Large, Illinois Library Association
- Co-Chair of the Lake County Youth Empowerment for Success Coalition

Beth Keister also brings a mix of technical expertise and library consulting experience to the firm. After earning a Bachelor of Science degree in Mathematics and a Master of Science degree in Statistics, Beth worked in various technical positions for commercial and non-profit organizations, taught university level mathematics, and consulted with major educational publishers. She has trained the staffs of several libraries and organizations on a variety of software packages and consulted with libraries on creating programs and reports that support daily operations. She also is experienced in using survey design and research methodologies for evaluation purposes.

Dan Armstrong is a skilled information professional with experience working in educational and nonprofit organizations. He is experienced in developing and implementing public relations, community engagement, and social media strategies. Dan holds a Master of Library and Information Science degree and a Bachelor of Arts degree in English-writing and Sociology and has been recognized for his accomplishments in writing and media relations.

Our Philosophy

Our approach to project management actively engages those meaningfully influenced by the project, includes regular communication with project leads, and results in high-quality products that help organizations chart meaningful progress for the future. Our philosophy as a firm is to be lean, results-focused, efficient, and effective for our clients. In working with public institutions, we maintain a strong commitment to fiscal responsibility and accountability to the residents of the communities we assist.

QUALIFICATIONS AND EXPERIENCE

We're proud to have led a number of successful strategic planning projects for public libraries with the belief that when their operations are aligned with community needs, libraries can be transformational institutions. Our fresh perspectives and multidisciplinary backgrounds position us to help organizations chart meaningful progress for the future. From initial consultation to design of the planning process and analysis of community feedback, this service reduces the additional responsibilities often assigned to staff during planning processes.

Recent Library Projects

Our modern perspectives on strategic planning and community needs assessments result in straightforward, visionary, dynamic documents that will be regularly referenced and updated rather than put away on a high shelf. In all projects, Sarah Keister Armstrong serves as project lead, and Beth Keister and Dan Armstrong provide project support. Some of our past and current clients have included:

- Addison Public Library, Addison, Illinois
- American Library Association, Chicago, Illinois
- Arlington Heights Memorial Library, Arlington Heights, Illinois
- Bartlett Public Library District, Bartlett, Illinois
- Bensenville Community Public Library, Bensenville, Illinois
- Delafield Public Library, Delafield, Wisconsin
- Ella Johnson Memorial Public Library, Hampshire, Illinois
- Forest Park Public Library, Forest Park, Illinois
- Fox River Valley Public Library District, East Dundee, Illinois
- Glencoe Public Library, Glencoe, Illinois
- Glenwood-Lynwood Public Library District, Lynwood, Illinois
- Green Hills Public Library District, Palos Hills, Illinois
- Hillside Public Library, Hillside, Illinois
- Itasca Community Library, Itasca, Illinois
- Jacksonville Public Library, Jacksonville, Illinois
- Lake Forest Library, Lake Forest, Illinois
- Lake Geneva Public Library, Lake Geneva, Wisconsin
- Lansing Public Library, Lansing, Illinois
- Messenger Public Library, North Aurora, Illinois
- Morton Grove Public Library, Morton Grove, Illinois
- Mukwonago Community Library, Mukwonago, Wisconsin
- Palos Heights Public Library, Palos Heights, Illinois
- Round Lake Area Public Library, Round Lake, Illinois
- Warren-Newport Public Library District, Gurnee, Illinois
- Wheaton Public Library, Wheaton, Illinois

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References

Stephanie Ramirez
Library Director
Delafield Public Library
500 Genesee Street
Delafield, WI 53018
Phone: (262) 646-6230
Email: sramirez@delafielibrary.org

Kathy Parker
Former Director (*retired June 2018*)
Glenwood-Lynwood Public Library District
19901 Stony Island Avenue
Lynwood, IL 60411
Email: kathypconsult@gmail.com

Jim DiDonato
Executive Director
Round Lake Area Public Library District
906 Hart Rd.
Round Lake, IL 60073
Phone: (847) 546-7060, ext. 127
Email: jdidonato@rlalibrary.org

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PROJECT APPROACH AND SCHEDULE

By engaging the MCFLS system board, staff, and member directors in conversations that build upon the system's strategic plan developed in 2015, we will assist in facilitating discussion regarding the library system's future and developing a new strategic plan that aligns with identified needs and leads the system forward.

The tasks listed below are categorized by Data Collection and Strategic Plan Development:

Phase One: Data Collection

To explore the needs of member libraries and perspectives of MCFLS board and staff members, we propose the following tasks:

1. Assess progress and achievements of the 2015-2017 strategic plan. With input from MCFLS staff and board, develop a summary of the progress made toward each of the service goals included in the last strategic plan. This feedback on what was and was not achieved will help inform the questions included in the three surveys below.
2. Conduct a survey of member libraries.
The survey will include a variety of questions to gauge satisfaction with current MCFLS services, areas of need for member libraries, and outlook for the future of the organization.
3. Conduct a survey of system board members.
The survey will solicit feedback from library system trustees and the unique perspective that each brings to the planning process. The survey will solicit feedback about the role of the system within the Milwaukee County library community and the system's strengths, weaknesses, opportunities for continuous improvement, and threats to its future success.
4. Conduct a survey of system staff members.
The survey of staff members will include opportunities to provide feedback regarding the system's role within the library community, as well as staff perspectives of future service to member libraries. In addition, with the belief that staff are critical to the success of any strategic plan and should be engaged in the strategic planning process, learning about staff perspectives of the strengths and weaknesses of the existing strategic plan as it relates to MCFLS's operations today also will provide context to crafting a new actionable strategic plan.

*Exhibit 2 to Minutes (08/20/18)
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These data collection tasks will aim to answer the following questions:

- What do member libraries want to be providing to their patrons that they are not providing or are not able to provide at this time? What barriers are there to meeting these needs?
- What role should the system have in facilitating connection to resources? What benefits should it be providing to member libraries that it is not at this time? Are there current benefits to member libraries or services the system is providing that are no longer worthwhile?
- What efficiencies can the system provide through its purchasing power and capacity to coordinate among member libraries?

Phase Two: Strategic Plan Development

To facilitate the second phase of the library's strategic planning process, we propose the following tasks:

1. Facilitate first working session with MCFLS board members, staff, and member libraries. This meeting will include a review of findings from the data collection phase outlined above. In addition, attendees will participate in discussions to review the system's vision and mission statements to ensure they align with the current relationship between MCFLS and its member libraries. Following the working session, a summary of the discussion will be provided.
2. Facilitate second working session with MCFLS board members, staff, and member libraries to determine overarching goals and objectives of strategic plan. The goal of the meeting will be to reach consensus on the goals and strategies of the new strategic plan. Following the working session, a summary of the discussion will be provided, as well as a draft outline of the strategic plan.

The timing of this session should allow the group to consider the PLSR recommendations and service model ideas, as are relevant to MCFLS.

3. Meet with staff members to develop specific action steps and measurable outcomes that will communicate the degree of progress toward the new plan's goals and objectives. Following this meeting, a full draft of the strategic plan will be submitted to the system board for review and approval.

Project Timeline

The following timeline is flexible and dependent upon the determined needs of MCFLS, as well as availability of participants.

Month	Tasks
September 2018	<ul style="list-style-type: none"> Information gathering, including review of data and materials developed during 2015 strategic planning process Develop staff, board, and member library surveys
October – November 2018	<ul style="list-style-type: none"> Distribute staff, board, and member library surveys Submit written report of survey findings Facilitate first working session with MCFLS board members, staff, and member libraries Develop and submit a written summary of the first working session
December 2018	<ul style="list-style-type: none"> Facilitate second working session with MCFLS board members, staff, and member libraries Develop and submit a written summary of the working session and draft outline of the strategic plan
January – February 2019	<ul style="list-style-type: none"> Work with staff members to draft specific action-oriented tasks that align with determined goals and strategies of the strategic plan Make necessary revisions and submit final document for review by Board of Trustees

Cost of Service

Sarah Keister Armstrong & Associates sets its fees as total project costs, which include labor, materials used by Sarah Keister Armstrong & Associates, and travel incurred by Sarah Keister Armstrong & Associates. The total project cost of the project approach and work schedule outlined above is not to exceed \$11,000.

The project will be invoiced as follows:

- 25% at contract award;
- 25% at conclusion of second working session; and
- 50% at submission of strategic plan for review and approval by the Board of Trustees.

UJIMA UNITED, LLC PROPOSAL FOR SERVICES



OVERVIEW

Ujima United, LLC is pleased to submit this proposal for services to help advance the mission of the Milwaukee County Federated Library System (MCFLS) to provide outstanding library service for all Milwaukee County citizens by:

- facilitating cooperation among member libraries,
- improving access and encouraging resource sharing,
- promoting the most effective and efficient use of available funding, and
- assisting member libraries with current and evolving technology.

OBJECTIVE

To facilitate a strategic planning process that will provide the organization and its stakeholders with a clear picture of where it is headed, what it plans to achieve, the methods by which it will succeed and the measures to monitor progress.

EVALUATING SUCCESS

A successful strategic plan will:

- Engage and promote collaboration among a broad group of diverse stakeholders throughout the process
- Result in the development of a shared mission, vision and values
- Consider relevant data and information from an environmental scan
- Identify strengths, weaknesses, opportunities, and challenges
- Prioritize a set of shared strategic issues
- Develop goals and specific, measurable, achievable, relevant, and time-oriented (SMART) objectives for each of the identified priority strategic issues
- Leverage best practices and evidenced-based implementation strategies
- Result in the development of a written action plan
- Assure continuous quality improvement through ongoing process and outcome evaluation methods
- Ultimately, support the mission of the Milwaukee County Federated Library System

QUALIFICATIONS

Ujima United, LLC serves as a partner for change, providing a wide range of professional consulting services to individuals, organizations and communities. Additional information can be found online at: www.UjimaUnitedLLC.com.

We are a diverse consortium of highly skilled professionals working together to create positive change. Our team approach allows us to leverage our collective strengths. Dr. Kim Whitmore will serve as the lead consultant for this project. Other members of the Ujima United team will help support the project based on the scope of work.

Dr. Kim Whitmore has had more than 15 years of public health experience working with communities at both the local and state level. As the Health Officer for the City of Cudahy Health Department, she established the Healthiest Cudahy Coalition and led the community health assessment (CHA) and community health improvement planning (CHIP) process. As the State Health Plan Officer for the Wisconsin Division of Public Health, she was responsible for the monitoring and evaluation of Healthiest Wisconsin 2020. She worked closely with the Public Health Council to develop a process to prioritize the focus areas and better align with Public Health Accreditation Board (PHAB) standards. Dr. Whitmore also worked closely with the State Innovation Model (SIM) initiative to help align diverse stakeholders across Wisconsin to improve population health. Additionally, she oversaw Public Health Workforce Development, Public Health Accreditation, and the Primary Care Program for the State of Wisconsin. She has broad public and private sector experience with meeting facilitation, strategic planning, and coalition building, as well. Dr. Whitmore has previously led strategic planning efforts for several public libraries, local health departments, and community-based organizations. In her current position as an Assistant Professor at the University of Wisconsin - Madison, she helps to cultivate the next generation of healthcare leaders who will transform the healthcare system and communities to promote health equity and society justice. With her diverse experience and training, Dr. Whitmore is uniquely positioned to help support this important work for the Milwaukee County Federated Library System.

"Working with Ujima United consulting services to help develop a strategic plan was a very positive experience for all our stakeholders. Kim Whitmore was creative, responsive, and always positive and engaging. She was able to draw our stakeholders into the planning process which many of them had previously dreaded. All participants were very appreciative of the excellent skill, knowledge and professionalism of Ujima United!"

