# Nevada State Library, Archives and Public Records

LIBRARY SERVICES AND TECHNOLOGY ACT: Competitive Grants

# 2021 LSTA Competitive Application

- **Grant Project period:** July 1, 2021-August 31, 2022
- **Competitive Grant amount:** $10,001-$75,000
- **Eligibility Requirements:** https://nsla.nv.gov/ld.php?content_id=58271306
- **Deadlines:** 1st Draft: February 19, 2021
  Final: March 26, 2021
- **Submit signed application to:** nslaprlsta@admin.nv.gov

## Section 1, Applicant Information

**1.1 DUNS Number:** 134681717

**1.2 Library Name:** North Las Vegas Library District

**1.3 Library Type:** ☒ Public ☐ School ☐ Academic ☐ Special ☐ Consortia

**1.4 Address:** 2250 Las Vegas BLVD N., Suite 133

**1.5 Project Manager Name & Title:** Forrest Lewis, Director

**1.6 Project Manager Email:** lewisf@cityofnorthlasvegas.com **1.7 Phone:** (702)633-1079

**1.8 Library Director/Administrator Name:** Forrest Lewis

**1.9 Director/Administrator Email:** lewisf@cityofnorthlasvegas.com **1.10 Phone:** (702)633-1079

## Section 2, General Project Information

**2.1 Project Title:** Planning for success.

**2.2 Project Budget summary**

- LSTA Funds requested $ 34,500
- Local Cash/In-Kind $ 6,460
- Project Total $ 40,960

**2.3 Project Summary** - *Who, what, where, when, why & how. Your elevator speech.*

This project will create a new 5 year strategic plan for the North Las Vegas Library District. Our current strategic plan has proven extremely successful for our library district, and we fully intend to stay on target with the main goals and objectives that were formulated through that plan. Rather than start from scratch, we will build on the foundation of the current plan to honestly rate our successes and failures. The new plan will address any necessary changes based on community need, technology advancements, and demographic shifts. The end product will accurately align our focus for the future to ensure that we are providing the best and most useful library services four our unique service population.

**2.4 Target Audience** (select ***either*** Library Workforce, General, or Targeted)

☐ Library Workforce (includes volunteers and trustees)
☐ General Population
☐ Targeted Group (select all that apply):

☐ People who are living below the poverty line ☐ Unemployed

☐ American Indian or Alaska Native ☐ Asian
☐ Native Hawaiian or other Pacific Islander ☐ Black or African American
☐ Hispanic or Latino

☐ Families ☐ Intergenerational groups (not families)
☐ Immigrants/refugees ☐ Persons with disabilities
☐ Persons with limited functional literacy skills ☐ Other

☐ Urban ☐ Suburban ☐ Rural ☐ Statewide

☐ All ages ☐ 0-5 years ☐ 6-12 years ☐ 13-17 years ☐ 18-25
☐ 26-49 years ☐ 50-59 years ☐ 60-69 years ☐ 70+ years

## Section 3, Project Need & Solution

**3.1 Target Audience Need–** Answer the following: *What challenge/opportunity is facing your target audience. How do you know this need is real and not perceived?* ***(Use data as backup!)***

The North Las Vegas Library District services a large and diverse population of over 250,000 residents. Within the boundaries of our city we have 21 elementary, 7 middle, and 6 high schools. This is not to mention our many charter, private, and home-school students. Most of our public schools qualify for Title I funding, and perform low on the academic achievement scale.

In addition to the struggles faced by our students, we are challenged with supporting the broader adult population that struggles with high poverty and unemployment rates, which are directly linked to low low rates of higher education attainment.

With these realities in place, it is extremely difficult for our small library district of 3 branches and 23 full time employees to take the proper time and energy to effectively focus on a meaningful strategic plan. Another factor for an organization like ours is that we are so entrenched in following and activating our current plan, that it is almost impossible for us to objectively step back and honestly evaluate the effectiveness of our initiatives. An outside professional is essential to help us with this process. Ultimately an effective strategic plan is essential for us to properly support our community and plan for future success. It is our intention to be proactive in meeting the needs of our patrons, as opposed to a reactionary approach that is destined to fail.

