

**WPL BOARD MEETING AGENDA**

The agenda and some attachments are available on the WPL website and in a binder at the Reference Desk.  
Attachments requiring Board review and/or approval are not available.

**WILMETTE PUBLIC LIBRARY DISTRICT BOARD OF TRUSTEES MEETING AGENDA**  
**Tuesday, July 18, 2017 at 6:30 pm in the Staff Lounge**

**The July regular monthly meeting will begin at 6:30 pm in the Staff Lounge.**

**Trustees will conduct interviews with two Strategic Planning Consultants - Sarah Keister Armstrong at 6:30 pm and Harry Christiansen at 6:55 pm.**

**The Budget and Appropriation Public Hearing will be held in the Staff Lounge at 7:15 pm. The purpose of the hearing is to provide time for members of the public to comment on the Budget and Appropriation Ordinance to the WPL Board prior to ratification.**

- I. Call to Order and Roll Call.
- II. Conduct interviews with Strategic Planning Consultants Sarah Keister Armstrong (6:30 pm) and Harry Christiansen (6:55 pm). **Attachment 1**
- III. Conduct Budget and Appropriation Public Hearing (7:15 pm – 7:30 pm). **Attachment 2**
- IV. Approve June Minutes. **Attachment 3**
- V. Presentation. None.
- VI. Public Comment.
- VII. Treasurer's Report
  - A. Financial Reports for June. **Attachment 4**
  - B. Bills and Salaries for June. **Attachment 5**
- VIII. Action Items
  - A. Select Strategic Planning Consultant. See Attachment 1 for proposals.
  - B. Ordinance No. 2017/18-183, Combined Annual Budget and Appropriation Ordinance for Library Purposes for the Fiscal Year 2017-18 and Certificate of Estimate of Revenue. This ordinance was passed in tentative form at the May 2017 meeting of the Board. **Attachment 6**
  - C. Amount of Levy. Pages 1 – 3 of the PROPOSED Levy Ordinance No. 2017/18-186, An Ordinance Levying Taxes for Library Purposes for the Fiscal Year 2017-2018. **Attachment 7**
  - D. Imagination Playground. Transforming children's minds, bodies and spirits through play. Price includes 105 big blocks and storage box. **Attachment 8**
  - E. LFI Quotation for Paperback/Video Shelving. **Attachment 9**
  - F. Lisa McDonald – ALA Expenditures. **Attachment 10**

- IX. Discussion Items – None.
- X. Director’s Report for June including Director’s Goals for FY 2017-18, price quotes for landscaping and signage projects. **Attachment 11**
- XI. Committee Reports
- A. ILA Representative. **Attachment 12**
- B. Communication Committee. The first meeting of the committee was on Monday, July 10. The purpose of the meeting was to discuss the purpose of the committee, communicating value to community, and timeline. The Library Director and Sarah Beth Brown attended the meeting. At the Board meeting, committee chairs Lisa McDonald and Stuart Wolf will summarize the committee discussion and make recommendations to the Board.
- C. ALA Conference. Trustee McDonald will review the “Top 5 Take Aways” at the meeting. **Attachment 13**
- XII. Information Items
- A. Review of Board Minutes. Trustees Barshis and Johnson, members of the WPL Board Minutes Audit Committee, are required to complete the review of Board minutes for the previous fiscal year prior to the August Board meeting. Please contact Cynthia to establish a time for the review.
- B. The ILA Annual Conference is Oct. 10 – 12 at the Tinley Park Convention Center. Visit [www.ila.org](http://www.ila.org) for more information.
- C. Cooperative Projects
1. On June 7 from 10:30 – 11:00, Keren Joshi and Diane dos Santos of Youth Services presented an intergenerational story time for Mather residents and families of preschoolers at Mather Place.
  2. On June 15, Diane dos Santos presented a story time to 45 kids and 9 adults at the Wilmette Rec Center as part of the Tiny Tots Summer Camp. Youth Services staff members will present story times three more times at the Rec Center this summer.
  3. On June 15 from 3:00 – 4:00 Keren Joshi presented stories and songs to 3-7 year olds at the Early Childhood After Camp at the Wilmette Rec Center. Keren also introduced the library Summer Reading Club to participants.
  4. On June 20 and 21 from 11:00 – 11:30, Keren Joshi presented stories and songs to 3-4 year olds in Tiny Tots at Harper Elementary School. Keren also introduced the library Summer Reading Club to participants.
  5. On June 30 from 10:35 – 11:20, Diane dos Santos presented a story time to 3-5 year olds at One Hope United Preschool - Wilmette Child Development.
- XIII. Communication to the Board. **Attachment 14**
- XIV. New Business / Old Business.
- XV. Adjournment.

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## SARAH KEISTER ARMSTRONG & ASSOCIATES, LLC

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May 25, 2017

Heather McCammond-Watts  
Director, Wilmette Public Library  
1242 Wilmette Ave.  
Wilmette, IL 60091

Dear Heather:

I enjoyed speaking with you and learning more about the library's upcoming strategic planning process. Your vision for a strategic plan that is highly responsive to community needs and input from key stakeholders reflects the way I believe today's library must plan for the future. It is the same approach Sarah Keister Armstrong & Associates has advocated in our many successful strategic planning projects with public library clients. Our backgrounds in data and statistical analysis, quantitative and qualitative evaluation, and planning for public libraries provide us with the expertise to lead successful community needs assessment and strategic planning projects.

These community-based final products have greater potential to make a true impact both within library operations and in how the library serves its community. We are very familiar with the Harwood Institute's approach to helping libraries "turn outward" to engage in community conversations. We were hired to conduct a program evaluation of the Harwood Institute's pilot program with the American Library Association, and we would be excited to help your library live out this philosophy to help determine how to best serve your community.

We welcome the opportunity to assist the library by training staff and trustees in conducting informal community conversations, analyzing available data and feedback, leading thoughtful reflection on the library's place in the community, and synthesizing this information into an action-oriented plan. 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.

We would relish the opportunity to help your library better understand and serve its outstanding community. 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



## SECTION ONE: ORGANIZATIONAL INFORMATION

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Sarah Keister Armstrong & Associates, LLC specializes in community needs assessments and strategic planning, program evaluation, grant writing, 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. We bring four years of experience providing community needs assessment and strategic planning to public libraries in metropolitan Chicago.

Our team is well versed in statistical methods and evaluation processes, including both quantitative and qualitative analyses. This comprehensive background has enabled us to complete actionable projects in a variety of fields, including evaluations of nonprofit program management, library service delivery, and educational and training capacity and learning outcomes. The success of our work stems from our ability to design customized evaluation tools, effectively implement them, and analyze results intended to inform decision-making. 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 evaluation 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 qualitative and quantitative 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  
To be presented at the *Michigan Library Association Annual Conference*, October 2017
- Advocacy From the Top: Spring Your Board to Action  
Presentation at the *Wisconsin Association of Public Libraries Conference*, April 2017  
To be presented at the *Illinois Library Association Annual Conference*, October 2017  
To be presented at the *Michigan Library Association Annual Conference*, October 2017
- Survey Says: Writing Questionnaires and Avoiding Common Pitfalls  
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  
*Illinois Library Association Reporter*
- Are We There Yet? Five Stops Along a Nonprofit's Journey Through Strategic Planning  
*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 professional memberships include the American Evaluation Association, American Library Association, Illinois Library Association, Indiana Library Federation, Public Library Association, and Wisconsin Library Association.



## SECTION TWO: QUALIFICATIONS AND EXPERIENCE

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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.

Our clients have ranged from rural and large suburban public libraries to community-based nonprofit organizations and large membership associations. Our recent projects have included:


- Strategic planning for public libraries
- Community needs assessments for public libraries
- Program evaluations for small to large nonprofit organizations

### Recent Library Projects

Our modern perspectives on community needs assessments and strategic planning result in straightforward, 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 library projects include:

- Lake Forest Public Library: Community needs assessment and strategic plan (in process).
- Forest Park Public Library: Completed community needs assessment and strategic plan.
- Round Lake Area Public Library: Completed community needs assessment and strategic plan.
- Addison Public Library: Completed community needs assessment and strategic plan.
- Ella Johnson Memorial Public Library: Completed community needs assessment and strategic plan.
- Itasca Community Library: Completed community needs assessment and strategic plan process.
- Arlington Heights Memorial Library: Collected community feedback through targeted survey and focus groups regarding potential expanded library services and facilities.
- Bensenville Public Library: Facilitated community focus groups and mission statement development as components of library's strategic plan development.
- Wheaton Public Library: Completed community needs assessment and strategic plan.
- Morton Grove Public Library: Completed community needs assessment and strategic plan.
- Warren-Newport Public Library: Completed community library usage assessment in preparation for long-range planning.
- Hillside Public Library: Developed community needs assessment in preparation for planning.
- American Library Association: Conducted independent program evaluation of initial joint community conversations project with Harwood Institute.





## References

Jim DiDonato  
Executive Director  
Round Lake Area Public Library District  
906 Hart Rd, Round Lake, IL 60073  
Phone:  [\(847\) 546-7060, ext. 127](tel:(847)546-7060)  
e-mail: [jdidonato@rlalibrary.org](mailto:jdidonato@rlalibrary.org)

Type of work completed: Community needs assessment and strategic plan

Tuki Sathaye  
Library Director  
Itasca Community Library  
500 W. Irving Park Rd.  
Itasca, IL 60143  
Phone: (630) 773-1699  
Email: [tsathaye@itascalibrary.org](mailto:tsathaye@itascalibrary.org)

Type of work completed: Community needs assessment and strategic plan

Pilar Shaker  
Director  
Forest Park Public Library  
7555 Jackson Blvd.  
Forest Park, IL 60130  
Phone: (708) 689-6112  
Email: [pshaker@fppl.org](mailto:pshaker@fppl.org)

Type of work completed: Community needs assessment and strategic plan



## SECTION THREE: PROJECT APPROACH AND SCHEDULE

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To collect input from the community served by the Wilmette Public Library during its strategic planning process, we propose engaging in conversations with a variety of library stakeholders. This information will be analyzed and used to inform development of long- and short-term goals for inclusion in the strategic plan. A proposed timeline for all tasks is included following the narrative below.

### Phase One: Needs Assessment

A trend analysis of library usage will be conducted using patron counts and circulation statistics, and any other available and relevant library usage data. Secondary data will be collected from external data sources, such as the U.S. Census Bureau and the Illinois School Report Card. The collected data will include commonly referenced demographic characteristics, such as age, income, school lunch data, language, educational attainment, and employment, by Census block, block group, or tract when available. Longitudinal trends will be analyzed to determine whether any significant demographic change exists. When possible, demographic data may be mapped using GIS technology.