*- Sheila O'Brien, Director
Greenfield Public Library*

STRATEGY

We are focused on producing positive, timely results. We believe we are stronger together and work to build collective impact in all we do. We approach all of our work with a lens for social justice and health equity. Our asset-based approach allows us to build upon existing strengths. Our work is evidenced-based and grounded in best practices. We strive to build capacity and create long-lasting, sustainable change. Following is a proposed timeline of key project activities. Dates are best-guess estimates based on a **September 1, 2018** start date and are subject to change until a contract is executed.

Activity	Timeline	Description
Development of a comprehensive project work plan	September 2018	Lead consultant will work with program staff to develop a comprehensive work plan that can be used to guide the overall process. The work plan will include detailed action steps for all activities and a plan for evaluation.
Stakeholder Analysis	September 2018	Identify key stakeholders and the type of influence each stakeholder has on your organization and/or the process and potential success of the effort. This will be used to ensure appropriate stakeholder engagement throughout the process.
Assessment of 2015-2017 Strategic Plan	September/October 2018	Develop summary of the end status of plan activities, as reported during the implementation process, to do a final assessment on the completion of activities, progress made or activities that were not undertaken. Based on summary, survey system board, staff and member directors to assess level of success of goals in regards to helping members and improving services. Gather information about possible reasons for success or less than success.
Determine Relevant Data	September/October 2018	Conduct an environmental scan to compile and analyze meaningful data and information to create a big-picture view of what is going on inside and outside the organization. This includes developing and administering a survey of system board, staff, and member directors.
Review of Mission, Vision and Values	November 2018	Facilitate meeting to review (and update, as needed) the mission, vision and values. <ul style="list-style-type: none"> • <i>Mission:</i> The organization's purpose; what the organization does and why.

		<ul style="list-style-type: none"> • <i>Vision</i>: Futuristic view regarding the ideal state or conditions that the organization aspires to change or create. • <i>Values</i>: Principles, beliefs and underlying assumptions that guide the organization.
SWOC analysis	November 2018	Conduct a SWOC analysis to identify the organization's internal strengths and weaknesses and the external opportunities and threats or challenges. This analysis helps the organization clearly define the context, which is a critical step before the organization can identify and prioritize strategic issues.
Identify Strategic Issues	November 2018	Present summary of key environmental scan results and facilitate discussion to help identify strategic issues.
Develop Goals, Objectives, and Strategies for Strategic Issues	December 2018	Inform the development of the goals, objectives, and strategies for the identified strategic issues. The tearless logic model is the recommended framework for this process using the World Café Method to engage stakeholders.
Develop Draft of Written Strategic Plan	January/ February 2019	A draft of the written strategic plan will be developed based on the input from stakeholders.
Public Comment Period	February/ March 2019	The draft strategic plan will be disseminated to the community for public comment
Finalize Written Strategic Plan	March 2019	Revise strategic plan based on feedback from the community
Disseminate Strategic Plan	March 2019	Broadly disseminate strategic plan to the community through press releases, website, social media, and targeted messaging to key stakeholders
Implement and continuously evaluate the plan	Ongoing	An ongoing monitoring system will be needed to evaluate both the process and outcomes of the plan
Maintain community engagement	Ongoing	An agreed upon method for continued engagement with the community will need to be established

RESOURCES

The resources needed to successfully complete this project will vary based on the scope of work. Meeting expenses (i.e. room rental, set-up, food/beverages, supplies), advertising/marketing costs, website/social media development and printing/distribution costs of dissemination materials are the responsibility of the Milwaukee County Federated Library System.

Ujima United consulting fees will be determined based on the level of support needed throughout the process at the **fixed rate of \$100 per hour based on actual time worked**.

Below is a **menu of services** based on the proposed activities for your consideration. The consultation time required to complete each activity is a best estimate and may be subject to variability. Estimates of consultation time required for completion are based on a **seven month** contract period. Should the contract period be longer or shorter, actual time required will be adjusted, accordingly. Additional activities and services may be negotiated, as needed.

Ujima United consultants will collaborate with program staff for all activities using a team-based approach to ensure successful and timely completion of all deliverables. The total amount of consultation time required may be reduced if Milwaukee County Federated Library System staff or interns are available to help support the activities. Additionally, pro bono partner funds may be available to help off-set costs, if needed.

*We are committed to working with you
to ensure the project meets your budget needs.*

Activity	Description	Deliverable	Consultation Time Required for Completion
Ongoing Guidance	Lead consultant will meet with program staff regularly to evaluate progress, discuss next steps based on the work plan, and provide technical assistance, as needed.	Meeting Summaries	21 hours (2 hour meeting + 1 hour prep and summary x 7 meetings)

Development of a comprehensive project work plan	Lead consultant will work with program staff to develop a comprehensive work plan that can be used to guide the overall process. The work plan will include detailed action steps for all activities and a plan for evaluation	Work Plan	6 hours
Stakeholder Analysis	Identify key stakeholders and the type of influence each stakeholder has on your organization and/or the process and potential success of the effort. This will be used to ensure appropriate stakeholder engagement throughout the process.	Spreadsheet of Key Stakeholders	4 hours
Assessment of 2015-2017 Strategic Plan	Develop summary of the end status of plan activities, as reported during the implementation process, to do a final assessment on the completion of activities, progress made or activities that were not undertaken. Based on summary, survey system board, staff and member directors to assess level of success of goals in regards to helping members and improving services. Gather information about possible reasons for success or less than success.	Written Summary of Assessment Results	4 hours to conduct review of written 2015-2017 Strategic Plan 10 hours to develop, administer and analyze survey of system board, staff, and member directors 6 hours to develop written summary

Determine Relevant Data	Conduct an environmental scan to compile and analyze meaningful data and information to create a big-picture view of what is going on inside and outside the organization. This includes developing and administering a survey of system board, staff and member directors.	PowerPoint Presentation of Key Environmental Scan Findings	30 hours
Develop Mission, Vision and Values	Facilitate meeting with select group of key stakeholders to develop the Mission, Vision and Values	Mission, Vision and Values Summary Document	4 hours
SWOC Analysis	Conduct a SWOC analysis with the select group of key stakeholders to identify the organization's internal strengths and weaknesses and the external opportunities and threats or challenges.	SWOC Analysis Results Report	4 hours
Identify Strategic Issues	Present summary of key environmental scan results and facilitate discussion to help identify strategic issues.	Meeting agenda, presentation, and summary.	6 hours
Develop Goals, Objectives, and Strategies for Strategic Issues	Facilitate stakeholder meeting to develop the goals, objectives, and strategies for the identified strategic issues.	Meeting agenda, presentation, and summary.	8 hours

Finalize and Disseminate Written Strategic Plan	<p>Develop a draft of the written strategic plan (including a plan for implementation and ongoing evaluation)</p> <p>Disseminate draft plan for stakeholder feedback.</p> <p>Revise plan based on feedback</p> <p>Broadly disseminate the final plan through press releases, website, social media, and targeted messaging to key stakeholders.</p> <p>Program staff will implement and evaluate the plan.</p>	Written Strategic Plan	<p>24 hours to draft plan</p> <p>6 hours for review of feedback and revisions</p> <p>TBD hours for dissemination based on plan and role of program staff</p>
Implement and continuously evaluate the plan	An ongoing monitoring system will be needed to evaluate both the process and outcomes of the plan	<i>*Additional resources would need to be negotiated if consultation services for the implementation and evaluation of the plan on an ongoing basis are needed.</i>	
Maintain community engagement	An agreed upon method for continued engagement with the community will need to be established	<i>*Additional resources would need to be negotiated if consultation services for community engagement on an ongoing basis are needed.</i>	
CONSULTING FEE (133 hours x \$100/hour) = \$13,300			

SUMMARY

We look forward to supporting the strategic planning process for the Milwaukee County Federated Library System. If you have questions related to this proposal, feel free to contact Kim Whitmore at your convenience by email at UjimaUnited@gmail.com or by phone at 414-403-2699. Thank you for your consideration.

AGREEMENT OF TERMS

Ujima United, LLC agrees to complete the activities described in this proposal, including all deliverables by the dates indicated. Monthly invoices will be submitted for services based on the actual amount of time worked at the rate of \$100, not to exceed the total amount indicated, unless otherwise negotiated.

The Milwaukee County Federated Library System agrees to prompt payment within 30 days of receipt of invoice.

Kim E. Whitmore, PhD, RN, CPN

Date

Owner and Chief Change Officer

Ujima United, LLC

Steve Heser

Date

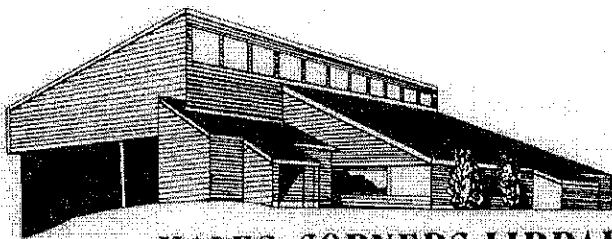
System Director

Milwaukee County Federated Library System

u-ji-ma (n)

[oo-GEE-mah]

*Collective work and
responsibility*



HALES CORNERS LIBRARY

5885 South 116th Street W. BEN HUNT CENTER Hales Corners WI 53130

Telephone (414) 629-6150

September 17, 2018

To: MCFLS Board of Trustees
From: Patricia Laughlin, Director
Hales Corners Library
Re: Summary of LDAC Meeting, September 6, 2018
Location: Whitefish Bay Library

Summary:

Committee presentations: 2018-2019 meeting schedules

- **Youth Services Committee:** presented by Co-Chairs Anne Kissinger (Tosa) and Jamie Mercer (Cudahy)
- **Young Adult Services Committee:** presented by Chair, Emily Alford (Greenfield)
- **Adult and Reference Services Committee:** presented by Chair, Barbara Alvarez (North Shore)
- **Circulation Services Committee:** presented by Chair, Kellie Nimphius (Oak Creek)
- **MKE Mixers:** presented by Chair, Jessica Norris (St. Francis)

MKE Mixers proposed budget: Chair, Jessica Norris, reviewed the budget for January-August 2018, September-December 2018, and budget plans for 2019. She answered questions and explained how this new committee is working.

CountyCat Mobile: Jennifer provided an overview of the current CountyCat mobile capabilities and reviewed a number of other vendors. As part of the upcoming strategic planning process, an upgrade to a new vendor for CountyCat mobile will be considered.

Sierra Update:

- a. LibraryNOW and Seton Catholic students: Jennifer reported on the status of LibraryNOW, MPL's virtual card service to school-age children. Seton Catholic students are being added to LibraryNOW. Seton Catholic schools are a loosely organized group of schools located in the City of Milwaukee and also throughout Milwaukee County. Member libraries with Seton students living in their communities were asked to leave the Sierra patron record alone when upgrading the child to a full service library card.
- b. August 27th upgrade to Sierra 3.4 follow up: Jennifer provided a status report on the Sierra 3.4 upgrade.

Collection HQ Update: Steve reported member library information is now available. Access and use of the information is easy to understand. Uploads will be provided on the 1st Thursday of each month. Staff training is taking place on September 19th at Shorewood.

CFRA Marketwatch: This database product is being considered as an alternative to S&P NetAdvantage. 2019 proposed pricing for CFRA Marketwatch for member libraries was reviewed. Several libraries provided feedback that this product is easy to use, provides remote access, statistics by library, and some features not found with the more expensive S&P

NetAdvantage. Steve will negotiate best price with the vendor and provide this information to member libraries.

Transparent Language: This database product is being considered as an alternative to Mango Languages. The WPLC Board has suggested using this product and negotiating a state-wide contract. The cost is much less expensive than Mango Languages, about \$5,700 for Milwaukee County. City of Milwaukee subscribes to Mango Languages and another product called Pronunciator. They would give up their subscription to Mango Languages but keep their subscription to Pronunciator because it has a citizenship component.