**3.2 Supporting Data and Data Sources –** *You must include statistical data to support evidence of need.*

Census.gov

The estimated student population in North Las Vegas, ages 6-18 is 40,000. The overall demographics of the City includes a population of 20% African-American and 41% Hispanic. 15% of families live in poverty, and a significant percentage are just above the poverty line.

Only 17% of North Las Vegas residents over the age of 25 have a bachelor's degree or higher.

**3.3 Solution –** Answer the following: *What is your proposed solution to address the Target Audience's need? Why is this the* **best** *solution? Why is your library the* **best** *organization to provide the solution?* This is an overview- provide detail in Section 5, Implementation Activities

We created our current strategic plan 5 years ago with the specific purpose of reinventing the library to truly focus on meeting the needs of our community in the wake of the great recession. Our library district was in free fall with a staff that had been cut in half, targeted with helping a community that had been gutted by high unemployment and home foreclosures. We were struggling to figure out our purpose and we knew that we needed professional help to guide us forward. Luckily we were awarded an LSTA grant to hire an outside planning expert to take a deep dive into the needs and opportunities of our community. Through the year-long planning process we intimately involved staff, we fully engaged our Board of Trustees and Friends of the Library members, and we had detailed discussions with city leadership and valued community partners. We created a living breathing plan that allowed our staff to focus on a few important initiatives that addressed the biggest needs of our service community. That plan was extremely successful and opened the door to new partnerships that have dramatically expanded our workforce and educational services.

It has now been 5 years since activating our current plan, and it is important that we evaluate and update it to ensure that we are continuing to best serve our residents. This is even more important in light of the COVID-19 pandemic. This worldwide crisis is going to produce a vast amount of new challenges and opportunities for the library. It is extremely important for us to take an honest look at what we are doing right for our community, along with areas where we may be failing. The focus will lean heavily on the next couple of years, as our community struggles to recover, and we will also be looking to the future to make sure that we are keeping in line with the expansion of our city.

## Section 4, Project Outcomes & Evaluation

**4.1 Project Outcomes -***What changes in behavior, attitude, skill, or understanding will occur in your target audience as a result of your project?*

The outcome of this project will be an updated 5 year strategic plan that will be created with the direct participation of staff, board members, city leadership, and valued community partners. The plan will guide the direction of the library district to effectively deal with the community crisis created by the pandemic, and it will help us plan for the continued growth of our city. Rather than a stagnate document that sits on the shelf and fulfills a requirement of the state library department, we intend for our plan to be a thoughtful living breathing document that our staff and leadership teams follow to best meet the needs of our community. Our staff, boards, and community partners will be active in creating the plan, as well as updating and altering any areas that may need to be changed or corrected during implementation.

From our previous planning experience, we fully expect this plan update to help us form new community partnerships, along with strengthening our current ones. The partnerships and new innovations in programs and services will also help us in garnering new funding streams, specifically in the areas of grants and donations. A final outcome of the project will be to help our staff and library board members to become better advocates for the library district. This will mainly be achieved by ensuring that all members are well versed on our specific goals and initiatives, as well as being updated on our accomplishments. Putting forth a succinct, targeted message is essential for our success.

**4.2 Evaluation –**Describe in detail how and when outcomes will be **measured** and **evaluated**. (ex: surveys, attendance, observation, circulation, etc.)

The first course of action on this project will be the evaluation of our current plan, with an honest look at what has been successful over the past five years, and what has fallen short of expectations. This information will be included in the final report for the grant.

Along with the assessment of our current plan, we will be providing staff and our board members with surveys throughout the project to gauge their perception of the process and the effectiveness of the final product.