The most significant component of identifying community needs will be a series of community conversations, conducted by staff, trustees, and interested individuals from the community visioning team. Following a training provided by Sarah Keister Armstrong & Associates regarding how to conduct informal conversation groups to elicit valuable feedback, these library leaders will meet with various community groups, such as school board members, parent organizations, and service clubs. We can provide guidance in reaching non-users and infrequent users, as well as demographics, such as teenagers, whose voices are often excluded from traditional planning processes.

The community conversations will informally gather information about current services provided by the library and can include discussion regarding the library's relationship with the community it serves. Each community conversation will vary, depending on the conversation leader and the participants. Topics to be discussed may include patterns and type of library usage, use of library space, demand for library programs among various stakeholders, as well as serving as a gap analysis to identify circumstances within the community in which the library can fulfill a need. Ultimately, the community conversations will solicit feedback about the library's strengths and weaknesses, as well as opportunities for improvement and threats to its success.



## Phase Two: Strategic Plan Visioning

Following completion of the community conversations, an initial draft of the strategic plan will be presented to library administration and the Board, including overarching goals and broad areas of strategic focus and services. The goals included in the strategic plan will incorporate community input collected through the community conversations and discussions with library staff and trustees. In addition, a session may be held with the board and staff leadership to evaluate and revise as necessary the library's mission statement, identify the library's purpose, and establish core values. The outcomes of these conversations will provide an overarching framework for future library operations. Subsequent discussions with library staff and administration will further specify areas of strategic focus and the development of specific objectives, services, and, if desired, timelines for completion.

*Please note:* Library staff may be asked to provide existing data on library usage, including circulation statistics, patron counts, numbers of cardholders, and programming statistics.

## Project Timeline

The following timeline is flexible and dependent upon the determined needs of the library.

Phase	Month	Tasks
Phase One	July 2017	<ul style="list-style-type: none"> <li>Consultant conducts information gathering, including review of past planning materials, demographic information, circulation data, and other library usage statistics</li> </ul>
	August 2017	<ul style="list-style-type: none"> <li>Consultant trains staff members and interested stakeholders from community visioning team on how to conduct small community sessions</li> </ul>
	September 2017	<ul style="list-style-type: none"> <li>Trained individuals conduct community sessions and report feedback to consultant</li> <li>Consultant holds community session with Board of Trustees</li> </ul>
	October 2017	<ul style="list-style-type: none"> <li>Trained individuals conduct community sessions and report feedback to consultant</li> </ul>
	November 2017	<ul style="list-style-type: none"> <li>Consultant compiles feedback and submits written report to library administration and Board</li> </ul>
Phase Two	December 2017	<ul style="list-style-type: none"> <li>Consultant, library administration, community visioning team, and Board of Trustees develop long- and short-term strategic planning goals and objectives, with specific timelines and budgetary restrictions to be determined by library administration</li> </ul> <p><i>Following these discussions, the draft plan will be revised accordingly and submitted to library administration for Board approval.</i></p>





## SECTION FOUR: COST OF SERVICE

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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 in Section Three is not to exceed \$14,000.

The proposed cost includes the onsite visits and meetings to conduct training and meet with the Board of Trustees and staff as outlined in the project timeline in Section Three. Additional meetings with the Board, library administrators, and staff may be conducted via telephone and electronic means at no additional cost.

The project will be invoiced as follows:

- 50% at contract award; and
- 50% at submission of strategic plan to library administration.

For more information, please contact:

Sarah Keister Armstrong  
Principal & Owner  
Sarah Keister Armstrong & Associates, LLC  
218 Greentree Parkway  
Libertyville, IL 60048

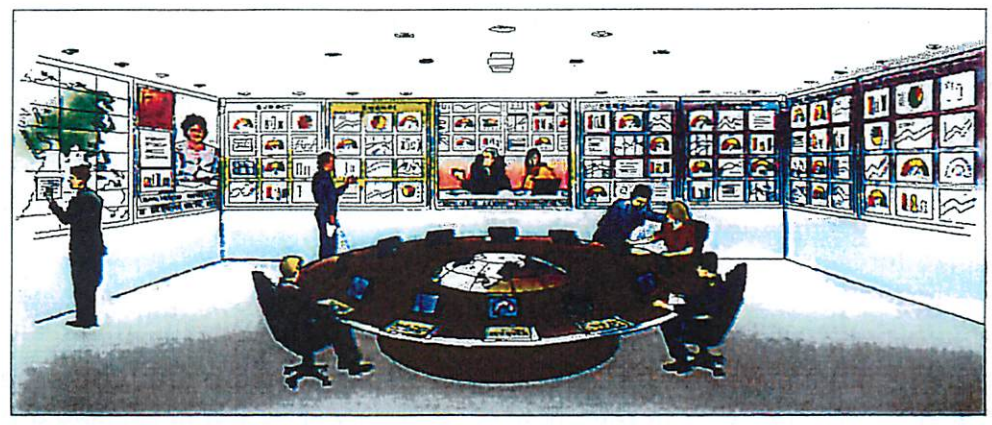
Phone: (224) 305-2701  
Email: [sarah@skaassociates.com](mailto:sarah@skaassociates.com)  
Website: [www.skaassociates.com](http://www.skaassociates.com)

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## **Christiansen Consulting, LLC**

# **Proposal to Facilitate a Collaborative Strategic Planning Process for Wilmette Public Library**



**Submitted By:**  
Harry Christiansen  
Christiansen Consulting, LLC  
4459 Heritage Park Drive  
Birmingham, AL 35226  
205.777.1191  
Harry@ChristiansenConsultingLLC.com





## Christiansen Consulting, LLC

4459 Heritage Park Drive, Birmingham, AL 35226 205.777.1191

**Veteran Owned  
Small Business**

May 11, 2017

Heather McCammond-Watts, Director  
Wilmette Public Library  
1242 Wilmette Avenue  
Wilmette, IL 60091

Subject: Proposal for Strategic Planning Process

This proposal is based on an April 25, 2017, conversation with Heather McCammond-Watts about her expectations for a planning process. Harry Christiansen, President, Christiansen Consulting, LLC, (Consultant) will work collaboratively with the director, board of trustees, and staff of Wilmette Public Library (Library) to develop a comprehensive strategic plan.

Christiansen Consulting, LLC, is a strategic planning and change management consulting firm specializing in the design, facilitation, and documentation of strategic planning processes. The end state for this project is your library positioned to meet current and future service needs, thereby remaining a relevant player in the villages of Wilmette and Kenilworth. The approach is to work collaboratively with a planning team to design and guide a strategic planning process that encourages the best in people and produces a quality strategic plan.

I believe that I can offer you an exciting planning process that builds ownership for the strategic plan as well as a clear path for implementation. This proposal and/or the suggested planning process may certainly be modified to meet your expectations and timeline. I'm easy to work with, flexible, and very skilled at facilitating groups of people. It would be my privilege to work with you.

Very Sincerely,

## Table of Contents

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### Appendix

A - Road Map (Draft)

B - Strategic Plan Structure (Draft)



Thought that whoever is selecting a consultant might enjoy, and perhaps relate to, this scenario.

Harry ☺



## Executive Summary

As requested by the director, this approach uses the “Harwood Aspirations Model” to assess community needs or aspirations. I work closely with a small planning team (director, trustees, staff, friends, etc.) during all phases of the planning process.

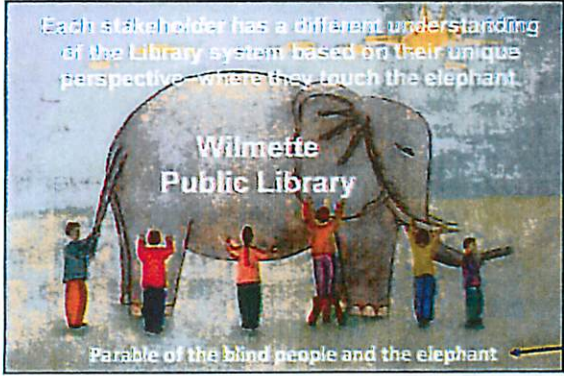
I train a small group of library staff to use the Harwood Aspirations Model to conduct and document a series of community engagement sessions totaling 200 to 300 residents--this is an external perspective. I attend the first community engagement session to observe and offer feedback as appropriate. I conduct focus groups with the library staff to document their internal perspectives. Once the engagement sessions and focus groups are completed, I publish a community needs assessment report.

Using this report, a small group of 15 to 25 strategic planners--planning team, trustees, library staff, patrons, friends, etc.--meets for a strategic planning conference (two 5-hour sessions) to draft the mission, vision, goals, and objectives. Following the conference, I write the initial draft strategic plan and work with the planning team to fine tune the vision, mission, goals and objectives.

*Implementation of the strategic plan is assured because key library stakeholders together create and therefore understand and own the strategic plan.  
Stakeholders are more likely to commit to a future that they help create.*

### Collaborative Strategic Planning

Each stakeholder has a different understanding of the Library system based on their unique perspective—where they touch the elephant.



**Wilmette Public Library**

Parable of the blind people and the elephant

Library Stakeholders

- Trustees
- Staff
- Friends
- Seniors
- Schools
- Business
- Strategic Partners
- Village Government
- Others?

Google to learn more

Invite Library stakeholders to build a shared understanding of the library's needs and challenges and then collaboratively create a shared future that they understand, own, and will help implement.

Christiansen Consulting, LLC



### The Bottom Line

Library positioned to provide services that meet the changing needs of the community.



## Project Work Plan

*(Review this work plan together with the Road Map at Appendix A)*

### Phase I: Community Needs Assessment - July to September

#### Conference Call (Skype if Available)

1. Set Expectations: I discuss with Library director, select trustees, and select staff:
  - a. Planning process, timeline, and deliverables.
  - b. Composition and role of planning team.
  - c. Library background documents.
  - d. Name of the project.
  - e. Community-engagement team membership.
  - f. Harwood aspirations model (Clarify expected results).
  - g. Library-staff focus groups (Schedule and agenda).
  - h. Preferred means of communications.
  - i. Planning-team homework.
2. I review the current strategic plan and other relevant background documents—recommended by the director—related to Library organizational structure, staffing, governance, and budget.