Cooperative purchasing through WILS: Steve explained that he was ready to suggest to the MCFLS Board picking up the \$200 annual membership fee for each member library in order to have access to the comprehensive list of cooperative purchasing agreements provided by WILS. There were questions about how the purchasing would work and the discounts available. Member libraries will consider the information provided and discussion will continue at the next meeting.

Additional business:

- WiFi hotspots: MCFLS is considering purchasing hotspots and will offer them to member libraries to use remotely. MCFLS will work with member libraries on setting up laptops for remote library card registration.
- WPLC Selection Committee – representatives: Member libraries are asked to suggest a staff person to serve on the Selection Committee along Jacki Potratz from MPL.
- Strategic Plan: Steve reviewed the timeline to hire an organization to assist in strategic planning. Two half-day developmental sessions will be held, making it easier for participants to attend.
- Encore – articles: Jennifer suggested a change to Encore in how articles are displayed, separating them from books and other formatted materials. This topic will be discussed by the MCFLS Adult and Reference Services Committee at their September meeting.
- October LDAC meeting – substitute chair: Nyama Reed will chair the October 4th meeting and provide a report to the MCFLS Board at their October 15th meeting. (Pat Laughlin will be on vacation.)

CONSOLIDATED DELIVERY AND SORTING SERVICES CONTRACT 2019

Service Description: **Provision of consolidated delivery and sorting services for the inter-library loan program of the Milwaukee County Federated Library System.**

Time of Performance: **January 2, 2019, to December 30, 2019**

Amount of Contract: **\$1,092.00 base rate per delivery day.** Service is Monday through Friday except Holidays as indicated in Attachment A – Specifications, General Terms and Conditions for the MCFLS 2016 2017 Consolidated Sorting and Delivery Services.

This CONTRACT, effective as of January 2, 2019, to December 30, 2019, is entered into by and between the Milwaukee County Federated Library System, (hereinafter referred to as the “SYSTEM”), and Action Logistics, LLC (hereinafter referred to as the “CONTRACTOR”)

Witnessed THAT:

WHEREAS, the CONTRACTOR represents self as being capable, experienced, and qualified to undertake and perform those certain services, as hereinafter set forth, as are required in accomplishing fulfillment of the obligations under the terms and conditions of this Contract as an independent contractor and not as an employee of the SYSTEM,

NOW, THEREFORE, the parties hereto do mutually agree as follows:

(Page 1 of 11)

- I. REQUIREMENTS: The CONTRACTOR is required to:
- A. Do, perform, and carry out in a satisfactory, timely, and proper manner the services delineated in this Contract.
 - B. Comply with requirements listed with respect to reporting on progress of the services, additional approvals required, and other matters relating to the performance of the services.
 - C. Comply with time schedules and payments terms.
- II. SCOPE OF SERVICES. (To include specific duties and responsibilities, deliverables, time schedules, deadlines, and approval requirements).
- A. The scope of the Contractor's services are specifically incorporated and made a part of this contract as Attachments A and B, respectively.
 - B. The contract will be effective for a two-year period, contingent upon acceptable performance as determined at the end of each annual period.
 - C. CONTRACTOR agrees to provide delivery services for the inter-library loan program of the SYSTEM which will include all necessary labor, three delivery vehicles and related expenses. A specific delivery person/sorter will be assigned solely to this contract for each of the three vehicles, along with two individuals who have been cross-trained, on a Monday through Friday basis. Service times are estimated to be from 7:00 a.m. to 6:00 p.m.

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- D. CONTRACTOR shall complete background checks at Contractor's expense on all personnel prior to starting any activity for the SYSTEM. CONTRACTOR shall confirm in writing to the SYSTEM that they have successfully conducted the background checks prior to the commencement of work and that CONTRACTOR will not use any personnel for whom background checks have revealed factors that make them unsuitable for the activity to be undertaken for the SYSTEM. This includes replacement personnel.

At a minimum, resources to be checked should include, but are not limited to, civil (<http://wcca.wicourts.gov/index.xsl>) and criminal records (<http://wi-recordcheck.org/index.html>). Department of Transportation motor vehicle/licensing records (<http://www.dmv.org/wi-wisconsin/departement-motor-vehicles.php>). In order to do so, CONTRACTOR must obtain certain information for each of the CONTRACTOR'S employees expected to be performing work for the SYSTEM. At a minimum, the information shall include full name, date of birth and social security information. Additional information that is helpful in completing background checks includes maiden name, sex, race, driver's license number and issuing state and places of residence for the last three years.

NOTE: If the individual has resided outside of the State of Wisconsin within the last three (3) years, CONTRACTOR will have to do similar research within the state they resided in.

All costs associated with the background checks are to be borne by the CONTRACTOR. All records received as a result of background

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checks are to be retained by the CONTRACTOR for a period of three (3) years after contract expiration.

The SYSTEM reserves the right to request the results of the background checks and/or to do additional background checks on their own.

- E. The delivery and sorting personnel of the CONTRACTOR will arrive at SYSTEM headquarters at the MPL Central Library dock area (entrance at 833 West Wells Street) to load the delivery vehicles. Items that are picked up from one delivery site shall be sorted enroute and delivered to those libraries that have not yet had a delivery stop for the day. Items that are picked up for a library that has already had its final delivery for the day will be returned to the sorting room of the SYSTEM and delivered the next day.
- F. CONTRACTOR agrees to adhere and comply with the general operational requirements, staffing and vehicle requirements, standard hours of operation and penalties/incentives as outlined in Attachment A. Any and all changes must be agreed upon and executed by written amendment.
- G. CONTRACTOR agrees to keep in effect a Certificate of Insurance as specified in Attachment A for the duration of this contract.

III. SPECIFIC CONDITIONS OF PAYMENT

Payment will be made within thirty (30) days after receipt of a properly documented invoice according to the following schedules if completion is satisfactory:

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The invoice must be received on or before the tenth (10th) of the succeeding month for the previous month's activities. All invoices are to be mailed directly to the Milwaukee County Federated Library System, 709 N. Eighth St., Milwaukee, WI 53233.

2016 - \$1092 daily rate plus allowable fuel surcharges in accordance with chart listed in Attachment A.

2017 - \$1092 daily rate plus allowable fuel surcharges in accordance with chart listed in Attachment A.

IV. NOTICES

Any and all notices shall be in writing and deemed served upon depositing same with the United States Postal Services addressed to the CONTRACTOR at:

Action Logistics, LLC
ATTENTION: Jim Tiderman, President
16235 West Ryerson Road
New Berlin WI 53151

And to the SYSTEM at:

Milwaukee County Federated Library System Board
ATTENTION: Steve Heser, Director
709 North Eighth Street
Milwaukee WI 53233

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V. CONDITIONS OF PERFORMANCE AND COMPENSATION

A. PERFORMANCE

The CONTRACTOR agrees that the performance of the CONTRACTOR'S work, services and the results therefrom, pursuant to the terms, conditions, and agreements of this Contract, shall conform to such recognized high professional standards as are prevalent in this field of endeavor and like services.

B. TAXES, SOCIAL SECURITY, INSURANCE, AND GOVERNMENT COMPLIANCE

Personal income tax payments, social security contributions, insurance, and all other governmental reporting and contributions required as a consequence of the CONTRACTOR receiving payment under this Contract shall be the sole responsibility of the CONTRACTOR. CONTRACTOR agrees to comply with all applicable federal, state, and local laws and regulations.

C. SUBCONTRACTING

The CONTRACTOR shall not subcontract for the performance of any of the services herein set forth without prior written approval obtained from the SYSTEM.

VI. INDEMNIFICATION AND DEFENSE OF SUITS.

The CONTRACTOR agrees to indemnify, hold harmless, and defend the SYSTEM and all SYSTEM member libraries, its officers, agents, and employees from any and all liability including claims, demands, damages, actions or causes of action; together with any and all losses, costs, or

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expense, including attorney fees, where such liability is founded upon or grows out of the acts, errors, or omissions of the CONTRACTOR, its employees, agents or subcontractors.

VII. REGULATIONS.

The CONTRACTOR agrees to comply with all of the requirements of all federal, state and local laws related thereto.

VIII. TERMINATION OF CONTRACT FOR CAUSE

If through any cause, the CONTRACTOR shall fail to fulfill in timely and proper manner its obligations under this Contract, or if the CONTRACTOR shall violate any of the covenants, agreements, or stipulations of the Contract, the SYSTEM shall thereupon have the right to terminate this Contract by giving written notice to the CONTRACTOR of such termination and specifying the effective date thereof, at least five (5) days before the effective date of termination.

Notwithstanding the above, the CONTRACTOR shall not be relieved of liability to the SYSTEM for damages sustained by the SYSTEM by virtue of any breach of the Contract by the CONTRACTOR, and the SYSTEM may withhold any payments to the CONTRACTOR for the purpose of set off until such time as the exact amount of damages due to the SYSTEM from the CONTRACTOR is determined.

IX. CHANGES

The SYSTEM may, from time to time, request changes in the scope of services of the CONTRACTOR to be performed hereunder. Such changes, including any increase or decrease in the amount of the CONTRACTOR'S

(Page 7 of 11)

compensation which are mutually agreed upon by and between the SYSTEM and the CONTRACTOR, shall be incorporated in written amendments to the contract.

X. WAIVER

One or more waivers by any party of any term of this contract will not be construed as a waiver of a subsequent breach of the same or any other term. The consent or approval given by any party with respect to any act by the other party requiring such consent or approval shall not be deemed to waive the need for further consent or approval of any subsequent act by such party.

XI. PERSONNEL

The CONTRACTOR represents that he has or will secure at his own expense all personnel required in performing the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with the SYSTEM.

All of the services required hereunder will be performed by the CONTRACTOR or under his supervision and all personnel engaged in this work shall be fully qualified and shall be authorized or permitted under state and local law to perform such services.

XII. CONFLICT OF INTEREST

A. INTEREST IN CONTRACT

No officer, employer or agent of the SYSTEM who exercises any functions or responsibilities in connection with the carrying out of any services or requirements to which this Contract pertains shall

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have any personal interest, direct or indirect, in this Contract.

B. INTEREST OF OTHER LOCAL PUBLIC OFFICIALS

No public official who exercises any functions or responsibilities in the review or approval of the carrying out of this Contract shall have any personal interest, direct or indirect, in this Contract.

C. INTEREST OF CONTRACTOR AND EMPLOYEES

The CONTRACTOR covenants that no person described in Paragraph XII.A. and XII.B. above, who presently exercises any functions or responsibilities in connection with the Contract has any personal financial interest, direct or indirect, in this Contract. The CONTRACTOR further covenants that it has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. The CONTRACTOR further covenants that in any performance of this Contract no person having any conflicting interest shall be employed. An interest on the part of the CONTRACTOR or its employees must be disclosed to the System.

XIII. DISCRIMINATION PROHIBITED

In all hiring or employment made possible by or resulting from this Contract there (1) will not be any discrimination against any employee or applicant for employment because of race, color, sexual orientation, religion, gender, or national origin, and (2) affirmative action will be taken to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, sexual orientation, gender, or national origin.

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XIV .INSURANCE

The CONTRACTOR shall provide to the SYSTEM an affidavit or other satisfactory proof which the SYSTEM may require evidencing that the CONTRACTOR has obtained Worker's Compensation Insurance for all persons performing any work or services under the Contract as is required by the Worker's Compensation Act of the State of Wisconsin.

The CONTRACTOR will also at all times during the term of the Contract keep in force and effect other insurance policies as required by the contract.

No payments or disbursements under the Contract shall be made if such proof has not been furnished. Failure to submit an insurance certificate, as required, can make the contract void at the SYSTEM'S discretion.