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## Section 5, Project Implementation Activities

**5.1 Project Implementation: Activities & Outputs –** *How will you implement your solution? Project details go here! Describe the concrete things you'll create/buy, the instructional programs you'll schedule, the plans you'll produce, etc. IMLS has identified* ***4 types*** *of Activities and multiple Modes for LSTA projects. Select all the Activity categories that are relevant and provide descriptions for each. See* **Instructions** *for more detail on the IMLS Activity structure.*

### Instruction

☐ Program ☐ Presentation ☐ Consultation/Drop-In ☐ Other _____

### Content

☐ Acquisition ☐ Creation ☐ Description ☐ Lending ☐ Preservation ☐Other_____

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## Planning

☐ Prospective ☐ Retrospective

In preparation for this project we contacted three different consultants with national experience in library planning. We wanted to make sure that we were getting the best product and price. In the end we decided to go with CIVICTechnologies, the same company that completed our current strategic plan. Their proposal was not only the one most aligned with our goals for the project, but they also were able to provide more services for the cost because of their familiarity with our library district. The proposal will be attached to cover the full extent of their proposed work product that will cover the 5 following steps for the project.

1) Gathering input from library staff, board members, city leadership, and community leaders.
2) Analyze recent library service statistics to identify strengths and weaknesses.
3) Confirm and develop existing SchoolReady and WorkReady objectives and outcomes.
4) Update existing SchoolReady/WorkReady and Organizational Capacity investments, initiatives, and implementation action steps; and mission/vision/vlaues statements.
5) Update plan documentation including PowerPoint presentation.

## Procurement

**5.2 Promotional Activities -** *How will you promote this project and its activities? How will the target audience know*

With this being a planning project, the promotional activities will be limited to Library Board meeting presentations until the completion of the strategic plan. Once the plan is complete we will be promoting it on social media, and through community presentations.

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## Section 6, State, Local & Federal Planning Information

**6.1 Nevada LSTA 5 Year Plan Goals** – *Select ONE and explain how your project advances this particular Nevada goal and how your target audience will benefit.*

- ■ 1. Strengthen Nevada libraries' ability to effectively respond to community needs through training, planning, and assessment.
- ☐ 2. Encourage Nevada libraries to develop and use partnerships and collaboration to maximize user resources and services throughout the state.
- ☐ 3. Nevada libraries will provide responsive and accessible learning environments that meet the needs of all Nevada residents.
- ☐ 4. Build capacity of libraries to meet evolving information access needs.

The North Las Vegas Library District holds fast to the old adage "if you fail to plan, you plan to fail." This has always been true, but is probably more critical now as we are preparing to face a post COVID-19 reality. We can imagine the many problems that we will be facing, especially related to workforce, budget issues, and the new normal for education, but there will be just as many positive changes that we will need to be prepared for as well. We are excited to imagine the many technological advances that will come in the aftermath of the pandemic that will meet the demands for safe access to information and entertainment. From a library perspective, this is a perfect opportunity to understand and embrace these changes to make sure that we are providing useful and relevant services for our community. We know that the Nevada State Library, Archives & Public Records Division shares our passion for planning, as this is one of the key goals in their strategic plan.

With all this in mind, we feel that our project is in perfect alignment with the goals and objectives of the State Library. We want to ensure that our library district is always working to be proactive in our approach to library services, as opposed to simply reacting to circumstances as they happen. Nevada libraries have been at the cutting edge of innovation over the last several years, from our OneStop Career Centers, to STEM related educational programs. We want to make sure that we continue to stay at the forefront of these types of Initiatives for our community, with an eye on programs that make the most sense for our specific service population. This is even more important for us in the face of a home building frenzy that will be bringing thousands of new residents to our City. We need to make sure that we are planning meet their needs, as well as the needs of our current patrons.

**6.2 Local Planning Documents** – *How does this project help advance goals from your local planning documents (strategic plan, technology plan, etc.) Does it also align with any community or statewide plans? If yes, please describe.*

The first listed goal in our City's strategic plan is "Creating and maintaining a financially sustainable City government that provides services of the highest quality." This project is in perfect alignment with this goal, as the plan will create a road map for our library district to provide the highest quality services for our patrons, within the realities of our limited budget.