#### Two-Day Visit

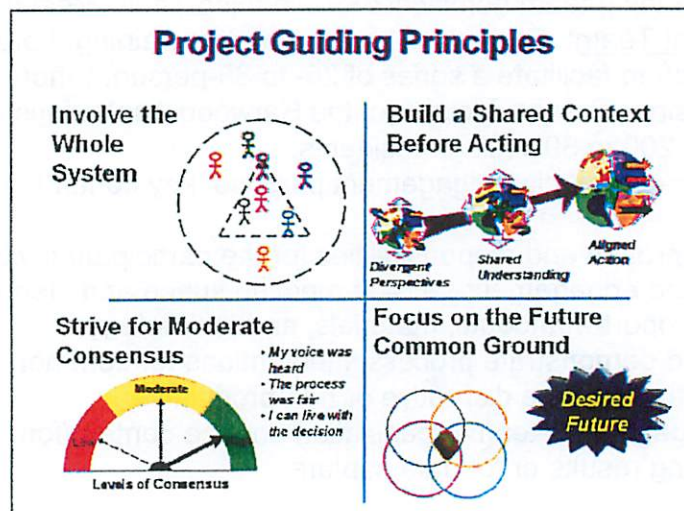
3. Planning Team Meeting I: During a 4-hour facilitated meeting we:
  - a. Review and adjust project road map (Appendix A), strategic plan structure (Appendix B), and glossary of terms.
  - b. Begin development of the focus-group agenda, schedule, invitation process, and review logistics support—meeting space, materials, food/beverages, printing, technology, etc.
  - c. Review draft strategic planning conference agenda (2 days, 5 hours each day), selection of strategic planners (participants), invitation process, and logistics support—meeting space, materials, food/beverages, printing, technology, etc.
  - d. Confirm community-engagement purpose, key content questions, agenda, invitation process, and data capture.
  - e. Review planning team homework for Planning Team Meeting II.
4. Train Engagement Team: During a 6-hour interactive training, I prepare a small team of library staff to facilitate a series of 25- to 35-person, 2-hour community engagement sessions using principles of the Harwood Aspirations Model. The goal is to engage 200 to 300 village residents.
  - a. Review the community-engagement purpose, key content questions, and agenda.
  - b. Review approach and responsibilities for the participant invitation process.
  - c. Layout of the engagement-session meeting space and identify required logistics support—handouts, materials, and technology.
  - d. Review and demonstrate process interventions for common group behaviors that may be disruptive or non-productive.
  - e. Decide engagement-team organization and the content/format for documenting results or for data capture.

## Four-Day Visit

5. Conduct First Engagement: I observe the first scheduled community-engagement session conducted by the engagement team. Immediately following this session, I meet with all available engagement team members to conduct an after-action review to improve remaining engagement sessions.
6. Focus Groups: I conduct 3 to 4, 2-hour focus-group sessions with library staff based on the focus-group schedule developed during Planning Team Meeting I.
7. Planning Team Meeting II: During a 3-hour facilitated meeting we:
  - a. Review final strategic planning conference agenda, list of strategic planners, strategic planner homework, and logistics support.
  - b. Review current vision and mission statements and upgrade as needed.
  - c. Review and recommend the format and appearance for the new strategic plan document.
  - d. Confirm content (community-engagement sessions and focus groups) and publication of community needs assessment report.

## Phase I Deliverables

1. Planning team meeting agendas (Meetings 1 and 2).
2. Planning team meeting notes (Meetings 1 and 2).
3. Project road map.
4. Strategic plan structure.
5. Glossary of terms.
6. Agenda for engagement team training.
7. Engagement team ready to conduct community engagement sessions.
8. Observe first engagement session and conduct after-action review.
9. Focus-group schedule.
10. Focus-group agendas (Each focus group has its own agenda).
11. Facilitate focus-group sessions.
12. Strategic planner homework.
13. Draft strategic planning conference agenda and supporting handouts.
14. WPL Community Needs Assessment Report.



## **Phase II: Develop Strategic Plan - October**

### **Two-Day Visit**

1. I provide a homework assignment for distribution to the strategic planners by the Library. The homework allows strategic planners to review the Library Community Needs Assessment Report and to gather their thoughts and ideas in preparation for the strategic planning conference.
2. **Strategic Planning Conference:** I confirm setup of the conference space and facilitate a 2-day (5 hours each day) strategic planning conference with 15 to 25 invited strategic planners (includes planning team). Key conference tasks are:
  - a. Develop conclusions about the Library Community Needs Assessment.
  - b. Validate or upgrade the suggested mission and vision statements.
  - c. Identify key strategic focus areas or service priorities, e.g., facilities, programming, outreach, marketing, technology.
  - d. Draft a goal and supporting objectives for each focus area.
  - e. Review format and appearance of strategic plan.
3. I document all conference products and decisions.

### **Deliverables**

1. Strategic planning conference agenda and supporting handouts.
2. Pre-conference homework for invited strategic planners.
3. Documentation that captures the unedited products and discussion from the strategic planning conference to include assessment conclusions, mission, vision, strategic focus areas, goals, and objectives.

## **Phase III: Publish Strategic Plan - October to December**

1. I provide the planning team a draft of the strategic plan, consistent with results of the strategic planning conference and planning team guidance.
2. **Draft Strategic Plan:** During a 3-hour facilitated planning-team meeting we:
  - a. Review and finalize the draft strategic plan.
  - b. Decide specifics to collect feedback on draft strategic plan using SurveyMonkey.
3. **Collect Plan Feedback:** Using SurveyMonkey I collect feedback on the draft strategic plan from strategic planners, trustees, library staff, and others as determined by the planning team. I provide a Strategic Plan Feedback Report to the planning team.
4. **Finalize Plan:** During a 2-hour facilitated planning-team meeting we review strategic plan feedback and finalize the strategic plan.
5. **Trustees Approve Plan**

### **Deliverables**

1. First draft of the strategic plan (electronic file in PDF and MS Word format) provided within 7 work days of the strategic planning conference.
2. Strategic Plan Feedback Report.
3. Final strategic plan (electronic file in PDF and MS Word format) within 5 work days of the Finalize Plan planning-team meeting.



## Library-Provided Resources

### Planning Team Meetings

- U-shaped table or conference table with chairs
- Projection screen or light-colored wall for projector image
- Projector - If library does not have this, consultant brings
- \* (Critical) Blue, mild-adhesive painter's tape to hang charts on wall (This tape can safely be used on walls without damaging the wall surface)
- 1 flip-chart easel with non-adhesive flip-chart paper
- 1 12-pack Mr. Sketch Scented Watercolor Markers (Chisel tip)

### Engagement Team Training

- Tables and chairs for appropriate number of participants
- Small table, chair, and power supply for consultant's laptop and projector
- Projection screen or light-colored wall for projector image
- Projector - If library does not have this, consultant brings
- Minimum obstacles on walls (like light fixtures, pictures, windows) that prevent posting of charts
- \* (Critical) Blue, mild-adhesive painter's tape to hang charts on wall (This tape can safely be used on walls without damaging the wall surface)
- \* (Critical) Flip-chart easels with non-adhesive flip-chart paper—one flip chart per table (If do not have sufficient easels, can tape chart paper on wall)
- 100 sheets 8.5"x11" 32lb white paper
- 2 12-pack Mr. Sketch Scented Watercolor Markers (Chisel tip)
- Food and beverages as desired

### Strategic Planning Conference

- Tables and chairs for appropriate number of strategic planners (setup for 15 to 20 participants is 4 tables with 4 to 5 chairs per table)
- Small table, chair, and power supply for consultant's laptop and projector
- Large (10-12 foot diagonal) projection screen or light-colored wall for projector image
- Projector - If library does not have this, consultant brings
- Minimum obstacles on walls (like light fixtures, pictures, windows) that prevent posting of charts
- \* (Critical) Blue, mild-adhesive painter's tape to hang charts on wall (This tape can safely be used on walls without damaging the wall surface)
- \* (Critical) 5 flip-chart easels with non-adhesive flip-chart paper—one flip chart per table group plus 1 for consultant
- 100 sheets 8.5"x11" 32lb white paper
- 5 packs (100 count) 3"x5" Post-it Notes
- 2 12-pack Mr. Sketch Scented Watercolor Markers (Chisel tip)
- Food and beverages as desired

## Schedule of Costs

Library investment will not exceed \$19,820.00. Library is invoiced monthly for labor performed and expenses incurred.

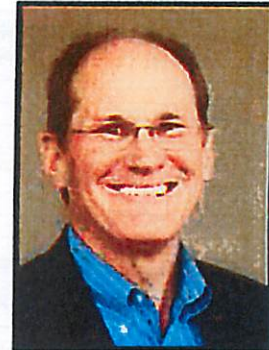
Phase I: Community Needs Assessment						
	RATE	HOURS/	LINE	LABOR	ODC's	
	PER HOUR	AMOUNT	COST	SUB TOTAL	SUB TOTAL	TOTAL
<b>Labor</b>						
Principal Consultant	\$ 175.00	45	\$ 7,875.00			
Associate Consultant	\$ 125.00	0	\$ -			
Graphic Recorder/Publisher	\$ 75.00	0	\$ -			
Admin Assistant	\$ 50.00	3	\$ 150.00			
<b>Subtotal</b>				\$ 8,025.00		
<b>Other Direct Costs (ODC's)</b>						
Travel Air (SWA)	\$ 350.00	2	\$ 700.00			
Travel Ground (Enterprise)	\$ 100.00	6	\$ 600.00			
Parking at Airport (BHM)	\$ 12.00	6	\$ 72.00			
Meals per Day	\$ 40.00	6	\$ 240.00			
Lodging per Day (Hampton Inn)	\$ 200.00	6	\$ 1,200.00			
<b>Subtotal</b>					\$ 2,812.00	
<b>Total for Phase I: Community Needs Assessment</b>						<b>\$ 10,837.00</b>
<b>Phase II: Develop Strategic Plan</b>						
	RATE	HOURS/	LINE	LABOR	ODC's	
	PER HOUR	AMOUNT	COST	SUB TOTAL	SUB TOTAL	
<b>Labor</b>						
Principal Consultant	\$ 175.00	16	\$ 2,800.00			
Associate Consultant	\$ 125.00	0	\$ -			
Graphic Recorder/Publisher	\$ 75.00	0	\$ -			
Admin Assistant	\$ 50.00	0	\$ -			
<b>Subtotal</b>				\$ 2,800.00		
<b>Other Direct Costs (ODC's)</b>						
Travel Air (SWA)	\$ 350.00	1	\$ 350.00			
Travel Ground (Enterprise)	\$ 100.00	2	\$ 200.00			
Parking at Airport (BHM)	\$ 12.00	2	\$ 24.00			
Meals per Day	\$ 40.00	2	\$ 80.00			
Lodging per Day (Hampton Inn)	\$ 200.00	2	\$ 400.00			
<b>Subtotal</b>					\$ 1,054.00	
<b>Total for Phase II: Develop Strategic Plan</b>						<b>\$ 3,854.00</b>
<b>Phase III: Publish Strategic Plan</b>						
	RATE	HOURS/	LINE	LABOR	ODC's	
	PER HOUR	AMOUNT	COST	SUB TOTAL	SUB TOTAL	
<b>Labor</b>						
Principal Consultant	\$ 175.00	20	\$ 3,500.00			
Associate Consultant	\$ 125.00	0	\$ -			
Graphic Recorder/Publisher	\$ 75.00	3	\$ 225.00			
Admin Assistant	\$ 50.00	0	\$ -			
<b>Subtotal</b>				\$ 3,725.00		
<b>Other Direct Costs (ODC's)</b>						
Travel Air (SWA)	\$ 350.00	2	\$ 700.00			
Travel Ground (Enterprise)	\$ 100.00	2	\$ 200.00			
Parking at Airport (BHM)	\$ 12.00	2	\$ 24.00			
Meals per Day	\$ 40.00	2	\$ 80.00			
Lodging per Day (Hampton Inn)	\$ 200.00	2	\$ 400.00			
<b>Subtotal</b>					\$ 1,404.00	
<b>Total for Phase III: Publish Strategic Plan</b>						<b>\$ 5,129.00</b>
<b>Sub Total Labor</b>				<b>\$ 14,550.00</b>		
<b>Sub Total ODC's</b>					<b>\$ 5,270.00</b>	
<b>TOTAL</b>						<b>\$ 19,820.00</b>

## Consultant Qualifications

### Summary

I am a trained organization development consultant with over 25 years of progressively successful strategic planning and change management experience. I help leaders and management teams develop innovative ways to fully engage stakeholders in a collaborative process resulting in agreements and solutions that actually get implemented.