XV. FORCE MAJEURE

If the performance of any part of this Contract by either party is delayed or rendered impossible by reason of natural disaster, flood, fire, riot, explosion, war or actions or decrees of governmental bodies, the party who has so been affected shall immediately give notice to the other party of such conditions and the extent of delay and shall do everything possible to resume performance. Upon receipt and acceptance of such notice, all obligations under this Contract shall immediately be suspended. If the period of nonperformance exceeds twenty-one (21) days from the receipt of notice of the Force Majeure Event, the party whose ability to perform has not been so affected nay, by giving written notice, terminate this contract.

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IN WITNESS WHEREOF, the CONTRACTOR and the SYSTEM have caused this Contract to be executed for and on their respective behalf as of the dates hereinafter set forth.

MILWAUKEE COUNTY
FEDERATED LIBRARY SYSTEM

CONTRACTOR

By _____
Paul M. Ziehler, President

Action Logistics, LLC

Date _____

By _____

By _____
Steve Heser, Director

Title _____

Date _____

Date _____

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ATTACHMENT A
 SPECIFICATIONS, GENERAL TERMS AND CONDITIONS FOR THE MILWAUKEE COUNTY
 FEDERATED LIBRARY SYSTEM (MCFLS) 2019 CONSOLIDATED SORTING AND DELIVERY
 SERVICES.

Pricing and Contract Term: This contract will be effective for a one year period. Pricing will be firm for the contract period of January 2, 2019 through December 30, 2019. The CONTRACTOR shall be ready to assume operation of the delivery service on January 2, 2019.

Fixed Daily Rate: Flat fixed daily rate of \$1,092 for the term of this contract (the fuel will be addressed separately). Should the volume increase or decrease by more than 25% over a three-month period (compared to the previous year), the SYSTEM will evaluate the need to renegotiate the daily rate with the CONTRACTOR.

Fuel Surcharge:

The SYSTEM will allow a fuel surcharge based on the following chart. The rate will be determined on a weekly basis referencing the Energy Information Administration office of the Department of Energy at <http://www.eia.doe.gov/>. The weekly rate will be based on regular gasoline cost for the Midwest (PADD 2) region.

Fuel Cost (price per gallon	Total Bill -- Flat rate per day
2.10 and under	1,092.00
2.11 to 2.20	1,094.00
2.21 to 2.30	1,095.00
2.31 to 2.40	1,097.00
2.41 to 2.50	1,098.00
2.51 to 2.60	1,099.00
2.61 to 2.70	1,101.00
2.71 to 2.80	1,102.00
2.81 to 2.90	1,104.00
2.91 to 3.00	1,105.00
3.01 to 3.10	1,106.00
3.11 to 3.20	1,108.00
3.21 to 3.30	1,109.00
3.31 to 3.40	1,110.00
3.41 to 3.50	1,112.00
3.51 to 3.60	1,113.00
3.61 to 3.70	1,115.00
3.71 to 3.80	1,116.00
3.81 to 3.90	1,117.00
3.91 to 4.00	1,119.00
4.01 to 4.10	1,120.00
4.11 to 4.20	1,122.00
4.21 to 4.30	1,123.00
4.31 to 4.40	1,124.00
4.41 to 4.50	1,126.00
4.51 to 4.60	1,127.00
4.61 to 4.70	1,129.00
4.71 to 4.80	1,130.00
4.81 to 4.90	1,132.00
4.91 to 5.00	1,133.00

5.01 to 5.10	1,135.00
5.11 to 5.20	1,136.00
5.21 to 5.30	1,138.00
5.31 to 5.40	1,139.00
5.41 to 5.50	1,141.00
5.51 to 5.60	1,142.00
5.61 to 5.70	1,144.00
5.71 to 5.80	1,145.00
5.81 to 5.90	1,147.00
5.91 to 6.00	1,148.00

Volume of Work: It is estimated that there are, on average, 250 incoming tubs and 250 outgoing tubs per day (all routes combined.) Each tub normally holds 50-75 items (not to exceed 50 lbs. per tub), so a daily estimate of items handled is $62.5 \times 500 = 31,250$ items daily (approximate).
 $31,250 \times 249 \text{ days} = 7,781,250$ items annually (approximate).

Amendments to Contract: This contract may be modified only by written amendment to the contract, signed by both parties.

Workers' Compensation and Employer's Liability Insurance: Workers' compensation insurance providing statutory work's compensation benefits and employer's liability with a limit not less than \$100,000.

Worker's Compensation Waiver of Subrogation: The SYSTEM and SYSTEM Member Libraries shall not be liable to CONTRACTOR or its employees for any injuries to CONTRACTOR'S employees arising out of the performance of work under this agreement. CONTRACTOR and its worker's compensation insurance carrier agree to waive any and all rights of recovery from the SYSTEM and SYSTEM Member Libraries for worker's compensation claims made by its employees. The CONTRACTOR agrees that any indemnification and hold harmless provision within the contract extends to any claims brought by or on behalf of any employee of the CONTRACTOR.

Commercial General Liability Insurance: Policy shall provide coverage for premises and operations, products and completed operations, blanket contractual, personal injury. Limits of liability not less than \$500,000 each occurrence and aggregate.

Automobile Liability: Business automobile policy covering all owned, hired and non-owned private passenger autos and commercial vehicles. Limits of liability not less than \$500,000.

Fidelity/Crime Coverage: Coverage for employee fidelity/dishonesty related to insured's employees and agents, including but not limited to theft or embezzlement of vehicles, materials, supplies, equipment, tools, money, securities, etc., which result in loss to the SYSTEM and/or SYSTEM Member Libraries. Insurance shall protect the interests of the SYSTEM. Limit of liability not less than \$25,000 per occurrence.

Late or Missed Delivery Charge: The SYSTEM will invoke monetary charges to the CONTRACTOR in the event of failure to make deliveries as required, which shall be deducted from the next monthly payment to the CONTRACTOR. 1) Each day no deliveries are made - The SYSTEM reserves the right to hire another courier service or utilize SYSTEM employees (total cost to include wages plus benefits) and deduct the total costs incurred from the next invoice. 2) Each time a delivery site is missed - Full daily rate and gas surcharge divided by 27 stops multiplied by the number of missed sites. These costs will be deducted from the next monthly invoice. Additionally, continued failure to make scheduled deliveries may result in contract termination.

Delivery Incentive: The SYSTEM will pay the CONTRACTOR two (2.0) days of the daily cost of delivery service, where there have been no significant complaints or problems for a three-month period. It will be the responsibility

of the CONTRACTOR to request the payment of the incentive on a quarterly basis and mutually agreed upon by the SYSTEM.

Monthly Billing: The CONTRACTOR will invoice the SYSTEM on a monthly basis for all services provided from the first through the last working day of the previous month. Included with the invoice, shall be a printout, if needed, of the weekly "Regular Gasoline Retail Prices (Cents per Gallon)" Midwest (PADD 2) region, as documentation for any additional fuel surcharge. The document of reference is found at the Energy Information Administration office of the Department of Energy at <http://www.eia.doe.gov/>.

The invoice must be received by the SYSTEM on or before the tenth (10th) of the succeeding month for the previous month's activities. All invoices are to be mailed to the Milwaukee County Federated Library System, 709 N. 8th Street, Milwaukee, Wisconsin 53233. The SYSTEM's responsibility in this regard is to process the invoices and payment will be made within 30 days after receipt.

General Operational Requirements: The CONTRACTOR will be responsible for the pick up and delivery of library materials for the System as specified below from the Central Library of the Milwaukee Public Library to and from SYSTEM member libraries:

The daily requirements Are:

The CONTRACTOR undertakes and agrees to sort, carry and deliver library materials consisting of books, magazines, audio-visual materials, mail envelopes, etc., as well as boxes, tubs, etc., to the regular delivery locations shown on ATTACHMENT B.

All items to be delivered will have an initial daily pickup point at the dock area of the Central Library of the Milwaukee Public Library, 833 West Wells St. Milwaukee WI 53233. All undelivered items shall be returned to the Central Library dock/sorting area at the end of each day and stored in space designated for this purpose.

The CONTRACTOR will have the use of delivery bins that are the property of the SYSTEM. The SYSTEM will provide additional or replacement bins as needed.

Some preliminary sorting (presorting of Central Library items #1) of materials occurs at each individual library site excluding Wauwatosa and West Allis.

Delivery Requirements: The CONTRACTOR shall provide delivery services every Monday through Friday, 5 days per week, and 52 weeks per year, to the 15-member, 27 public library sites listed in ATTACHMENT B. The exceptions would be on the following major Holidays (11) and Other Exceptions, listed below. CONTRACTOR will receive no compensation for the 11 designated Holiday days and any Other Exceptions, as defined below...

Holidays (11) and Other Exceptions:

New Year's Eve - last normal workday before New Year's Day Holiday

New Year's Day

Martin Luther King Day

Good Friday

Memorial Day

Independence Day

Labor Day

Thanksgiving Day

Friday after Thanksgiving

Christmas Eve - last normal workday before Christmas Day Holiday

Christmas

Other exceptions include days when a significant number of library buildings are unable to accept delivery, defined as the City of Milwaukee and 9 or more additional municipalities. This could be caused by such reasons as

inclement weather or furlough days. If this circumstance occurs, sorting and delivery by CONTRACTOR will not take place and CONTRACTOR will receive no compensation for that day.

Delivery Routes and Sorting: There will be three (3) routes, a North Route, a Central Route, and a South Route. The initial pickup point for each route is the dock/sorting room area of the Central Library of the Milwaukee Public Library, 833 West Wells St. Milwaukee WI 53233. Each route will be serviced once daily. Each route will be serviced by a 15-foot box truck with Gross Vehicle Weight Limit of 14,400 pounds.

Deliveries are Monday through Friday, excepting Holidays. Deliveries should not leave the dock/sorting room before 7:00 a.m. Routes are normally completed by 12:30 p.m. with drivers/sorters returning to the dock/sorting room area of the Milwaukee Public Library. All materials picked up at the libraries are unloaded at the dock/sorting room area. The drivers/sorters then sort and organize this material for the next day of service and store the items overnight. Work is normally completed by 6:00 p.m.

The drivers/sorters shall load and unload all such library materials at the locations within each library designated by the System. The delivery location at the Central Library is the System Sorting Room. Changes in the delivery schedule will be negotiated by both parties to this contract.

In the event of conveyance breakdown, the CONTRACTOR shall remain responsible for deliveries according to the established schedule. Consistent failure to meet contract delivery schedules may result in monetary penalties and/or termination of contract.

The CONTRACTOR shall protect said library materials from damage from the weather and/or loss by theft or otherwise. Should such damage and/or loss occur, the CONTRACTOR assumes full responsibility for these damages.

The CONTRACTOR shall indemnify and hold harmless the SYSTEM and SYSTEM Member Libraries from any and all claims for damage and personal injury, including death to an employee of the CONTRACTOR or other persons, or injury to property that may arise, in any manner from carrying out this contract whether by the CONTRACTOR or by any Subcontractor, or by anyone directly or indirectly employed by either the CONTRACTOR or his/her subcontractor or his/her employee.

The SYSTEM shall not be liable to any act or acts of the CONTRACTOR, nor shall the CONTRACTOR bind, or attempt to bind the SYSTEM in any manner, and nothing herein contained shall be construed as creating the relationship of employer and employee between the parties, but the CONTRACTOR shall always be deemed as an Independent Contractor.

The CONTRACTOR is limited to a vehicle height in the Central Library garage of 11'6" feet or less. CONTRACTOR must insure that when said vehicle is loaded, it is capable of entering and leaving the garage. The CONTRACTOR'S use of the loading dock is on a first come, first served basis.

The CONTRACTOR shall name the SYSTEM and SYSTEM Member Libraries as additional insured with respect to liability coverage and will give 30 days notice in advance of cancellation, non-renewal, or material change in any coverage. The CONTRACTOR shall convey to the SYSTEM a certificate of insurance evidencing such coverage.