**6.3 IMLS Project Intent** (select ONE)

- ☐ Lifelong Learning
- ■ Institutional Capacity
- ☐ Human Services
- ☐ Information Access
- ☐ Economic & Employment Development
- ☐ Civic Engagement

## Section 7, Project Partners

**7.1 Project Partners, Formal and informal** *List partners, their area of operation and legal organization type (see* Instructions*), and describe how their contributions will help achieve the project's outputs and outcomes. Include an estimate of their in-kind or cash match contributed resources in* Section 10, Project Budget. *Attach signed formal partnership agreements and/or letters of support*

Our partners in the planning process will be the individuals and organizations that we are able to connect with in the development of the strategic plan. As with our last strategic planning efforts, our goal is not simply to tell people what we are hoping to accomplish as a library district, and encourage them to join us. We find it much more effective to listen to prospective partners to find out what their goals and aspirations are, and then see if the library is capable of helping them achieve their goals. We will be looking for partnerships that are equally beneficial to both organizations, and that allow for us to better serve our patrons in a way that aligns with our strategic plan.

## Section 8, Project Sustainability

**8.1 Project sustainability.** *Do you anticipate continuing this project after the funding period ends? Please explain. If yes, what are your plans for sustainability and continuity? How will the scope or level of effort change?*

We view our strategic plan as a living document that is constantly being evaluated and updated. As a continuation of our previous plan, we have all of our library staff members assigned to committees based on the three main objectives of our plan, WorkReady, SchoolReady, and Capacity Building. We will continue to have our staff engaged in shaping the plan long after the end of the project to ensure that it remains relevant for our service community.

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## Section 9, Project Timeline & Staff Responsibilities

**9.1 Timeline -** *List all project implementation activities and indicate (with an X) when they will occur on the timeline. Include activities to be used towards match.*

| Activity | Staff responsible | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Set up project management. | Library Director. | ✓ | | | | | | | | | | | | | |
| Undertake webinar kick off meeting. | Library Director | ✓ | | | | | | | | | | | | | |
| Obtain library/community data. | Library Management Team | ✓ | | | | | | | | | | | | | |
| Undertake first workshop and conduct community interviews. | Library Director | ✓ | | | | | | | | | | | | | |
| Prepare service findings memo and organizational development findings. | | ✓ | | | | | | | | | | | | | |
| Undertake 2nd workshop. | | | ✓ | | | | | | | | | | | | |
| Draft initiative, mission, vision, and values updates. | Library Management Team | | ✓ | | | | | | | | | | | | |
| Draft implementation logic models. | Library Management Team | | ✓ | | | | | | | | | | | | |
| Final draft of initiative, mission, vision, and values updates, and implementation logic models. | Library Management Team | | ✓ | | | | | | | | | | | | |
| Draft plan documentation. | | | | ✓ | | | | | | | | | | | |
| Final plan documentation. | | | | ✓ | | | | | | | | | | | |
| Implementation roll out plan. | Library Management Team | | | ✓ | | | | | | | | | | | |
| Obtain Board approval. | Library Director | | | ✓ | | | | | | | | | | | |
| Staff actively implementing approved plan. | Library Management Team | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

**9.2 Staff Responsibilities-** *Provide a brief resume of key project staff.*

The key project staff for the library includes members of the management team. Our management team consists of the library director and our two branch managers.

Library Director: Forrest Lewis is the director of the North Las Vegas Library District. Forrest began working for the district in 2001 as a family services librarian. He was promoted to branch manager in 2009, and took over as the director in 2013.

Alexander Library Branch Manager: Garett Dacay is the branch manager of the Alexander Library. Garett began working for the North Las Vegas Library District in 2001 as a circulation assistant. After taking a few years off to work for the Clark County School District, and later a school district in his home state of Hawaii, Garett returned to his position at the library. Garett earned his library degree while working full time, working his way up to the current position of branch manager.

Aliante Library Branch Manager: Shelly Alexander is the branch manager of the Aliante Library. Shelly was also hired by the library district in 2001 as a circulation assistant. Shelly was quickly promoted to the youth services department, where she advanced to family services librarian after earning her library degree. Eventually Shelly advanced to the position of branch manager.