I have designed and facilitated multi-day 15- to 500-person visioning, strategic planning, team building, strategy development, strategic alignment, and action planning projects for library, governmental, and non-profit organizations.



*Harry Christiansen*

### Education

MPA, Organizational Behavior, University of Missouri, Kansas City, MO (GPA 4.0)

BS, Armstrong Atlantic State University, Savannah, GA (Magna Cum Laude)

Graduate - Management Consulting Academy, Monterey, CA

Graduate - Executive Management Development, Kansas City, KS

Graduate - U.S. Army Command and General Staff College, Fort Leavenworth, KS

### Professional Experience

1998 - Present (20 Years): Independent Consultant

Design, facilitate, and document strategic planning and change management projects for senior leaders and management teams using collaborative methodologies that involve key system-wide stakeholders to build ownership for the intervention and to ensure successful implementation.

1996 - 1998 (2 Years): Group Decision Support Systems, Inc., Principal

Led 5- to 35-person consulting teams to assess organizational needs and challenges, to plan process approaches, to guide solution implementation, and to evaluate project effectiveness. Projects were in support of the corporate culture, business plans, executive initiatives, and system-wide change to meet the outcomes and expectations of corporate leadership.

1976 - 1996 (20 Years): U.S. Army, Private to Lieutenant Colonel

Served in numerous staff and leadership positions from tactical to strategic levels in Europe and the United States. Last four years were at the Pentagon developing U.S. Army's policy for leadership assessment and leader development programs.

- Commander for 35- to 200-person organizations.
- Trainer for entry- to mid-level executives on leadership and ethics.
- Consultant for adding "core values" to the performance appraisal process.



## Publications

As a leadership subject-matter expert serving in the Pentagon, I authored the following articles for Department of Defense publications.

- Command Philosophy for Company Commanders, Engineer Magazine
- 360-Degree Assessment: Adds Dimensions for Development, Army Magazine
- Four Ways to Increase Leadership Effectiveness, Infantry Magazine
- Leadership Expectations for Military Police, Military Police Magazine
- Coping Mechanisms When an Officer Gets the Bad News, Army Magazine
- Company Command: A Strategy for the First Day, Army Trainer Magazine
- Leadership Assessment and Development Program, Infantry Magazine

## Library Systems Served

In addition to hundreds of federal, state, local government, and non-profit organizations served, below is a list of library systems that I have served.

- Black Gold Cooperative Library System, San Luis Obispo, California
- Bradford County Library System, Williamsport, Pennsylvania
- California State Library System, Sacramento (Numerous engagements)
- Carol Stream Public Library, Carol Stream, Illinois
- Chief Officers of State Library Agencies (An association of state librarians)
- Eastern Shore Regional Library, Salisbury, Maryland
- Fayette County Library System, Uniontown, Pennsylvania
- Fountaindale Public Library District, Bolingbrook, Illinois (Numerous Engagements)
- La Grange Public Library, La Grange, Illinois
- Maryland--14 county library systems (Numerous engagements)
- Maryland State Library System, Baltimore (Numerous engagements)
- Matteson Area Public Library District, Matteson, Illinois
- Omaha City Library, Omaha, Nebraska
- Pennsylvania State Library System, Harrisburg, Pennsylvania
- Sacramento City Library, California (Numerous engagements)
- San Mateo County Library, San Mateo, California
- Southern Maryland Regional Library Association, Charlotte Hall, Maryland
- Western Maryland Regional Library, Hagerstown, Maryland

## Example Strategic Plans Completed

Charles County Public Library, La Plata, MD

<https://www.ccplonline.org/tempDocs/CCPLSP2016.pdf>

Sacramento Public Library, Sacramento, CA

<https://www.saclibrary.org/getattachment/About-Us/Strategic-Plan/Strategic-Plan-2016-2018.pdf.aspx?lang=en-US>

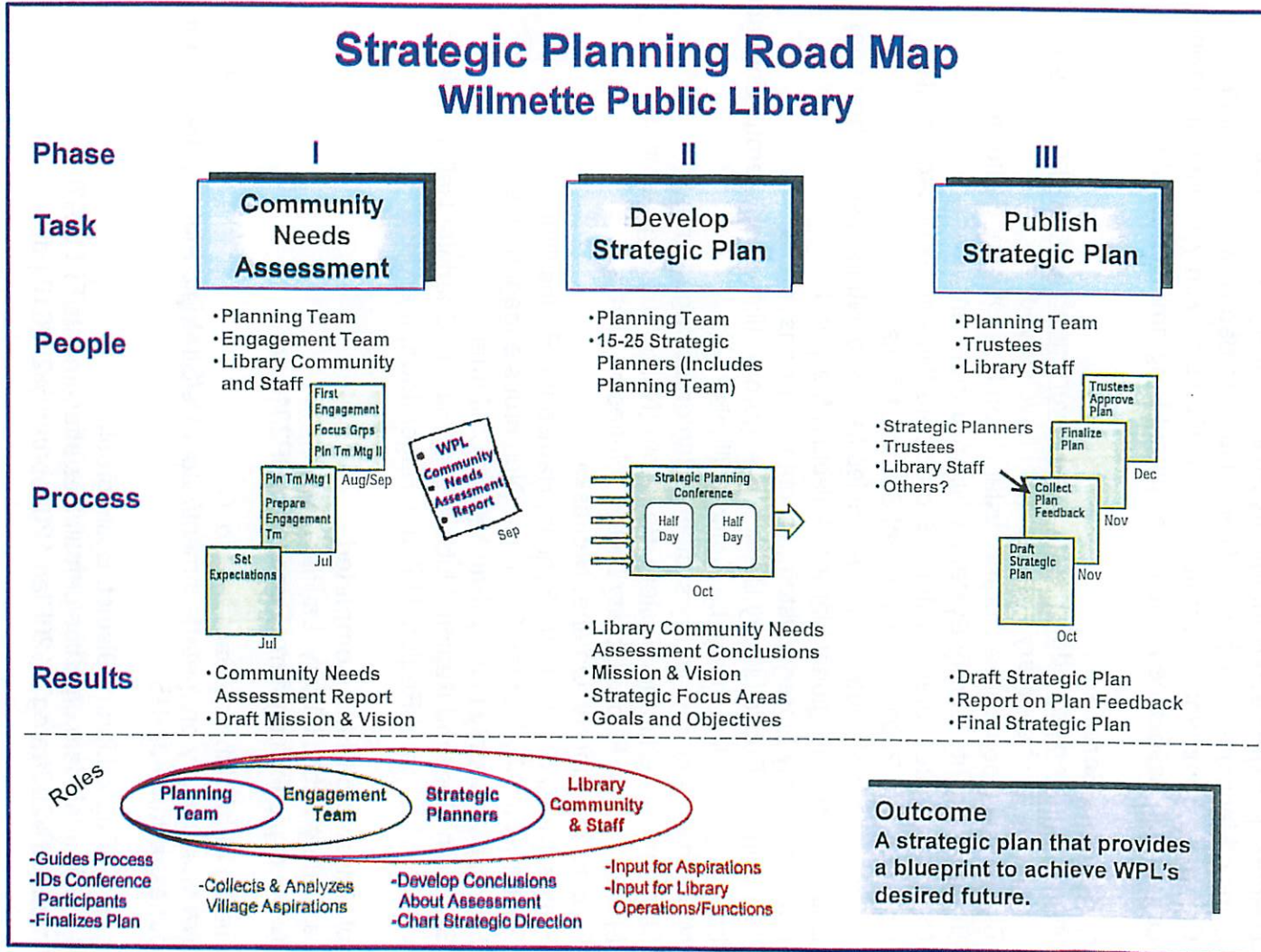
Fountaindale Public Library District, Bolingbrook, IL

<http://www.fountaindale.org/sites/default/files/attachments/FPLD%20-%20Amended%20Strategic%20Plan%20February%202016.pdf>