ATTACHMENT B
DELIVERY LOCATIONS FOR THE MILWAUKEE COUNTY FEDERATED
LIBRARY SYSTEM (MCFLS) 2019 CONSOLIDATED SORTING AND DELIVERY
SERVICES CONTRACT

Milwaukee Public Library Central Library:

Central Library (MPL) – 833 W. Wells St., Milwaukee WI (414-286-3000)

North Route:

East Library (MPL) – 2320 N. Murray Ave., Milwaukee WI (414-286-3058)
Shorewood Public Library – 3920 N. Murray Ave., Shorewood WI (414-847-2670)
Whitefish Bay Public Library – 5420 N. Marlborough Dr., Whitefish Bay WI (414-964-4380)
North Shore Library – 6800 N. Port Washington Rd., Glendale WI (414-351-3461)
Brown Deer Public Library – 5600 W. Bradley Rd., Brown Deer WI (414-357-0106)
Mill Road Library (MPL) – 6431 N. 76th St., Milwaukee WI (414-286-3088)
Capitol Library (MPL) – 3969 N. 74th St., Milwaukee WI (414-286-3006)
Villard Square Library (MPL) – 5190 N. 35th Street., Milwaukee WI (414-286-3079)
Atkinson Library (MPL) – 1960 W. Atkinson Ave., Milwaukee WI (414-286-3068)

South Route:

Tippecanoe Library (MPL) – 3912 S. Howell Ave., Milwaukee WI (414-286-3085)
Saint Francis Public Library – 4230 S. Nicholson Ave., Saint Francis WI (414-481-7323)
Cudahy Family Library – 3500 Library Dr., Cudahy WI (414-769-2244)
South Milwaukee Public Library – 1907 10th Ave., (414-768-8197)
Oak Creek Public Library – 8040 South 6th Street., Oak Creek WI (414-764-4400)
Franklin Public Library – 9151 W. Loomis Rd., Franklin WI (414-425-8214)
Hales Corners Public Library – 5885 S. 116th St., Hales Corners WI (414-529-6150)
Greendale Public Library – 5647 Broad St., Greendale WI (414-423-2136)
Greenfield Public Library – 5310 W. Layton Ave., Greenfield WI (414-321-9595)

Central Route:

Mitchel Street Library (MPL) – 906 W. Historic Mitchel Street., Milwaukee WI (414-286-3083)
Bay View Library (MPL) – 2566 S. Kinnickinnic Ave., Milwaukee WI (414-286-3019)
Zablocki Library (MPL) – 3501 W. Oklahoma Ave., Milwaukee WI (414-286-3055)
West Allis Public Library – 7421 W. National Ave., West Allis WI (414-302-8500)
Wauwatosa Public Library – 7635 W. North Ave., Wauwatosa WI (414-471-8484)
Washington Park Library (MPL) – 2121 N. Sherman Blvd., Milwaukee WI (414-286-3066)
Center Street Library (MPL) – 2727 W. Fond du Lac Ave., Milwaukee WI (414-286-3090)
Martin Luther King Library (MPL) – 310 W. Locust St., Milwaukee WI (414-286-3098)

Note: It is possible that during the term of the contract a municipality (ies) could move locations of library buildings by closing existing buildings and/or opening new library buildings. Routes may be adjusted (amended) as circumstances dictate through mutual agreement between SYSTEM and CONTRACTOR, but monetary terms of the contract will remain the same.

MCFLS Strategic Planning 2018/19
Process Strategy Characteristics

- A. Develop a comprehensive work plan.
 - a. These would include action steps for the entire process and a plan for evaluation.
- B. Data Collection
 - a. Create two surveys to send to member libraries, system board trustees and system staff:
 - i. Develop and administer a survey for member libraries to gather information about the current needs and challenges of member libraries in providing services to patrons.
 - ii. Develop and administer a two-part survey for member libraries, MCFLS staff and the MCFLS Board of Trustees. Part one will use the summary of the last strategic plan to develop questions regarding the success of the plan. The second part will use the information gathered from libraries regarding their current needs for and challenges to providing services to patrons.
 - b. Facilitate a meeting of key stakeholders and conduct a SWOC analysis to examine the system's internal strengths and weaknesses in meeting external challenges. Review the MCFLS vision, mission and values in light of this analysis and suggest changes where needed.
- C. Strategic Plan Development
 - a. Meeting One (Half Day). Facilitate meeting to help participants identify strategic issues using data collected in step B.
 - b. Meeting Two (Half Day). Develop goals, objectives and strategies to address those issues. Consider PLSR recommendations in light of these issues and identify potential areas of collaboration.
 - c. Meet with MCFLS staff to go over proposed plan and develop a strategy for ongoing assessment.
- D. Writing the Strategic Plan Document
 - a. Develop draft of written strategic plan.
 - b. Revise strategic plan based on feedback from stakeholders.
 - c. Present strategic plan to MCFLS Trustees by end of April 2019.

MCFLS Strategic Planning 2018/19
Summary of Facilitation Proposals

Based on Revisions Made August 20th

- WILS. WILS (formally Wisconsin Library Services) is a non-profit membership organization that facilitates collaborative projects and services to save members time and money and to advance library service, primarily in the state of Wisconsin.

Cost. \$10,000

References

Menomonee Falls Public Library
Sun Prairie Public Library
Shorewood Public Library

- Sarah Keister Armstrong & Associates. Based out of the Chicago area. Specializes in community needs assessments and strategic planning, program evaluation, and communications for libraries and nonprofit organizations.

Cost. \$10,000

References

Delafield Public Library
Glenwood-Lynwood Public Library District, Illinois
Round Lake Area Public Library District, Illinois

- Ujima United LLC. Supports organizations in need of facilitation, strategic planning or team-building. Mobilizes communities through coalition building and collective impact.

Cost. \$11,900

References

City of Greenfield Health Department
Greenfield Public Library



Milwaukee County Federated Library System (MCFLS)
Strategic Plan Development, Consulting and Facilitation Services
Memorandum of Understanding
September 6, 2018

Introduction

The purpose of this proposal is to define the parameters and costs of the Strategic Plan Development, Consulting and Facilitation Services WILS will provide to the Milwaukee County Federated Library System (MCFLS).

Contacts

Communication regarding this proposal should be directed to:

WILS

Bruce Smith
 1360 Regent Street, #121
 Madison, WI 53715-1255
 608-620-5421
 bsmith@wils.org

MCFLS

Steve Hesar
 709 North 8th Street
 Milwaukee, WI 53233
 414-286-8149
 steve.hesar@mcfls.org

Project process and deliverables

Information and data gathering and assessment

1. WILS will work with MCFLS staff to develop a summary of the end status of previous plan activities, as reported during the implementation process, to do a final assessment on the completion of activities, progress made, or activities that were not undertaken. Action steps include:
 - a. MCFLS system staff will use progress summaries from the implementation process of the last strategic plan to develop an overall summary of the results of the last planning process.
 - b. WILS has a phone meeting with MCFLS system staff to review the progress summaries to assess results of the last plan.
 - c. WILS will use this information for survey development.
2. WILS will develop and administer two surveys.
 - a. WILS will develop and administer a survey for member libraries to gather information about the current needs and challenges of member libraries in providing services to patrons. Action steps include:
 - i. WILS will develop the survey to gather information to identify resources and services libraries want to provide to their patrons that they aren't providing now; trends and innovations member libraries want to further explore or pursue; risks and challenges

- that libraries are facing; and new roles and opportunities libraries have or could have in their communities.
- ii. WiLS administers the survey to member library directors. This will be an online survey with one response per library. WiLS will provide a printable version of the survey for member library directors to use to gather input from their staff, as they determine is needed.
 - iii. WiLS compiles the information and shares with participants (MCFLS Board of Trustee members, MCFLS staff, and member library directors) in advance of the first strategic plan development half-day meeting to identify strategic issues.
- b. WiLS will develop and administer a two-part survey for member libraries, MCFLS staff and the MCFLS Board of Trustees. Part one will use the summary of the last strategic plan to develop questions regarding the success of the plan. The second part will use the information gathered from libraries regarding their current needs for and challenges to providing services to patrons. The second part will focus on questions to identify how and to what extent the system should be addressing these service needs and what efficiencies the system can provide through scale and coordination. Action steps include:
- i. WiLS will develop and administer the survey to member library directors, MCFLS staff and the MCFLS Board of Trustees. This will be an online survey with one response per library. WiLS will provide a printable version of the survey for member library directors to use to gather input from their staff, as they determine is needed.
 - ii. WiLS compiles the information and shares with participants in advance of the first strategic plan development half-day meeting to identify strategic issues.
3. WiLS will develop a meeting agenda and process activities to conduct a Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis. This meeting will include 12-15 key stakeholders within MCFLS selected by the MCFLS director in conjunction with the MCFLS Board of Trustees. In addition, based on the analysis, WiLS will facilitate a discussion to identify potential changes to the current MCFLS vision, mission and value statements. Actions steps include:
- a. WiLS will work with the system director to determine logistical needs for the meeting, including communicating with participants in advance to share meeting information.
 - b. WiLS will facilitate the 6-hour meeting to perform the SWOC analysis and vision, mission and value statements review.
 - c. WiLS will document information gathered during the analysis and compile into a summary document that will be shared in advance of the first strategic plan development half-day meeting to identify strategic issues with those participating in the plan development meetings.
 - d. WiLS will create new drafts of the vision, mission and value statements that will be reviewed and finalized during the plan writing process.

Strategic plan development

4. WiLS will facilitate two half-day meetings of the MCFLS Board, system staff, and member library directors. The first meeting will focus on identifying strategic issues based on the data and information gathered. At the second meeting, WiLS will facilitate the development of a goals, objectives and strategies framework to address the strategic issues identified at the first meeting. As part of the second meeting, recommendations from the Public Library System Redesign (PLSR) will be considered to identify issues and potential areas of collaboration that need to be addressed in the plan framework. Action steps include:
- a. WiLS will work with the system director to determine logistical needs for the meetings, including communicating with participants in advance to share information for the meetings.

- b. WiLS will develop agendas and process activities for the two meetings.
 - c. WiLS will document information discussed during the first meeting to be used as part of the process outline during the second meeting to develop the goals, objectives and strategies framework. WiLS will document the framework identified during the second meeting to be used to create the final strategic plan document.
5. WiLS will meet with MCFLS staff for 2-3 hours to develop strategies to assess and evaluate strategic plan implementation. Action steps include:
 - a. WiLS will work with the system director to determine logistical needs for the meeting, including communicating with staff in advance to share meeting information.
 - b. WiLS will develop an agenda and process activities for the meeting.
 - c. WiLS will document the implementation, assessment and plan evaluation strategies identified during the meeting.
6. WiLS will coordinate the writing of the strategic plan document, collaborating with system staff. Action steps include:
 - a. WiLS will use relevant data and information gathered during the process; the goals, objectives and strategies framework; and the implementation strategies identified with MCFLS to write the first draft of the strategic plan document.
 - b. WiLS will coordinate a schedule with the system to complete the draft of the final plan document. This will include writing input from the library system to edit the first draft. The system will coordinate feedback from the MCFLS Board, system staff, and member library directors as part of their work providing edits to the first draft.
 - c. WiLS has allocated 16 hours for writing the strategic plan document. If additional writing time is requested, WiLS will work with the system to develop a mutually agreed upon additional number of hours requested of WiLS by the system.

Proposed timeline

1. Early October: develop summary of last plan results and develop and administer first survey.
2. Late October to Early November: develop and administer second survey.
3. Mid-November: hold SWOC analysis meeting.
4. Mid-December: hold plan first plan development meeting.
5. Mid-January: hold second plan development meeting.
6. Early February: meet with MCFLS staff to develop implementation and assessment strategies.
7. February and March: write and complete the strategic plan.
8. April: submit strategic plan for board approval.