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## Section 10, Project Budget

**10.1 Project Budget & Narrative.** *Whole dollar* amounts only. Fields do *not* auto-calculate - please enter TOTAL amounts and double check your math. See Instructions for each category's definitions and required information. See the allowable expenses Tip Sheet for details on what may be purchased with LSTA funds. Questions? Contact the LSTA coordinator.

| | LSTA | Local Cash/In-Kind | TOTAL |
|---|---|---|---|
| **Salaries/Wages/Benefits** | $ | $ 3,460 | $ 3,460 |
| Description<br>In-Kind salary and benefits related to the work that the library management team will put into directly formulating and implementing the plan. 2 Branch Managers, 22 hours each @ $78.63 per hour (S&B). 44 X 78.63 = $3,460 | | | |
| **Consultant Fees** | $ 31,000 | $ 3,000 | $ 34,000 |
| Description<br>This is the consulting fee for the strategic planning process. A full proposal with scope of work is included in the supplementary documentation. We chose CIVICTechnologies as the winning proposal for our project. | | | |
| **Travel** | $ | $ | $ |
| Description | | | |
| **Supplies/Materials** | $ 3,500 | $ | $ 3,500 |
| Description<br>This amount is for equipment needed for the staff workshops and training sessions, along with printing costs to distribute and promote the strategic plan. The estimated breakdown is $3,000 for 2 office projectors, one for both the Aliante and Alexander library branches. $300 for workshop supplies, and $200 for printing fees. | | | |
| **Equipment Over $5,000 per unit** | $ | $ | $ |
| Description | | | |
| **Services** | $ | $ | $ |
| Description | | | |
| **Indirect Costs** | $ | $ | $ |
| Rate %:<br>(a cap of 10% is imposed for FFY 21) | | | |
| **TOTALS** | **$ 34,500** | **$ 6,460** | $ 40,960 |

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## Section 11, Project Supporting Materials

**11.1 Attach** supporting materials (in a separate file). These may include letters of support, partnership agreements, technology specifications, photos, layouts, or anything else that you feel will support your project and budget. If salaries are requested, provide job descriptions; if a contracted services are a major component, provide copies of RFPs and bids.

## Section 12, Certifications

### 12.1, Agreement

By checking the boxes, I agree that if my LSTA Grant Project is funded, I will:

- ☐ Submit a Risk Assessment and all Required LSTA Signature forms (one set per library per grant year). Forms are available here: https://nsla.nv.gov/2021LSTA/RequiredForms
- ☐ Expend 100% of LSTA funds in the allowable costs categories as noted in the budget section and submit receipts/backup documentation for reimbursement
- ☐ Conduct surveys as required by IMLS - see https://nsla.nv.gov/2021LSTA/Surveys
- ☐ Provide local matching funds of at least 10%
- ☐ Submit final reimbursement requests within 60 days of project completion or Sep. 15, 2022, whichever comes first
- ☐ Submit a final report by Nov. 4, 2022
- ☐ Acknowledge the source of project funding in all publicity - see instructions
- ☐ Retain all grant related documents, including copies of reimbursement requests and payments received, per federal retention schedules (through Dec. 31, 2026 for Federal Fiscal Year 2021 grants)

### 12.2, Application Certification

**Project Title:**

**Applicant Name & Library Jurisdiction:**

**WE, THE UNDERSIGNED, CERTIFY** the project application named above will be the basis for the operation and administration of the project for which LSTA funds are requested. We will provide expenditure and other reports and will comply with such fiscal provisions as the Nevada State Library, Archives and Public Records.

Receipt of this application by NSLAPR does not guarantee that my library will be awarded funding.

E-SIGNED by Tameka Henry
on 03/24/2021 00:38:26 GMT

Signature of President, Board of Trustees

03/24/2021 00:38:26 GMT

Date Signed

Signature of Library Director

3-24-21

Date Signed

Signature of Project Director

3-24-21

Date Signed

# Executive Summary

## Our Approach

Our approach to the 2021 Strategic Plan Update (21SPUpdate) is to update the successful work of the 2015 Strategic Plan with modest modifications. The 21SPUpdate will have a five-year horizon.

The 21SPUpdate will continue the focus on data-driven and customer focused services employing the two existing market strategies (Work Ready and School Ready) and the single existing organizational development strategy (Capacity Building).

The work on these three strategies will have five major steps:

1) Gather input from Library staff, Library Board members, North Las Vegas elected officials and city staff, and community leaders.