Carol Stream Public Library

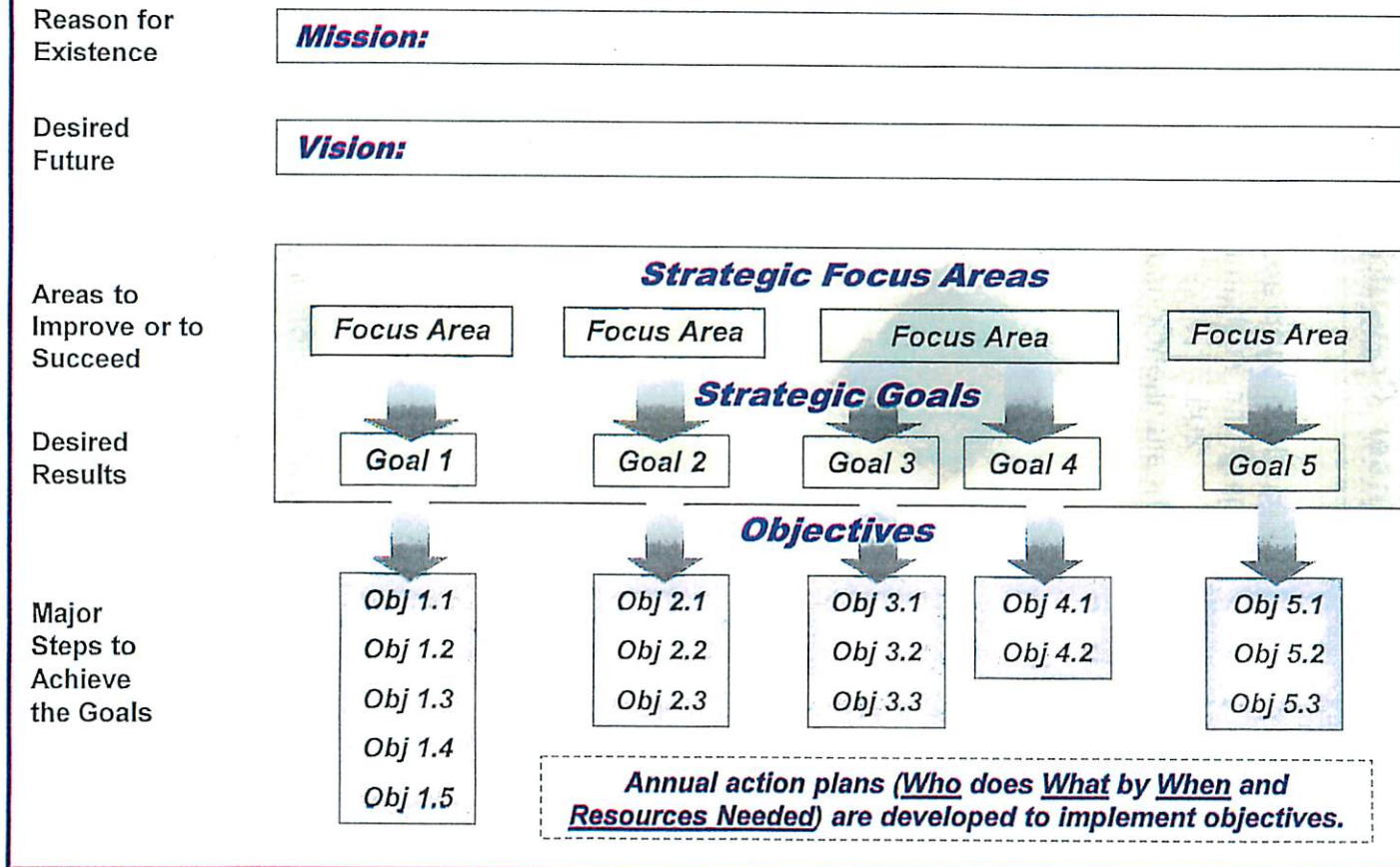
[http://cslibrary.org/documents/policy\\_reports/CSPL\\_Strategic%20Plan\\_FinalPix2.pdf](http://cslibrary.org/documents/policy_reports/CSPL_Strategic%20Plan_FinalPix2.pdf)

Appendix A (Draft)  
 (Suggested Timeline is Flexible)





## Strategic Plan Structure Wilmette Public Library





## Christiansen Consulting, LLC

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4459 Heritage Park Drive  
Birmingham, Alabama 35226  
205.777.1191  
[Harry@ChristiansenConsultingLLC.com](mailto:Harry@ChristiansenConsultingLLC.com)



*Christiansen Consulting, LLC, is a Birmingham-based consulting firm specializing in the design and facilitation of collaborative solutions for strategic planning and for organizational change projects. The principle, Harry Christiansen, is a trained management consultant with over 25 years of progressively successful strategic planning and change management experience. He uses a systems approach in delivery of client-focused services characterized by whole-system involvement and leadership commitment for a sustained change effort.*



**Christiansen Consulting, LLC**

**Veteran-Owned  
Small Business**

4459 Heritage Park Dr., Birmingham, AL 35226

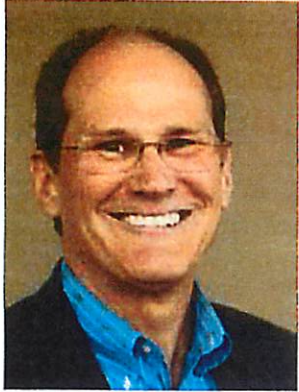
205.777.1191

## **Wilmette Public Library Board of Directors Interview**

- **Who Is Harry**
- **What We Want**
- **What Is Important**
- **How We Make It Happen**



# Who Is Harry



*Harry Christiansen*

**1998 - Began work as independent strategic planning and change management consultant serving libraries, government, and non-profit organizations**

**Typical Project - Whole-system collaborative strategic planning with 45 to 65 stakeholders during 2.5-day conference**

**Most Interesting Project - Bagdad, Iraq; assisted Ambassador Bremer's staff organize for transition of governance to Iraq**

- **Experiences - Lived in France, Germany, Japan, and 15 locations in U.S.**
- **Education - B.S., Criminal Justice, Magna Cum Laude**
  - M.P.A., Organizational Behavior, 4.0 GPA
- **Training - Management Consulting Academy**
  - Numerous Organization & Leadership Development Courses
- **Leadership - Led organizations ranging from 35 to 225 people**
  - Chief of Staff for 600-person organization
- **Reputation - 90% of projects are repeat or referred clients**
  - Flexible, organized, I do what I say, meet deadlines, on/under budget



# What We Want

Reason for Existence

***Mission:***

Desired Future

***Vision:***

Areas to Improve or to Succeed

## ***Strategic Focus Areas***

*Focus Area*

*Focus Area*

*Focus Area*

*Focus Area*

## ***Strategic Goals***

*Goal 1*

*Goal 2*

*Goal 3*

*Goal 4*

*Goal 5*

Desired Results

## ***Objectives***

*Obj 1.1*

*Obj 1.2*

*Obj 1.3*

*Obj 1.4*

*Obj 1.5*

*Obj 2.1*

*Obj 2.2*

*Obj 2.3*

*Obj 3.1*

*Obj 3.2*

*Obj 3.3*

*Obj 4.1*

*Obj 4.2*

*Obj 5.1*

*Obj 5.2*

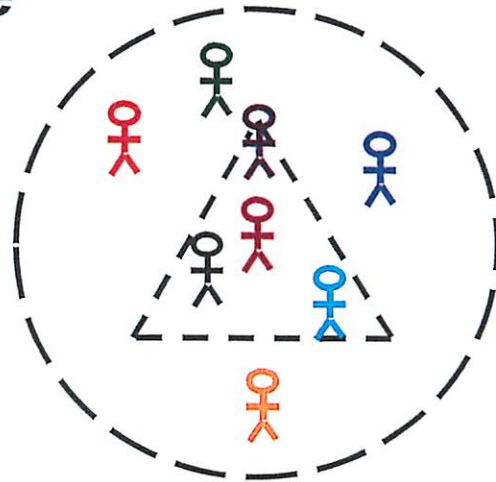
*Obj 5.3*

Major Steps to Achieve the Goals

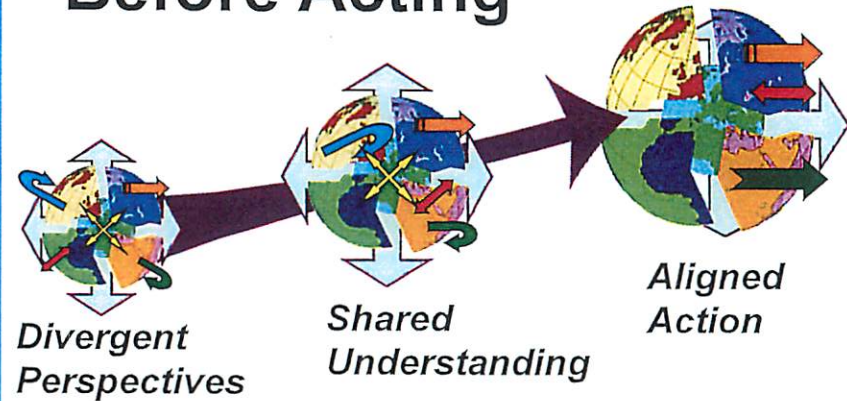
***Annual action plans (Who does What by When and Resources Needed) are developed to implement objectives.***

# What Is Important

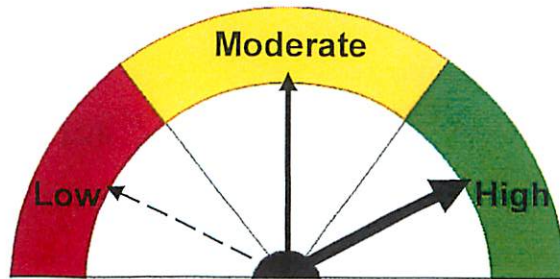
Involve the Whole System



Build a Shared Context Before Acting



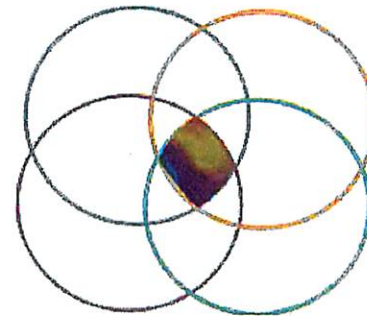
Strive for Moderate Consensus



Levels of Consensus

- *My voice was heard*
- *The process was fair*
- *I can live with the decision*

Focus on the Future Common Ground





**Timeline Will  
Need Adjusting**

# How We Make It Happen

**Phase**

**I**

**II**

**III**

**Task**

**Community  
Needs  
Assessment**

**Develop  
Strategic Plan**

**Publish  
Strategic Plan**

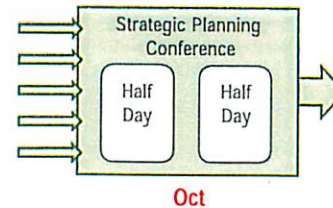
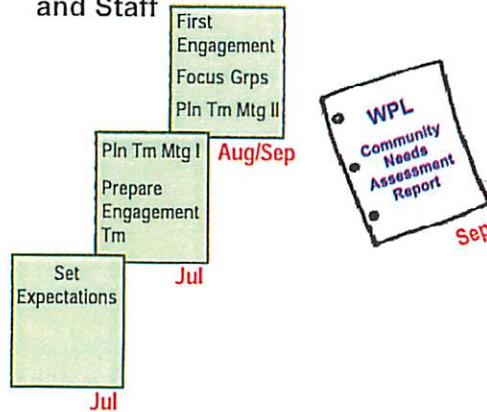
**People**

- Planning Team
- Engagement Team
- Library Community and Staff

- Planning Team
- 15-25 Strategic Planners (Includes Planning Team)

- Planning Team
- Trustees
- Library Staff

**Process**



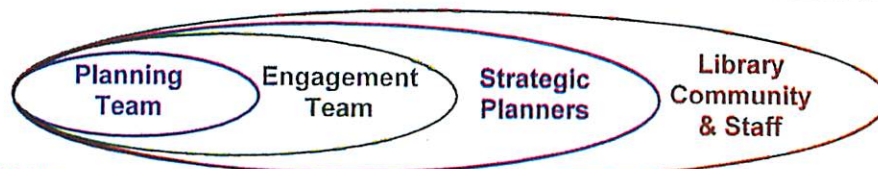
**Results**

- Community Needs Assessment Report
- Draft Mission & Vision

- Library Community Needs Assessment Conclusions
- Mission & Vision
- Strategic Focus Areas
- Goals and Objectives

- Draft Strategic Plan
- Report on Plan Feedback
- Final Strategic Plan

**Roles**



- Guides Process
- IDs Conference Participants
- Finalizes Plan

- Collects & Analyzes Village Aspirations

- Develop Conclusions About Assessment
- Chart Strategic Direction

- Input for Aspirations
- Input for Library Operations/Functions

**Outcome**

A strategic plan that provides a blueprint to achieve WPL's desired future.