Costs and agreement terms

Activity	Time	Cost
Development of a summary of last strategic plan	8 hours	\$600
Surveys – development, administration and compilation of results	24 hours	\$1,800
SWOC meeting (2 people - includes preparation, facilitation and travel time)	24 hours	\$1,800
Plan development meeting #1 (2 people - includes preparation, facilitation and travel time)	20 hours	\$1,500

Plan development meeting #2 (2 people - includes preparation, facilitation and travel time)	20 hours	\$1,500
Implementation and assessment development meeting (2 people - includes preparation, facilitation and travel time)	16 hours	\$1,200
Plan writing	16 hours	\$1,200
Mileage and misc. project expenses	N/A	\$400
TOTAL		\$10,000

Payment Schedule

Due upon start of project:	\$2,500.00
Due upon delivery of the final plan document:	\$7,500.00

Duration of agreement/cancellation


- WILS and MCFLS will work together to establish a timeline of the different activities to complete each step of the proposal. If either WILS or MCFLS need to alter the previously agreed upon timeline, such alterations should be made prior to the deadline date of the activity that will need to be rescheduled. If deadlines are repeatedly not met by MCFLS without communicating with WILS, WILS reserves the right to change the project timeline with MCFLS approval of the new timeline. If the change in timeline will result in overlap with other projects to the extent that WILS will not be able to complete the work with existing staff resources, WILS reserves the right to delay the project to a mutually agreed upon time or to cancel the project.
- During the course of the agreement the contracting parties have the right to stop work at any time and WILS will be paid for any work and expenses incurred through the time of cancellation.

Other Terms

- As part of the above costs, WILS calculates approximately 2 hours per month of communication time with the system to coordinate next steps, answer questions and discuss any potential changes to the project. This is beyond the meetings scheduled in the different phases of the project as documented in each phase of the proposal. Should communication be required by the system beyond this amount of time each month, WILS will discuss with the system either creating a communication plan to maintain communications within this time range or providing a cost estimate to provide more communication time for the project.
- A strategic planning process is often an iterative process. There may be points during the planning project where information is discovered that leads to the potentially adding or removing a step or two to the planning process. When this occurs, if requested, WILS will provide a cost estimate to perform the additional work.

Agreed to and accepted by:

WILS



Signature

Bruce Smith

Name

Community Liaison

Title

September 6, 2018

Date

MCFLS

Signature

Name

Title

Date

SARAH KEISTER ARMSTRONG & ASSOCIATES, LLC

August 23, 2018

Steve Hesel
System Director
Milwaukee County Federated Library System
709 N. 8th Street
Milwaukee, WI 53233

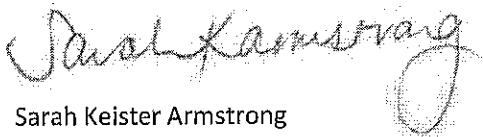
Dear Steve:

Thank you for considering our enclosed proposal to facilitate the Milwaukee County Federated Library System's upcoming strategic planning process. Your vision for a strategic plan that is responsive to member library needs and input from key stakeholders reflects the way I believe today's library organizations must plan for the future. It is the same approach Sarah Keister Armstrong & Associates has advocated in our many successful strategic planning projects with library clients. Our backgrounds in facilitation, data and statistical analysis, and quantitative and qualitative evaluation for public libraries provide us with the expertise to lead successful strategic planning projects.

These data-driven strategic plans have greater potential to make a true impact both within organizational operations and in how the library system serves its members. However, to facilitate and lead thoughtful reflection on the library system's role and synthesize this information into an action-oriented plan requires diligent, end-to-end service from a skilled consultant. As an intentionally small company that brings a wealth of experience in such projects, Sarah Keister Armstrong & Associates holds a distinct position in the library industry to be able to provide these services.

I look forward to speaking more about our process and vision for facilitating MCFLS's strategic planning process with you and the system board. Please see our detailed proposal on how we plan to facilitate this process. Thank you for your consideration.

Sincerely,



Sarah Keister Armstrong
Principal & Owner
Sarah Keister Armstrong & Associates, LLC

218 Greentree Parkway, Libertyville, IL 60048
(224) 305-2701 sarah@skaassociates.com skaassociates.com

*Strategic Planning
Attachment D (09/17/18)
Page 8 of 23*

ORGANIZATIONAL INFORMATION

Sarah Keister Armstrong & Associates, LLC specializes in community needs assessments, strategic planning facilitation, program evaluation, and communications for libraries and nonprofit organizations.

Why Us?

We're library people. We understand the challenges facing today's libraries and the changes in how communities interact with them. We also know that every library is different, and our intentionally small size allows us to provide our clients with customized services and solutions.

The success of our work stems from our ability to design customized planning, facilitation, and evaluation processes, effectively implement them, and analyze results intended to inform decision-making. We are experienced in working with municipal and district library boards and facilitating discussions that lead organizations forward. This end-to-end servicing of client needs reflects our philosophy of working with clients to meet their needs rather than for clients using pre-packaged tools and methods.

Key Personnel

Sarah Keister Armstrong is experienced in statistical analysis, data collection, and using quantitative and qualitative measures to evaluate public policies and programs. Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology and was a recipient of the federal government's Presidential Management Fellowship. Sarah has presented and published the following:

- Engaging Your Board, Staff and Community in Strategic Planning
Presented during the Wisconsin Library Association *Trustee Training Week* webinar series, August 2017
- Advocacy From the Top: Spring Your Board to Action
Presentation at the *Wisconsin Association of Public Libraries Conference*, April 2017
Presentation at the *Illinois Library Association Annual Conference*, October 2017
Presentation at the *Michigan Library Association Annual Conference*, October 2017
- Survey Says: Writing Questionnaires and Avoiding Common Pitfalls
Presentation at Madison Nonprofit Day, October 2017
Presentation at the *Wisconsin Library Association Annual Conference*, October 2016
- From Quantity to Quality: How Libraries Can Unearth the Meaning of Their Data
Panel Presentation at *A Library State of Mind: 2015 Illinois Academic, Public, School & Special Libraries Conference*
- Trustee Voices
Published in the *Illinois Library Association Reporter*
- Are We There Yet? Five Stops Along a Nonprofit's Journey Through Strategic Planning
Published in *Nonprofit Information*

Sarah served on the Fremont Public Library District Board of Trustees from 2013 to 2017, most recently as vice president, and serves in the following leadership roles within her community:

- Director-at-Large, Illinois Library Association
- Co-Chair of the Lake County Youth Empowerment for Success Coalition

Sarah's leadership experience includes the following:

- Director-at-Large, Illinois Library Association (2016 – present)
- Co-Chair of the Lake County Youth Empowerment for Success Coalition (2016 – present)
- Board of Directors of the Reaching Across Illinois Library System (RAILS) (2014 – 2016)
- Fremont Public Library District Board of Trustees (2013 – 2017)
- Fremont Public Library District Foundation Board (2013 – 2017)

Beth Keister also brings a mix of technical expertise and library consulting experience to the firm. After earning a Bachelor of Science degree in Mathematics and a Master of Science degree in Statistics, Beth worked in various technical positions for commercial and non-profit organizations, taught university level mathematics, and consulted with major educational publishers. She has trained the staffs of several libraries and organizations on a variety of software packages and consulted with libraries on creating programs and reports that support daily operations. She also is experienced in using survey design and research methodologies for evaluation purposes.

Dan Armstrong is a skilled information professional with experience working in educational and nonprofit organizations. He is experienced in developing and implementing public relations, community engagement, and social media strategies. Dan holds a Master of Library and Information Science degree and a Bachelor of Arts degree in English-writing and Sociology and has been recognized for his accomplishments in writing and media relations.

Our Philosophy

Our approach to project management actively engages those meaningfully influenced by the project, includes regular communication with project leads, and results in high-quality products that help organizations chart meaningful progress for the future. Our philosophy as a firm is to be lean, results-focused, efficient, and effective for our clients. In working with public institutions, we maintain a strong commitment to fiscal responsibility and accountability to the residents of the communities we assist.

QUALIFICATIONS AND EXPERIENCE

We're proud to have led a number of successful strategic planning projects for public libraries with the belief that when their operations are aligned with community needs, libraries can be transformational institutions. Our fresh perspectives and multidisciplinary backgrounds position us to help organizations chart meaningful progress for the future. From initial consultation to design of the planning process and analysis of community feedback, this service reduces the additional responsibilities often assigned to staff during planning processes.

Recent Library Projects

Our modern perspectives on strategic planning and community needs assessments result in straight-forward, visionary, dynamic documents that will be regularly referenced and updated rather than put away on a high shelf. In all projects, Sarah Keister Armstrong serves as project lead, and Beth Keister and Dan Armstrong provide project support. Some of our past and current clients have included:

- Addison Public Library, Addison, Illinois
- American Library Association, Chicago, Illinois
- Arlington Heights Memorial Library, Arlington Heights, Illinois
- Bartlett Public Library District, Bartlett, Illinois
- Bensenville Community Public Library, Bensenville, Illinois
- Delafield Public Library, Delafield, Wisconsin
- Ella Johnson Memorial Public Library, Hampshire, Illinois
- Forest Park Public Library, Forest Park, Illinois
- Fox River Valley Public Library District, East Dundee, Illinois
- Glencoe Public Library, Glencoe, Illinois
- Glenwood-Lynwood Public Library District, Lynwood, Illinois
- Green Hills Public Library District, Palos Hills, Illinois
- Hillside Public Library, Hillside, Illinois
- Itasca Community Library, Itasca, Illinois
- Jacksonville Public Library, Jacksonville, Illinois
- Lake Forest Library, Lake Forest, Illinois
- Lake Geneva Public Library, Lake Geneva, Wisconsin
- Lansing Public Library, Lansing, Illinois
- Messenger Public Library, North Aurora, Illinois
- Morton Grove Public Library, Morton Grove, Illinois
- Mukwonago Community Library, Mukwonago, Wisconsin
- Palos Heights Public Library, Palos Heights, Illinois
- Round Lake Area Public Library, Round Lake, Illinois
- Warren-Newport Public Library District, Gurnee, Illinois
- Warrenville Public Library District, Warrenville, Illinois
- Wheaton Public Library, Wheaton, Illinois

References

Stephanie Ramirez
 Library Director
 Delafield Public Library
 500 Genesee Street
 Delafield, WI 53018
 Phone: (262) 646-6230
 Email: sramirez@delafielibrary.org

Kathy Parker
 Former Director (*retired June 2018*)
 Glenwood-Lynwood Public Library District
 19901 Stony Island Avenue
 Lynwood, IL 60411
 Email: kathypconsult@gmail.com

Jim DiDonato
 Executive Director
 Round Lake Area Public Library District
 906 Hart Rd.
 Round Lake, IL 60073
 Phone: (847) 546-7060, ext. 127
 Email: jdidonato@rialibrary.org

PROJECT APPROACH AND SCHEDULE

By engaging the MCFLS system board, staff, and member directors in conversations that build upon the system's strategic plan developed in 2015, we will assist in facilitating discussion regarding the library system's future and developing a new strategic plan that aligns with identified needs and leads the system forward.

The tasks listed below are categorized by Data Collection and Strategic Plan Development:

Phase One: Data Collection

To explore the needs of member libraries and perspectives of MCFLS board and staff members, we propose the following tasks:

1. Assess progress and achievements of the 2015-2017 strategic plan. With input from MCFLS staff and board, develop a summary of the progress made toward each of the service goals included in the last strategic plan. This feedback on what was and was not achieved will help inform the questions included in the survey below.
2. Conduct a survey of member libraries, system board trustees, and system staff.
The survey will include a variety of questions to collect the following feedback:
 - a. Identify stakeholders' perspectives of the strengths and weaknesses of the existing strategic plan as it relates to MCFLS's operations today;
 - b. Gauge satisfaction with current services and areas of need for member libraries; and
 - c. Determine to what extent the system should be addressing the identified needs, as well as what efficiencies the system can provide through scale and coordination.
3. Conduct a focus group with key stakeholders.
This session will collect input from key stakeholders regarding the role of the system within the Milwaukee County library community and the system's strengths, weaknesses, opportunities for continuous improvement, and threats to its future success.