2) Analyze recent Library service statistics to identify strengths and weaknesses.

3) Confirm and develop existing SchoolReady and WorkReady objectives and outcomes.

4) Update existing SchoolReady/WorkReady and Organizational Capacity investments, initiatives, and implementation action steps; and mission/vision/values statements.

5) Update plan documentation including PowerPoint presentations.

   Note: no additional market segmentation work will be performed. Existing information will be used.

Our firm prepared the successful 2015 Strategic Plan that helped the North Las Vegas Library District reinvent itself. We are very excited to be considered for this 21SPUpdate.

To do this, we'll prepare a District Framework Plan with detailed and actionable strategies, plans, and guidelines. We'll prepare these in a short, focused time-period by interactively working with Library leadership and staff through selected hands-on workshops.

Our vision is to confirm and develop the successful high-level themes from the 2015 Strategic Plan. These themes and measurable objectives will continue to reflect and meet customer and community needs, interests, challenges, and opportunities; consider reasonable future scenarios; embody the same shared values that gives the District its unique identity; and leverage existing library strengths and provide guidance for developing organizational capacity to overcome weaknesses.

We'll complete our work in approximately three (3) months including Library Board approval if it can be agendized and scheduled.

# Work Plan and Timeline

## Approach and Schedule

We will undertake the work in a series of orchestrated tasks described below. Some tasks will overlap in time. To work in a cost-effective and timely manner, we will focus significant work efforts into interactive multi-day workshops at the Library. The following figure describes the work plan:

| | Task Name | Month 1 | Month 2 | Month 3 |
|---|---|---|---|---|
| 1 | Set up project management | | | |
| 2 | Undertake webinar kick off meeting | | | |
| 3 | Obtain Library/community data | | | |
| 4 | Undertake workshop 1 (interview stakeholders, interview/work with Library staff, intro meeting with Library Board, work with Library staff) | | | |
| 5 | Prepare service findings memo and organizational development findings | | | |
| 6 | Undertake workshop 2 | | | |
| 7 | Draft SchoolReady, WorkReady, Capacity Building, and mission/vision/values updates | | | |
| 8 | Draft implementation logic models | | | |
| 9 | Final SchoolReady, WorkReady, Capacity Building, mission/vision/values updates, and implementation logic models | | | |
| 10 | Draft plan documentation | | | |
| 11 | Final plan documentation | | | |
| 12 | Implementation roll out plan | | | |
| 13 | Obtain Board approval | | | |

## Task Outline

### Task 1: Set Up Project Management

Project management will occur during all tasks. We'll work with the Library to set up project management such as communications, scheduling, and Library staff workshop participants.

### Task 2: Undertake Webinar Kick-Off Meeting

The kick-off meeting will be a two hour Zoom meeting with Library staff to introduce the project, discuss the schedule and process, work products, and status. A questionnaire will be sent to the Library to distribute to participants to help prepare them for the meeting.

### Task 3: Obtain Library/Community Data

We'll work with Library to obtain recent library data so we can understand services, community impacts, and staff strengths and weaknesses. We'll provide a detailed data request memo and forms to guide library staff data preparation and delivery.

### Task 4: Undertake Workshop 1

- We'll work with the Library to identify and schedule stakeholder interviews such as public, private, and non-profit/social service sector leaders (elected and agency officials, business leaders, non-profit executive directors, community leaders, religious leaders, and so forth). Interviews will be held at the library or offsite; meetings typically run a maximum of 30 minutes.
- We'll interview Library staff one on one or in small groups to discuss strengths and weaknesses, areas of needed improvement and support, and opportunities for organizational development and public service delivery. Notes will be taken at each meeting.
- We'll hold a brief 30-minute meeting to introduce the project to the Library Board. The meeting will include a brief presentation setting out the scope of work, schedule, deliverables, and key concepts.
- We'll develop investments and initiatives for SchoolReady, WorkReady, Capacity Building, and Mission/Vision/Values.
- After the workshop we'll document findings and results.