THE BOARD OF LIBRARY TRUSTEES OF THE  
WILMETTE PUBLIC LIBRARY DISTRICT  
COOK COUNTY, ILLINOIS

ORDINANCE NO. 2017/18-183

TENTATIVE  
COMBINED ANNUAL BUDGET AND APPROPRIATION ORDINANCE  
FOR LIBRARY PURPOSES FOR THE FISCAL YEAR 2017-2018

WHEREAS, the Illinois Municipal Budget Law, ILCS, Chap. 50, Sec. 330/1, et seq., as amended, requires all Illinois Municipal corporations to adopt a combined annual budget and appropriation ordinance specifying the objects and purposes of expenditures; and the Illinois Public Library District Act, ILCS, Chap. 75, Secs. 16/35-5 and 16/30-85, provides procedures for the passage of a budget and appropriation ordinance and a tax levy ordinance; and

WHEREAS, pursuant to the above and other statutes, an ordinance has been prepared in tentative form and made available for public inspection at least thirty (30) days prior to the adoption thereof, and a public hearing on said budget and appropriation ordinance has been held prior to final action hereon, and notice of said hearing was published at least thirty (30) days prior to said hearing in a newspaper published within the District;

NOW, THEREFORE, BE IT ORDAINED by the Board of Library Trustees of the Wilmette Public Library District, Cook County, Illinois, as follows:

Section 1. The following budget containing an estimate of all receipts of said Library District, and of the expenditures therefrom, be and the same hereby is adopted as the budget for said District for the fiscal year beginning July 1, 2017 and ending June 30, 2018, and the same sums are hereby appropriated as necessary to defray said expenses and liabilities of the Library District, for the objects and purposes indicated for the said fiscal year:

TENTATIVE Budget & Appropriation Ordinance for Fiscal Year 2017-18 (page 2)

FUND BALANCES, estimated July 1, 2017

General Fund Balance	7,633,244	
Municipal Retirement & Social Security	455,106	
Audit	7,547	
Liability Insurance	28,625	
Wilmette Public Library Endowment Fund	37,300	
B/E Special Reserve Fund	4,461,619	
		12,623,441

ESTIMATE OF REVENUE EXPECTED TO BE RECEIVED DURING FISCAL YEAR

1. Tax Income-Current Levy Receipts*	5,747,103	
2. Other General Fund Income (Fines, Donations, Per Capita Grant, etc.)	474,904	
<b>TOTAL ESTIMATE OF REVENUE</b>		<b>6,222,007</b>

\* Item 1 is based totally on levy, as filed. Amount indicated may not be fully collected.

ESTIMATE OF EXPENDITURES

I. PATRON MATERIALS/SERVICES - GENERAL FUND

A. Books/Continuations	316,500
B. Library of Things	8,000
C. Audio Visual Materials	118,000
D. Periodicals	70,000
E. Electronic Resources	340,000
F. Computer Software	15,000
G. Electronic Service Providers	108,000
H. Programming	45,000
I. Interlibrary Loan	1,500
J. Newsletter	47,000
K. Promotion	15,000
L. Grant	1,000
M. Rutherford Trust	9,000
N. Friends Purchases	45,000

II. PERSONNEL - GENERAL FUND

A. Librarian Salaries	1,503,528
B. Non-Librarian Salaries	1,424,273
C. Custodial Salaries	190,740
D. Professional Memberships	7,000
E. Continuing Education Registration	10,000
F. Travel/Mileage	35,000
G. Staff Development	40,000
H. Employee Health Insurance	545,028

TENTATIVE Budget & Appropriation Ordinance for Fiscal Year 2017-18 (page 3)		
<b>III. OPERATION - GENERAL FUND</b>		
A. Fees (p/r, bank, credit card)	12,000	
B. Professional Fees	32,500	
C. Library Supplies	40,000	
D. Office Supplies	30,000	
E. Copiers	28,000	
F. Printing	12,000	
G. Postage/Shipping	14,000	
H. Telephone	15,000	
I. Equipment/Furnishings/Computers	125,000	
J. Equipment/Computer/Security System Maintenance	90,000	
K. Property/Casualty Insurance	25,000	
L. Building/Grounds Improvement	20,000	
M. Building Supplies	25,000	
N. Building Maintenance	85,995	
O. Building Maintenance Contracts	100,000	
P. Grounds Maintenance	48,750	
Q. Parking Lot Rent	12,000	
R. Utilities	24,000	
S. Sales and Use Tax	100	
<b>TOTAL ESTIMATE OF GENERAL FUND EXPENDITURES</b>		<b>5,633,914</b>
<b>IV. CONTINGENCY - GENERAL FUND</b>		
	400,000	400,000
<b>V. TRANSFER TO B/E SPECIAL RESERVE FUND FROM GENERAL FUND</b>		
Specific fund for library site, building, equipment accumulated according to ordinance pursuant to 75 ILCS 16/40-50	900,000	900,000
<b>VI. B/E SPECIAL RESERVE FUND - CAPITAL IMPROVEMENTS</b>		
A. Building Improvement	1,500,000	
B. Fixed Equipment	500,000	
C. Building Repair	500,000	
D. Hardscape	3,500,000	
		<b>6,000,000</b>
<b>VII. SPECIAL FUNDS LEVIABLE IN ADDITION TO GENERAL FUND</b>		
A. Municipal Retirement-Social Security pursuant to 40 ILCS 5/7 - 171		
1. Municipal Retirement	268,000	
2. Social Security	200,000	
B. Audit Expense pursuant to 50 ILCS 310/9	9,263	
C. Liability Insurance, including Workman's Compensation and Unemployment Insurance pursuant to 745 ILCS 10/9 - 107	43,875	
<b>TOTAL SPECIAL FUNDS LEVIABLE IN ADDITION TO GENERAL FUND</b>		<b>521,138</b>
<b>AGGREGATE TOTAL APPROPRIATED</b>		<b>13,455,052</b>
<b>Section 2. There is hereby appropriated from the taxes to be levied for the fiscal year and other sources of income the sum of THIRTEEN MILLION FOUR HUNDRED FIFTY-FIVE THOUSAND FIFTY TWO DOLLARS among the several corporate objects and purposes herein above specified for said District purposes for the Fiscal Year 2017-18.</b>		



**Section 3.** All unexpended balances of proceeds received annually from public library taxes not in excess of statutory limits may be transferred to the Special Reserve Fund, heretofore established according to ILCS, Chap. 75, Sec. 16/40-50, pursuant to plans developed and adopted by this Board, and said unexpended balances shall be accumulated in this Fund for the purpose of erecting or purchasing a new library building, purchasing a site for the same, or building an addition thereto, or furnishing necessary equipment therefor.

**Section 4.** Except as otherwise provided by law, no further appropriations shall be made at any other time within such fiscal year provided that this Board may from time to time make transfers between the various items in any Fund, or appropriations in excess of those authorized by the budget in order to meet an immediate and unforeseen emergency, by two-thirds (2/3) vote of all the trustees, as provided by ILCS, Chap. 75, Sec. 16/30-90, et seq., and this Board may amend this budget and appropriation ordinance, from time to time by the same procedure as prescribed by statute for the original adoption of a budget and appropriation ordinance; provided that nothing in this Section shall be construed to permit transfer between Funds required by law to be kept separate. Any remaining balances after the close of the fiscal year shall be available until August 30th for the authorization of the payment of obligations incurred prior to the close of the fiscal year, and until September 30th for the payment of such obligations or for the transfer of unexpended balances thereof to be accumulated, as provided by ILCS, Chap. 75, Sec. 16/30-90.

**Section 5.** A copy of this ordinance in tentative form has been available for public inspection at the Library for thirty (30) days, and notice of said hearing has been given by posting for thirty (30) days, and by publication in a newspaper published within this District in substantially the following form:

THE BOARD OF LIBRARY TRUSTEES OF THE  
WILMETTE PUBLIC LIBRARY DISTRICT, COOK COUNTY, ILLINOIS

Public notice is hereby given that a public hearing will be held on the proposed annual budget and appropriation ordinance for the fiscal year July 1, 2017 to June 30, 2018 at the following place and time: Wilmette Public Library, 1242 Wilmette Avenue, Wilmette, Illinois, at 7:15 p.m., on the 18<sup>th</sup> day of July, 2017. The said ordinance shall be available for public inspection for at least thirty (30) days prior thereto at said Library during regular library hours.

Dated this 16<sup>th</sup> day of May, 2017

/s/ Jan Barshis  
Secretary

**Section 6.** This ordinance is passed pursuant to statutory authority and the Illinois Public Library District Act, ILCS, Chap. 75, Sec. 16/35-5, et seq., and Sec. 16/40-50; and the Illinois Revenue Code, ILCS, Chap. 35, Sec. 205/157, et seq., and other statutes appertaining thereto.

**Section 7.** This ordinance shall be in full force and effect from and after its passage and approval according to law, and any resolutions or ordinances in conflict therewith are hereby repealed; and should any part of this ordinance be adjudged invalid or unconstitutional, such adjudication shall affect only that part of this act specifically covered thereby, and shall not affect any other provision or parts of this act, which shall be severable therefrom.

Wilmette Public Library  
Notes on Financial Reports for June, 2017

**Revenue Report**

During June, WPL received \$45,129.07 from Kenilworth Public Library, \$ 4,109.08 in fines and \$3,586.55 in Gifts/Donations.

**Expenditure Report**

Total General Fund expenses at 83.98% of budget are below the twelve month rate of 100.00%.

Three accounts show expenses higher than the budgeted amount. Account 50700 – Programming, Account 53000 – Promotion and Account 63000 – Registrations.

**Check Detail, June 1 - 31, 2017**

The largest General Fund checks were written to Computer View (\$57,177.00), Wellness Insurance Network (\$34,812.02), Chase Card Services (\$12,234.77), DEMCO (\$7,886.67), Baker Taylor (\$6,514.32, & \$5,961.19), Cooperative Computer Services (\$6,967.00), Libraries First (\$6,521.00), Cengage/Gale (\$6,010.40) and Graphic Solutions (\$5,202.00)

The total amount in this report represents the expenses paid by check and does not include expenses paid by electronic transfer of funds, such as the bi-weekly payroll (06/09 for \$105,411.40 and 06/23 for \$103,481.36).