These data collection tasks will aim to answer the following questions:

- What do member libraries want to be providing to their patrons that they are not providing or are not able to provide at this time? What barriers are there to meeting these needs?
- What role should the system have in facilitating connection to resources? What benefits should it be providing to member libraries that it is not at this time? Are there current benefits to member libraries or services the system is providing that are no longer worthwhile?
- What efficiencies can the system provide through its purchasing power and capacity to coordinate among member libraries?

Phase Two: Strategic Plan Development

To facilitate the second phase of the library's strategic planning process, we propose the following tasks:

1. Meeting One

Facilitate first working session to help participants formulate the foundation of the new strategic plan. This meeting will include a review of findings from the data collection phase outlined above. In addition, attendees will participate in discussions to review the system's values, vision, and mission statements to ensure they align with the current relationship between MCFLS and its member libraries. Following the working session, a summary of the discussion will be provided.

2. Meeting Two

Facilitate second working session for participants to determine overarching goals and strategies of strategic plan. Following the working session, a summary of the discussion will be provided, as well as a draft outline of the strategic plan.

The timing of this session should allow the group to consider the PLSR recommendations and service model ideas, as are relevant to MCFLS.

3. Write draft of strategic plan document.

A draft of the strategic plan document will be developed, using the values, vision, mission, goals, and strategies discussed during the first two working sessions. This draft will be distributed for review by key stakeholders, and revisions will be made accordingly.

4. Meeting with MCFLS Staff

Meet with staff members to develop specific action steps and measurable outcomes that will communicate the degree of progress toward the new plan's goals and objectives. Following this meeting, a full draft of the strategic plan will be submitted to the system board for review and approval.

Project Timeline

The following timeline is flexible and dependent upon the determined needs of MCFLS, as well as availability of participants.

Month	Tasks
September 2018	<ul style="list-style-type: none"> ■ Develop action plan for strategic planning process ■ Information gathering, including review of data and materials developed during 2015 strategic planning process ■ Develop stakeholder survey
October – November 2018	<ul style="list-style-type: none"> ■ Distribute survey to staff, board, and member library ■ Submit written report of survey findings ■ Facilitate first working session with MCFLS board members, staff, and member libraries ■ Develop and submit a written summary of the first working session ■ Facilitate second working session with MCFLS board members, staff, and member libraries
December 2018	<ul style="list-style-type: none"> ■ Develop and submit a written summary of the working session and draft outline of the strategic plan ■ Develop draft of strategic plan document
January – February 2019	<ul style="list-style-type: none"> ■ Work with staff members to draft specific action-oriented tasks that align with determined goals and strategies of the strategic plan ■ Make necessary revisions and submit final document for review by Board of Trustees by the end of March 2019

Cost of Service

Sarah Keister Armstrong & Associates sets its fees as total project costs, which include labor, materials used by Sarah Keister Armstrong & Associates, and travel incurred by Sarah Keister Armstrong & Associates. The total project cost of the project approach and work schedule outlined above is not to exceed \$10,000.

The project will be invoiced as follows:

- 25% at contract award;
- 25% at conclusion of second working session; and
- 50% at submission of strategic plan for review and approval by the Board of Trustees.

UJIMA UNITED, LLC PROPOSAL FOR SERVICES



OVERVIEW

Ujima United, LLC is pleased to submit this proposal for services to help advance the mission of the Milwaukee County Federated Library System (MCFLS) to provide outstanding library service for all Milwaukee County citizens by:

- facilitating cooperation among member libraries,
- improving access and encouraging resource sharing,
- promoting the most effective and efficient use of available funding, and
- assisting member libraries with current and evolving technology.

OBJECTIVE

To facilitate a strategic planning process that will provide the organization and its stakeholders with a clear picture of where it is headed, what it plans to achieve, the methods by which it will succeed and the measures to monitor progress.

EVALUATING SUCCESS

A successful strategic plan will:

- Engage and promote collaboration among a broad group of diverse stakeholders throughout the process
- Result in the development of a shared mission, vision and values
- Consider relevant data and information from an environmental scan
- Identify strengths, weaknesses, opportunities, and challenges
- Prioritize a set of shared strategic issues
- Develop goals and specific, measurable, achievable, relevant, and time-oriented (SMART) objectives for each of the identified priority strategic issues
- Leverage best practices and evidenced-based implementation strategies
- Result in the development of a written action plan
- Assure continuous quality improvement through ongoing process and outcome evaluation methods
- Ultimately, support the mission of the Milwaukee County Federated Library System

QUALIFICATIONS

Ujima United, LLC serves as a partner for change, providing a wide range of professional consulting services to individuals, organizations and communities. Additional information can be found online at: www.UjimaUnitedLLC.com.

We are a diverse consortium of highly skilled professionals working together to create positive change. Our team approach allows us to leverage our collective strengths. Dr. Kim Whitmore will serve as the lead consultant for this project. Other members of the Ujima United team will help support the project based on the scope of work.

Dr. Kim Whitmore has had more than 15 years of public health experience working with communities at both the local and state level. As the Health Officer for the City of Cudahy Health Department, she established the Healthiest Cudahy Coalition and led the community health assessment (CHA) and community health improvement planning (CHIP) process. As the State Health Plan Officer for the Wisconsin Division of Public Health, she was responsible for the monitoring and evaluation of Healthiest Wisconsin 2020. She worked closely with the Public Health Council to develop a process to prioritize the focus areas and better align with Public Health Accreditation Board (PHAB) standards. Dr. Whitmore also worked closely with the State Innovation Model (SIM) initiative to help align diverse stakeholders across Wisconsin to improve population health. Additionally, she oversaw Public Health Workforce Development, Public Health Accreditation, and the Primary Care Program for the State of Wisconsin. She has broad public and private sector experience with meeting facilitation, strategic planning, and coalition building, as well. Dr. Whitmore has previously led strategic planning efforts for several public libraries, local health departments, and community-based organizations. In her current position as an Assistant Professor at the University of Wisconsin - Madison, she helps to cultivate the next generation of healthcare leaders who will transform the healthcare system and communities to promote health equity and society justice. With her diverse experience and training, Dr. Whitmore is uniquely positioned to help support this important work for the Milwaukee County Federated Library System.

Evelyn Cruz, BA International Relations, Global Cultures Certificate. Evelyn's career has centered on promoting accessibility, inclusion and equity, particularly health equity, culturally and linguistically appropriate services, and civil rights compliance. Evelyn has over 15 year of program development and management for statewide programming. She has also provided statewide leadership to address equity as the Wisconsin Minority Health Officer (DHS), Maternal & Child Health Equity Consultant in the Family Health Section, Department of Health Services (DHS) and WI State Monitor Advocate for Migrant and Seasonal Farmworkers (Department of Workforce Development), by developing, directing and managing initiatives that promote community engagement, equal opportunity and inclusion. She has also co-developed and taught curriculum for language interpreting in health care. She currently works as the Deputy Director for Centro Hispano. In her current position she provides leadership for programming, motivation for staff, and day to day management for smooth operation for the largest Latino serving organization in Dane County.

STRATEGY

We are focused on producing positive, timely results. We believe we are stronger together and work to build collective impact in all we do. We approach all of our work with a lens for social justice and health equity. Our asset-based approach allows us to build upon existing strengths. Our work is evidenced-based and grounded in best practices. We strive to build capacity and create long-lasting, sustainable change. Following is a proposed timeline of key project activities. Dates are best-guess estimates based on a **October 1, 2018** start date and are subject to change until a contract is executed.

<i>Activity</i>	<i>Timeline</i>	<i>Description</i>
A. Develop a comprehensive work plan	October 2018	Lead consultant will work with program staff to develop a comprehensive work plan that can be used to guide the overall process. The work plan will include detailed action steps for all activities and a plan for evaluation.
B. Data Collection	October/November 2018	<p>a. Create a single survey to send to member libraries, system board trustees and system staff covering the following areas:</p> <ul style="list-style-type: none"> i. Assessment of 2015-2017 Strategic Plan ii. Current needs and challenges of member libraries in providing services to patrons. iii. How and to what extent should the system be addressing these service needs? What efficiencies can the system provide through scale and coordination? <p>b. Facilitate a meeting of key stakeholders and conduct a SWOC analysis to examine the system's internal strengths and weaknesses in meeting external challenges. Review the MCFLS vision, mission and values in light of this analysis and suggest changes where needed.</p>
C. Strategic Plan Development	December 2018/January 2019	<p>a. Meeting One (Half Day). Facilitate meeting to help participants identify strategic issues using data collected in step B.</p> <p>b. Meeting Two (Half Day). Develop goals, objectives and strategies to address those issues. Consider PLSR recommendations in light of these issues and identify potential areas of collaboration.</p>

		c. Meet with MCFLS staff to go over proposed plan and develop a strategy for ongoing assessment.
D. Writing the Strategic Plan Document	February/ March 2019	a. Develop draft of written strategic plan. b. Revise strategic plan based on feedback from stakeholders. c. Present strategic plan to MCFLS Trustees by end of March 2019.
E. Ongoing Guidance	October 2018 – March 2019	Lead consultant will meet virtually with program staff regularly to evaluate progress, discuss next steps based on the work plan, and provide technical assistance, as needed.

RESOURCES

The resources needed to successfully complete this project will vary based on the scope of work. Meeting expenses (i.e. room rental, set-up, food/beverages, supplies), advertising/marketing costs, website/social media development and printing/distribution costs of dissemination materials are the responsibility of the Milwaukee County Federated Library System.

Ujima United consulting fees will be determined based on the level of support needed throughout the process at the **fixed rate of \$100 per hour based on actual time worked.**

Below is a **menu of services** based on the proposed activities for your consideration. The consultation time required to complete each activity is a best estimate and may be subject to variability. Estimates of consultation time required for completion are based on a **six month** contract period. Should the contract period be longer or shorter, actual time required will be adjusted, accordingly. Additional activities and services may be negotiated, as needed.

Ujima United consultants will collaborate with program staff for all activities using a team-based approach to ensure successful and timely completion of all deliverables. The total amount of consultation time required may be reduced if Milwaukee County Federated Library System staff or interns are available to help support the activities. Additionally, pro bono partner funds may be available to help off-set costs, if needed.