### Task 5: Prepare Service Findings and Organizational Development Memos

We'll prepare two findings memos: one for services suggesting areas of improvement and the other for organizational development suggesting areas of improvement.

### Task 6: Undertake Workshop 2

In advance of the workshop, we'll prepare a detailed agenda with the Library. We'll present investment and initiative statements for discussion and development, and during the workshop prepare implementation logic models evolving the format used in the 2015 Strategic Plan.

### Task 7: Prepare Draft SchoolReady, WorkReady, Capacity Building, and Mission/Vision/Values Updates

Based upon the results of Workshop 2, we'll prepare draft plan updates for review and revision by the Library.

### Task 8: Prepare Draft Implementation Logic Models

Based upon the results of Workshop 2, we'll prepare draft implementation logic models evolving the format used in the 2015 Strategic Plan for review and revision by the Library.

### Task 9: Prepare Final SchoolReady, WorkReady, Capacity Building, Mission/Vision/Values, and Implementation Logic Model Updates

We'll prepare final work products based upon Library input.

### Task 10: Prepare Draft Plan Documentation

We'll prepare draft plan documentation in PowerPoint utilizing the 2015 Strategic Plan format. We'll submit a digital PowerPoint file to the Library for review and revision.

### Task 11: Prepare Final Plan Documentation

We'll prepare a final plan documentation in PowerPoint utilizing the 2015 Strategic Plan format. We'll submit a digital PowerPoint file to the Library.

### Task 12: Prepare Implementation Roll-Out Plan

The implementation roll-out plan will provide step-by-step method for implementing plan elements. The roll-out will include measures for tracking progress on each element.

### Task 13: Obtain Board Approval

We'll present the final plan for approval to the Library Board. The agenda and presentation will be prepared in advance with the Library.

## Proposed Fees

We propose a fixed fee comprised of two elements: Labor Fee and Travel Expense Fee. The fixed Labor Fee is described in table below budgeted by task. The fixed Travel Expense Fee is capped at the amount displayed in the table below.

| | Task Name | Amount |
|---|---|---|
| 1 | Set up project management | $500 |
| 2 | Undertake kick off meeting | $500 |
| 3 | Obtain Library/community data | $1,000 |
| 4 | Undertake workshop 1 (interview stakeholders, interview/work with Library staff, intro meeting with Library Board, work with Library staff) | $4,000 |
| 5 | Prepare service findings and organizational development findings | $1,000 |
| 6 | Undertake workshop 2 | $4,000 |
| 7 | Draft SchoolReady, WorkReady, Capacity Building, and mission/vision/values updates | $3,000 |
| 8 | Draft implementation logic models | $1,500 |
| 9 | Final SchoolReady, WorkReady, Capacity Building, mission/vision/values updates, and implementation logic models | $1,000 |
| 10 | Draft plan documentation | $4,500 |
| 11 | Final plan documentation | $1,000 |
| 12 | Implementation roll out plan | $1,000 |
| 13 | Obtain Board approval | $2,000 |
| **Subtotal Labor Fees** | | **$25,000** |
| **Subtotal Travel Expense Fee** | | **$6,000** |
| **GRAND TOTAL** | | **$31,000** |

- **Note 1 Travel Expense Costs:** travel expenses include airfare, rental car, gas, parking, hotel, per diem, and other related costs and are in addition to the Labor Fee. Travel expense costs are estimated not to exceed $6,000.00. Travel expenses costs are associated with the three trips to the Library (Task 4 Workshop 1, Task 7 Workshop 2, Task 15 Board Approval). This amount is in addition to the Labor Fee above.

- **Invoicing:** we'll invoice monthly for the Labor Fee (percent of work completed by task) plus the Travel Expense Fee.

- **Other Notes:** the following costs are not included in the budget: 1) costs associated with meeting room space for the workshops and meetings and any related food or beverages; 2) costs for printing and copying; and 3) costs associated with public relations, invitations, public notifications, and so forth.

- **Additional Services:** any services not stated herein are Additional Services. Additional Services, if any, will be proposed by the Library. We'll prepare a written scope of work, schedule, fees, and products for approval and agreement by the Library. Additional Services will only be undertaken upon the mutual written agreement of the parties.