**Certificate of Deposit Activity**

Of the \$1,679.50 in General Fund interest received during June, \$1,443.39 was earned by the funds invested in the GF Certificates of Deposit.

**Statement of Assets, Liabilities Fund Balances**

Net Income of \$1,321,271.50 represents the excess of revenues collected over expenditures paid and is lower than the 6/30/2016 figure of \$1,962,997. The 6/30/2017 figure may change slightly after the September audit.

**Wilmette Public Library**  
**Statement of Assets, Liabilities Fund Balances**  
**As of June 30, 2017**

	June 30, 2017
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
10001 · Deposit Account	1,353,689.19
10005 · Rutherford Trust Funds	174,532.33
10010 · Pvt Bk MM Account - GF	1,745.34
10100 · Operating Checking	758,967.55
10200 · Payroll Checking	14,492.77
10300 · HRA & FSA Checking	2,926.01
10500 · Wells Fargo - ProPay	4,135.47
10610 · B/E MMF	272,305.91
10710 · Endowment MMF	37,322.30
10810 · Illinois Funds	10,422.11
10900 · Fifth Third Securities	36,329.38
11000 · CD's General Fund Total	6,336,972.46
16000 · CD's B/E Fund Total	5,347,515.53
<b>Total Checking/Savings</b>	<b>14,351,356.35</b>
<b>TOTAL ASSETS</b>	<b>14,351,356.35</b>
 <b>LIABILITIES &amp; EQUITY</b>	
<b>Equity</b>	
30000 · Beginning Fund Balances	13,030,084.84
<b>Net Income</b>	<b>1,321,271.50</b>
<b>Total Equity</b>	<b>14,351,356.34</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>14,351,356.34</b>



Wilmette Public Library  
Revenue Actual vs Budget  
June 2017

	<u>Current Month</u>	<u>July 2016- June 2017</u>	<u>FY 2016-17 Budget</u>	<u>\$ Over(Under) Budget</u>	<u>% of Budget</u>
<b>INCOME</b>					
* 43010 · GF Interest	1,679.50	50,420.47	32,314.00	18,106.47	156.03%
44100 · Replacement Taxes	0.00	55,892.41	42,839.00	13,053.41	130.47%
44200 · Kenilworth	45,129.07	181,775.43	181,717.00	58.43	100.03%
45000 · Grants	0.00	0.00	20,880.00	(20,880.00)	0.0%
46100 · Fines	4,109.08	48,656.50	52,677.00	(4,020.50)	92.37%
46200 · Lost Materials	709.03	9,452.95	9,881.00	(428.05)	95.67%
46300 · Material Rental Fees	2.00	5,334.00	11,759.00	(6,425.00)	45.36%
46400 · Service Fees	0.00	38.00	801.00	(763.00)	4.74%
47000 · Miscellaneous Income	2,043.35	68,086.82	5,488.00	62,598.82	1,240.65%
47100 · Copier Receipts	850.66	11,522.92	12,655.00	(1,132.08)	91.05%
47200 · Room Rental	310.00	4,123.00	5,000.00	(877.00)	82.46%
48000 · Gifts/Donations	3,586.55	160,785.21	75,000.00	85,785.21	214.38%
<b>INCOME SUB-TOTAL</b>	<u>58,419.24</u>	<u>596,087.71</u>	<u>451,011.00</u>	<u>145,076.71</u>	<u>132.17%</u>
41010 · GF Taxes	0.00	5,565,115.74	5,446,465.00	118,650.74	102.18%
<b>TOTAL INCOME</b>	<u><u>58,419.24</u></u>	<u><u>6,161,203.45</u></u>	<u><u>5,897,476.00</u></u>	<u><u>263,727.45</u></u>	<u><u>104.47%</u></u>

\* In order to compare with annual budget, figures include only GF interest, not SS/IMRF, B/E or Endowment interest.

\*\* In order to compare with annual budget, figures include only GF taxes, not SS/IMRF, Audit, or Liability taxes.

Wilmette Public Library  
Expenditure Actual vs. Budget  
June 2017

EXPENSE	Current Month	July 2016 - June 2017	FY 2016-17 Budget	\$ Over(Under) Budget	% of Budget
50100 · Books	24,815.26	264,642.09	271,031.00	(6,388.91)	97.64%
50200 · Continuations	4,857.66	45,316.10	72,700.00	(27,383.90)	62.33%
50300 · Audio Visual Materials	10,051.53	116,440.97	159,612.00	(43,171.03)	72.95%
50400 · Periodicals	101.04	56,042.63	75,980.00	(19,937.37)	73.76%
50500 · Electronic Resources	56,783.07	442,654.31	500,000.00	(57,345.69)	88.53%
50700 · Programming	6,028.63	38,683.11	37,855.00	828.11	102.19%
50810 · ILL Expense	91.03	1,086.91	1,500.00	(413.09)	72.46%
50820 · Delivery Van	0.00	0.00	0.00	0.00	0.00%
52000 · Newsletter	5,655.00	45,259.00	47,586.00	(2,327.00)	95.11%
53000 · Promotion	1,179.26	11,075.31	9,000.00	2,075.31	123.06%
54000 · Grant Expense	0.00	0.00	5,116.00	(5,116.00)	0.00%
56000 · Rutherford Trust Expense	525.00	6,107.04	9,000.00	(2,892.96)	67.86%
58500 · Friends Purchases	8,856.57	37,328.04	49,050.00	(11,721.96)	76.10%
61000 · Personnel	194,149.99	2,511,077.96	3,017,455.00	(506,377.04)	83.22%
62000 · Professional Memberships	538.00	6,449.00	7,000.00	(551.00)	92.13%
63000 · Registrations	1,815.00	7,228.81	6,365.00	863.81	113.57%
64000 · Travel/Mileage	274.46	5,804.68	25,000.00	(19,195.32)	23.22%
65000 · Staff Development	3,023.46	30,626.85	40,000.00	(9,373.15)	76.57%
66000 · Insurance - Employee	35,531.22	450,729.95	510,254.00	(59,524.05)	88.33%
67000 · Reimbursable Employee Insurance	2,051.59	16,881.49	0.00	0.00	0.00%
70100 · Accounting	447.01	6,166.01	9,500.00	(3,333.99)	64.91%
70200 · Professional Fees	393.79	9,915.67	21,000.00	(11,084.33)	47.22%
70310 · Library Supplies	14,046.66	34,333.00	45,000.00	(10,667.00)	76.30%
70320 · Office Supplies	8,360.82	27,221.44	30,000.00	(2,778.56)	90.74%
70400 · Copiers	2,373.59	26,812.29	32,000.00	(5,187.71)	83.79%
70500 · Printing	0.00	6,034.96	10,000.00	(3,965.04)	60.35%
70600 · Postage/Shipping	332.27	9,601.29	15,000.00	(5,398.71)	64.01%
70700 · Telephone	764.13	11,126.07	20,000.00	(8,873.93)	55.63%
74100 · Equipment/Furnishings/Computers	40,835.81	199,576.04	200,000.00	(423.96)	99.79%
74150 · Equipment/Computer Maintenance	15,524.38	72,868.55	91,139.00	(18,270.45)	79.95%
75000 · Insurance - Property/Casualty	0.00	24,138.00	25,000.00	(862.00)	96.55%
76100 · Building Improvement	10,024.25	44,507.96	50,000.00	(5,492.04)	89.02%
76200 · Building Supplies	2,979.39	21,338.51	34,322.00	(12,983.49)	62.17%
76300 · Building Maintenance	(3,783.82)	52,157.80	55,000.00	(2,842.20)	94.83%
76350 · Building Maint Contracts	7,156.00	98,753.58	110,000.00	(11,246.42)	89.78%
76400 · Grounds Maintenance	1,139.18	26,134.91	50,000.00	(23,865.09)	52.27%
76450 · Parking Lot Rent	0.00	11,400.00	12,000.00	(600.00)	95.00%
76800 · Utilities	635.97	13,690.20	48,000.00	(34,309.80)	28.52%
77000 · Sales & Use Tax Expense	0.00	46.86	100.00	0.00	
78000 · Kenilworth Expenses	0.00	0.00	0.00	0.00	
<b>TOTAL GENERAL FUND EXPENSE</b>	<b>457,557.20</b>	<b>4,789,257.39</b>	<b>5,702,565.00</b>	<b>(913,307.61)</b>	<b>83.98%</b>
92000 · SS/MRF Fund	32,228.61	427,806.60	480,000.00	(52,193.40)	89.13%
93000 · Audit Expense	0.00	9,270.00	9,500.00	(230.00)	97.58%
94000 · Liability Fund	323.82	35,108.26	55,500.00	(20,391.74)	63.26%
96000 · B/E Special Reserve Fund	0.00	93,946.00	1,000,000.00	(906,054.00)	9.40%
97000 · Endowment Fund	0.00	33.00	0.00	0.00	
<b>TOTAL OTHER FUNDS</b>	<b>32,552.43</b>	<b>566,163.86</b>	<b>1,545,000.00</b>	<b>(978,836.14)</b>	<b>36.65%</b>
<b>TOTAL GENERAL &amp; SPECIAL RESERVE</b>	<b>490,109.63</b>	<b>5,355,421.25</b>	<b>7,247,565.00</b>	<b>(1,892,143.75)</b>	<b>73.89%</b>