***We are committed to working with you
to ensure the project meets your budget needs.***

<i>Activity</i>	<i>Description</i>	<i>Deliverable</i>	<i>Consultation Time Required for Completion</i>
A. Develop a comprehensive work plan	Lead consultant will work with program staff to develop a comprehensive work plan that can be used to guide the overall process. The work plan will include detailed action steps for all activities and a plan for evaluation	Work Plan	6 hours
B. Data Collection	<p>Create a single survey to send to member libraries, system board trustees and system staff as described in activity B.</p> <p>Facilitate a meeting of key stakeholders as described in activity B.</p>	<p>Written summary of survey results and PowerPoint presentation</p> <p>Meeting agenda, presentation, and meeting summary.</p>	<p>15 hours to develop, administer and analyze survey</p> <p>6 hours to develop written summary and PowerPoint presentation</p> <p>10 hours for stakeholder meeting (4 hour meeting, 3 hours prep and meeting summary, 3 hours travel time)</p>
C. Strategic Plan Development	a. Meeting One (Half Day). Facilitate meeting to help participants identify strategic issues	Meeting agendas, presentations, and summaries.	10 hours for Meeting One (4 hour meeting, 3 hours prep and meeting summary, 3

	<p>using data collected in activity B.</p> <p>b. Meeting Two (Half Day). Develop goals, objectives and strategies to address those issues. Consider PLSR recommendations in light of these issues and identify potential areas of collaboration.</p> <p>c. Meet with MCFLS staff to go over proposed plan and develop a strategy for ongoing assessment.</p>		<p>hours travel time)</p> <p>10 hours for Meeting Two (4 hour meeting, 3 hours prep and meeting summary, 3 hours travel time)</p> <p>6 hours for meeting with MCFLS staff (2 hour meeting, 1 hour prep and meeting summary, 3 hours travel time)</p>
D. Writing the Strategic Plan Document	<p>a. Develop draft of written strategic plan.</p> <p>b. Revise strategic plan based on feedback from stakeholders.</p> <p>c. Present strategic plan to MCFLS Trustees by end of March 2019.</p>	<p>Written Strategic Plan</p> <p>PowerPoint presentation for MCFLS Trustees meeting</p>	<p>24 hours to draft plan</p> <p>6 hours for review of feedback and revisions</p> <p>8 hours for meeting with MCFLS staff (2 hour meeting, 3 hour prep and meeting summary, 3 hours travel time)</p>
E. Ongoing Guidance	Lead consultant will meet virtually with program staff regularly	Meeting Summaries	18 hours

	to evaluate progress, discuss next steps based on the work plan, and provide technical assistance, as needed.		(2 hour meeting + 1 hour prep and summary x 6 meetings)
CONSULTING FEE (119 hours x \$100/hour) = \$11,900			

SUMMARY

We look forward to supporting the strategic planning process for the Milwaukee County Federated Library System. If you have questions related to this proposal, feel free to contact Kim Whitmore at your convenience by email at UjimaUnited@gmail.com or by phone at 414-403-2699. Thank you for your consideration.

"Working with Ujima United consulting services to help develop a strategic plan was a very positive experience for all our stakeholders. Kim Whitmore was creative, responsive, and always positive and engaging. She was able to draw our stakeholders into the planning process which many of them had previously dreaded. All participants were very appreciative of the excellent skill, knowledge and professionalism of Ujima United!"

*- Sheila O'Brien, Director
Greenfield Public Library*

AGREEMENT OF TERMS

Ujima United, LLC agrees to complete the activities described in this proposal, including all deliverables by the dates indicated. Monthly invoices will be submitted for services based on the actual amount of time worked at the rate of \$100, not to exceed the total amount indicated, unless otherwise negotiated.

The Milwaukee County Federated Library System agrees to prompt payment within 30 days of receipt of invoice.

Kim E. Whitmore, PhD, RN, CPN

Date

Owner and Chief Change Officer

Ujima United, LLC

Steve Heser

Date

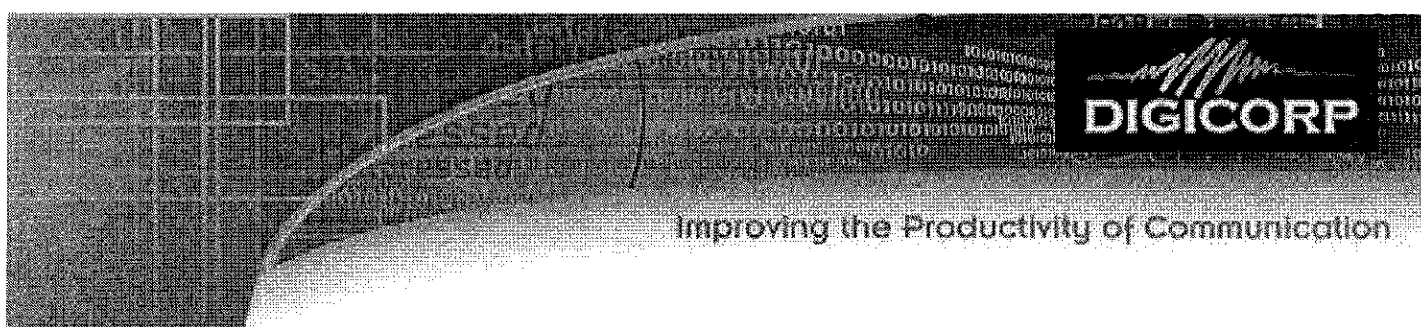
System Director

Milwaukee County Federated Library System

u-ji-ma (n)

[oo-GEE-mah]

*Collective work and
responsibility*



BUDGET PROPOSAL FOR: MCFLS

PROPOSAL DATE: August 22, 2018

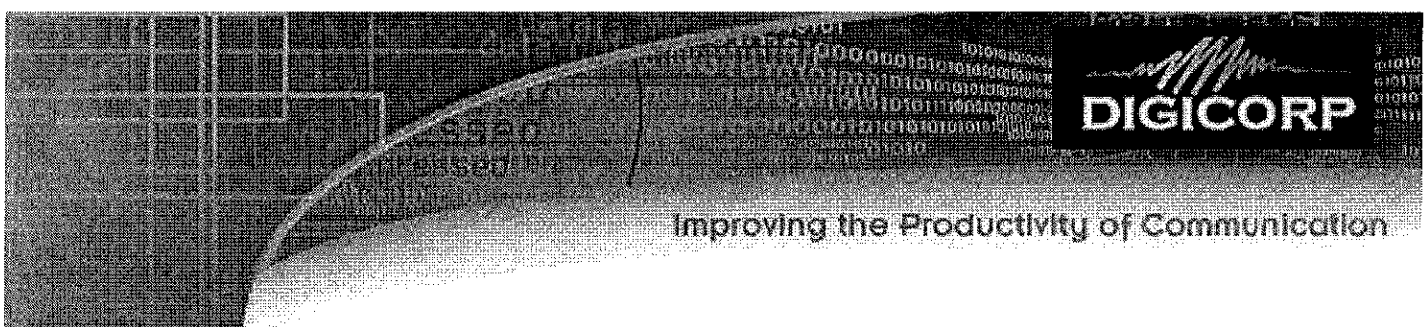
ESTIMATED PROJECT COST: \$ 73,200.00

PROJECT DESCRIPTION: Sierra Server Upgrades

SERVER HARDWARE: HPE Proliant DL G10 Series Servers

<u>QTY</u>	<u>DESCRIPTION</u>	<u>Extended Price</u>
2	HPE Proliant DL580 G10 4U 4 Socket Servers including:	
4	HPE DL580 G10 Intel® Xeon-Gold 6148 (2.4GHz/20-core/145W) FIO Processor Kit	
1	HPE 256GB (16x16GB) Single Rank x4 DDR4-2666 CAS-19-19-19 Registered Smart Memory Kit	
1	HPE Smart Array P408i-p SR Gen10 (8 Internal Lanes/2GB Cache) 12G SAS PCIe Plug-in Controller	
4	HPE 300GB SAS 12G Enterprise 10K SFF (2.5in) SC 3yr Wty Digitally Signed Firmware HDD	
1	HPE 10GbE FlexFabric 2-port 535FLR-T Adapter	
4	HPE 1600W Flex Slot Platinum Hot Plug Low Halogen Power Supply Kit (1600W Power supplies only support high line voltage: 200VAC to 240VAC)	
1	HPE iLO Advanced Management Engine	
1	HPE CarePack- 3 years onsite- 24x7x 4 hour Hardware Support	
	Total	\$ 73,200.00



**PROFESSIONAL SERVICES:**

<u>QTY</u>	<u>DESCRIPTION</u>	<u>Unit Price</u>	<u>Extended Price</u>
1	Digicorp Professional Services (Scope of Work Required)		T&M

PROJECT NOTES:

Applicable taxes, freight charges and trip charges are not included. Quote assumes customer will provide dual redundant switches for network connections, and all necessary infrastructure is in place. Pricing is for budgetary purposes and subject to change.



Executive Summary

9/11/2018

Dear MILWAUKEE COUNTY FEDERATED LIBRARY SYSTEM,

T-Mobile USA, Inc. would like to thank you for giving us the opportunity to begin a long-standing business relationship with MILWAUKEE COUNTY FEDERATED LIBRARY SYSTEM. As a provider of wireless voice and data service, we understand MILWAUKEE COUNTY FEDERATED LIBRARY SYSTEM's desire to control costs while achieving the best in class mobile technology experience. T-Mobile has changed the wireless industry with our Un-carrier approach and will provide you with a suite of products and services that are unrivaled by our competition.

We will simplify your device portfolio, streamline your service billing, provide consistent and reliable services with our LTE network, and lower your total cost of ownership through redefined wireless pricing models. Our solution highlights include, but not limited to:

- ☒ Fast, advanced, and nationwide 4G LTE network
- ☒ Full Service Device & Account Management Portal
- ☒ Dedicated E-Rate Support
- ☒ Industry leading Simple Choice rate plan options, including the \$10 Unlimited Talk and Text (no data)
- ☒ Unlimited rate plan with custom data add-on options

We're proud of our T-Mobile Government Account Team, whose mission is to service your organization and help address all your telecommunications needs. They'll work with your account administrators on a quarterly basis to help you analyze current plans, as well as your future mobile workforce needs.

Name	Title	Phone	Email
Maggie Sauder	Senior Government Account Manager	312-404-0520	Maggie.Sauder@T-Mobile.com
Tarek Sayed	Government Sales Manager	612-707-3633	Tarek.Sayed@T-Mobile.com
David Bezzant	Government Sales Director	480-638-2608	David.Bezzant@T-Mobile.com
Adeel Ahmad	Sales Engineer	630-776-7193	Adeel.Ahmad16@T-Mobile.com
Tom Long	Service Account Manager	773-742-0842	Thomas.Long@T-Mobile.com
Government Care		800-361-1310	GovernmentAccount@T-MobileSupport.com

Pricing

3 hotspots with static IP

Unlimited LTE Data Service Option	Price	Users	Monthly Total
Truly Unlimited High-Speed Data	\$29.75	3	\$89.25
Static IP	\$1.70	3	\$5.10
Total		3	\$94.35

Equipment:

Currently we have a promotion that the devices are **no cost**. The standard pricing is \$73.



709 North Eighth Street
Milwaukee, WI 53233

PH: 414-286-8149

FAX: 414-286-3209

September 11th, 2018

August/September 2018 Director's Report

Summary of activities

1. Attended the North Shore Library Board meeting on August 16th.
2. Participated in interviews for MPL Head of Circ/Reference Administrative position August 16th-17th.
3. Met with representatives from CFRA to talk about a replacement product for NetAdvantage called Marketwatch. Marketwatch is a tool for business news, personal finance information, real-time commentary and investment tools and data.
4. Participated in a meeting with MPL and MPS representatives on August 20th to discuss the research application for LibraryNow and the best way to collaborate and share data.
5. Attended the New Director Boot camp August 22nd-24th in Marshfield.
6. Met with vendors from CollectionHQ (collection development product) and Boopsie for Libraries on August 27th.
7. Discussed WiFi hotspots with Judy Pinger and representatives from T-Mobile, US Cellular and Sprint.
8. Obtained pricing from Innovative and Digicorp regarding replacement for the Sierra servers which are nearing end of life in 2019; discussed hosting and other options with staff.
9. Set agenda and led discussion at the LDAC meeting on September 6th.
10. Participated along with MPL and SOIS staff in planning for the WLA session on Fines to be held in October.
11. Met with the Cudahy Family Library Board on September 8th.
12. Attended Milwaukee County Budget Open House on September 11th at the Kosciuszko Community Center to listen and understand more about the County budget situation.

Upcoming Activities

1. Complete work on the 2019 MCFLS budget and 2019 System Plan
2. Begin the process of strategic planning with consultants.
3. Participate in a statewide WISNET training opportunity on design thinking September 19th.
4. Attend CollectionHQ training and speak with our sales rep and work to do what we can to ensure member libraries use the product.