**All CDs Sorted by Maturity Date  
June 30, 2017**

<i>Purchase Date</i>	<i>Maturity Date</i>	<i>Bank</i>	<i>CD</i>	<i>CD #</i>	<i>Interest Rate</i>	<i>Amount</i>
<b><u>General Fund</u></b>						
July 29, 2015	July 29, 2017	No Shore Bank	GF 17	2733	0.65%	517,456.68
August 22, 2016	August 23, 2017	5/3 Bank India NY	GF 10	06279HQA4	0.75%	250,000.00
August 24, 2016	August 24, 2017	5/3 Bank of China NY	GF 16	06426TYK9	0.70%	250,000.00
August 18, 2016	October 18, 2017	5/3 Great Southern	GF 8	39120VRS5	0.75%	250,000.00
November 3, 2015	November 13, 2017	5th/3rd Discover BK	GF 4	254672WR5	1.15%	250,000.00
February 2, 2016	February 2, 2018	No Shore Bank	GF 3	3804991322	0.65%	508,345.75
September 19, 2016	March 19, 2018	No Shore Bank	GF 9	3804889432	0.55%	519,333.03
May 5, 2016	May 4, 2018	5th/3rd Investors	GF 6	46176PFA8	1.00%	250,000.00
May 10, 2016	May 10, 2018	5th/3rd Merrick Bk	GF 7	59013JNX3	1.00%	250,000.00
August 24, 2016	August 24, 2018	5/3 HSBC Bk USA	GF 15	40434YBG1	1.10%	250,000.00
August 25, 2016	August 27, 2018	5/3 Ally Bk Midvale	GF 19	02006LK69	1.10%	250,000.00
September 14, 2016	September 14, 2018	5/3 Wells Fargo Bk	GF 21	949763AY2	1.15%	250,000.00
September 28, 2016	September 28, 2018	5/3 Capital One NA	GF 23	14042RCE9	1.15%	250,000.00
September 2, 2016	October 2, 2018	5/3 First Farmers Bk	GF 20	320165HS5	1.05%	250,000.00
November 18, 2016	November 19, 2018	5th/3rd Nationwide Bk	GF 13	63861NAA3	1.10%	250,000.00
November 21, 2016	November 21, 2018	5th/3rd Franklin Syn	GF 14	35471TCR1	1.10%	250,000.00
February 1, 2017	February 1, 2019	Private Bank	GF 12	6920313/1	0.75%	510,824.05
April 15, 2017	April 15, 2019	No Shore Bank	GF 1	340182997	1.45%	516,201.42
May 13, 2017	May 13, 2019	Private Bank	GF 11	6832170	1.45%	514,811.53
<i>Total GF</i>				<i>Weighted Avg Yield</i>	0.96%	6,336,972.46
<b><u>B/E Fund</u></b>						
February 3, 2016	August 3, 2017	5th 3rd Santander	BE 14	80280JLG4	1.00%	250,000.00
August 19, 2016	August 18, 2017	5/3 BMW Bk N. Amer	BE 2 was GF 18	05580AEY6	0.70%	250,000.00
October 15, 2015	October 15, 2017	Private Bank	BE 6	96545	0.75%	521,063.06
November 3, 2015	November 6, 2017	5th/3rd Firstbank PR	BE 4 was GF5	33767ARJ2	1.10%	250,000.00
February 4, 2016	February 2, 2018	5th 3rd BMO Harris	BE13	05581WCM5	1.20%	250,000.00
February 14, 2016	February 20, 2018	5th 3rd Key Bank NA	BE 7	79306SWE26	1.15%	250,000.00
May 12, 2016	May 12, 2018	Private Bank	BE 10	134430	0.70%	545,417.33
June 30, 2016	June 30, 2018	No Shore Bank	BE 15	3804025908	0.65%	521,257.74



**All CDs Sorted by Maturity Date  
June 30, 2017**

<i>Purchase Date</i>	<i>Maturity Date</i>	<i>Bank</i>	<i>CD</i>	<i>CD #</i>	<i>Interest Rate</i>	<i>Amount</i>
August 16, 2016	August 16, 2018	5/3 JP Morgan Chase	BE 5 was GF 2	48126XAM7	1.10%	250,000.00
September 28, 2016	September 28, 2018	5/3 Customers Bk	BE 11 was GF 22	23204HEJ3	1.15%	250,000.00
October 31, 2016	October 31, 2018	5th 3rd Comenity Cap	BE21	20033ASV9	1.20%	148,000.00
November 4, 2016	November 2, 2018	5th 3rd Everbank	BE 20	29976DV98	1.15%	250,000.00
January 8, 2017	January 8, 2019	Private Bank	BE 8	6956404	0.75%	522,928.15
January 8, 2017	January 8, 2019	Private Bank	BE 16	6939573	0.75%	367,602.95
February 6, 2017	February 15, 2019	5th 3rd Capital One USA	BE 9	140420VV48	1.55%	200,000.00
March 19, 2017	March 19, 2019	No Shore Bank	BE 3	64886	1.45%	521,246.30
<i>Total B/E Individual CDs</i>				<i>Weighted Avg Yield</i>	<i>0.96%</i>	<i>5,347,515.53</i>
<b>TOTAL CD's</b>				<b>Weighted Avg Yield</b>	<b>0.96%</b>	<b>11,684,487.99</b>

Wilmette Public Library Director's Report  
July 18, 2017

Al

### Professional Development & Staff

We hired two new circulation clerks, Haley Wint and Rose Peterson, whom are both college students, and they will help us during summer and breaks. "Learn While You Earn" sessions included conflict resolution skills, stealthy Reader's Advisory, and ALA recaps. Leadership Team had our annual manager appreciation luncheon.

I attended the annual ALA conference in Chicago, along with several staff members. Highlights included:

- Metropolitan Library System in Oklahoma has a new marketing campaign: #readbecause and they have gotten their entire community involved in sharing their impact stories with the whole community.
- The library in Ankeny, Iowa co-sponsors a community wide "All City Play Day" event, where they put experiential play stations throughout the entire town on city sidewalks, inside public buildings, etc. and spend the day fostering the importance of play time for both kids and adults. Many museums are now hosting after hours adult events that allow people to let loose, relax, and just play with the exhibits.
- I went to a very good session about behavior management in libraries, the importance of working with local social service organizations, and hiring social workers to work in libraries to help train and build our internal capacity to address mental health, substance abuse, and homelessness.
- The exhibits had a huge array of interesting products: furniture, new tech, mobile libraries, book bikes, awesome new authors, play spaces, e-content, and so many possibilities!
- Discussed the trend of "library of things" and discovered how cool it is that libraries are circulating a huge array of physical objects to share: cake pans, fishing rods, bike locks, binoculars, skeletons, board games, maker tools, knitting needles, toys, art supplies, tools, puppets, science kits, vintage technology, and puppies!
- Went to a good session about the "We Need Diverse Books" campaign and ways of celebrating and enhancing diversity in our libraries.
- Hillary Rodham Clinton ended the conference with an inspiring speech about why libraries are more important now than ever as guardians of democracy. Her 3 main points were: 1) Reading Changes Lives, particular for early childhood and learning readiness, 2) Libraries are places for communities to come together and learn from diverse points of view, and 3) We need critical thinkers and libraries foster that skill development.

### Financial & Legal

Our electronic payroll system is on track for a July 30 launch, with staff training sessions scheduled. I worked with Barb to finalize the Kenilworth B&A, which will be voted on at the July 27 meeting. We are closing out the books for the end of FY16-17, and have begun FY17-18. We have scheduled audits for July. I am evaluating our current staff vending machine vendor for price and product comparisons. I am meeting with our Lawyer, Roger Ritzman, as part of my onboarding.

### Facilities & Furnishings

We are working with signage companies for estimates on signage for wayfinding, shelf ends, and ceiling signs.

I am investigating landscape architects, and have received two proposals so far.

KI furniture is replacing the office furniture in technical services, work continues on installing security cameras, outside lighting is being upgraded, and new energy efficient LED bulbs will be installed in the lower level.

### Programs & Services

The library's summer reading programs for all ages have started, and we are very busy with extra foot traffic and expanded programming for "Reading by Design."

All service desks conducted a "Snapshot Week" in order to accurately compile statistics for IPLAR.

### Technology & Digital Services

The web site has launched, and we are receiving lots of positive feedback so far. We are working on being able to upload Board meeting videos to YouTube, and linking from our web site.

### Community Relations & Marketing

We are working with a local film crew to film a short promotional movie about a "Day in the Life of the Wilmette Public Library." This will be a great opportunity to get the word out about our diverse array of programs and services, particularly for new residents or people unfamiliar with what the library has to offer. We are conducting a professional photo shoot in order to acquire some high quality shots for our web site and print publicity as well as for updated Board photos. I met with the newly formed Board Communications Committee to discuss mission, goals, and first steps.

### Strategic Planning

Two strategic planning finalists will prepare information for the July Board meeting so the Board has a chance to ask more detailed questions about the process.

### Recent Meetings & Events

- 6/22-6/27 ALA in Chicago
- 7/3 Close early at 5 pm; 7/4 Holiday library closed
- 7/12 Director's meeting, Northbrook
- 7/13-7/14 Heather vacation

### Upcoming Meetings & Events

- 7/18 WPL Board
- 7/21 Beck Tench workshop at Skokie
- 7/25 Kenilworth audit
- 7/26 CCS governing board at Northbrook
- 7/27 Wilmette audit
- 7/30 ProDate payroll system launches
- 8/2 Charrm'd intergovernmental meeting
- Week of 8/6 HMW vacation
- 8/15 WPL Board meeting

Respectfully submitted,



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Heather McCammond-Watts  
Director of Wilmette Public Library



## **Suggested Goals for the Director for FY 2017-2018**

In addition to regular management activities, the following goals will be addressed by the Director during fiscal year 2017-2018. These goals reflect priorities established during the strategic planning process and Board member suggestions.

### **Transition planning**

1. Successfully transition as a new Director to ensure the following: positive Board and staff relations, deliver innovative library services, efficiently implement Board decisions, effectively communicate with the public, grow and develop staff skills, evaluate library services and collections, proactively solve problems, collaborate with stakeholders, practice sound fiscal management, and serve as a library advocate.

### **Services**

1. Launch a new strategic plan. Consider improvements to existing services, spaces, and collections, as well as set new goals and activities for a 3 year plan from January 2018 through December 2020.
2. Investigate new technologies for library services. Develop a plan for implementation for those that will offer benefits for the library services and patrons.
3. Identify new audiences in the community who do not use the library and develop services, outreach, and programming to engage them.
4. Practice sound fiscal management providing transparency, stewardship, and a balanced budget.

### **Building and Grounds**

1. Coordinate an updated capital needs assessment.
2. Determine new space planning needs based upon the strategic plan and user centered design principles.
3. Investigate landscape design architects for outside hardscape areas, exterior lighting, and garden spaces.
4. Refresh interior signage and furnishings to provide better wayfinding, enhance internal marketing, and create expanded social and study zones on the LL and first floor.
5. Continue exploration of parking improvements with Village of Wilmette.

### **Communications**

1. Update marketing plan, and coordinate public relations messaging with new graphic designer.
2. Increase communication with the public emphasizing the value of the library through social media, re-designed web site, the annual report, and community outreach.
3. Coordinate with other taxing bodies in Village for enhanced communication and collaborative services.
4. Develop the members of Leadership Team to collaborate and communicate across departments, with the Board, and with community partners.

### **Staff**

1. Develop succession and transition plans for veteran positions in the library.
2. Evaluate salary grade structure, rewrite job descriptions, and utilize benchmarking data.
3. Provide greater interface between trustees and senior staff.
4. Encourage participation in training and continuing education programs for all staff.
5. Assess library trends and conduct outcomes based measurements to determine strengths and opportunities for growth for all departments.

Landscaping 1



June 14, 2016

## Wilmette Public Library Campus/Landscape Master Plan

116 West Illinois Street  
Floor 7  
Chicago, Illinois 60654  
p 312.467.5445  
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thelakotagroup.com

### Professional Services Agreement between THE LAKOTA GROUP and WILMETTE PUBLIC LIBRARY DISTRICT

The following is a professional services agreement for The Lakota Group (“Lakota”) to assist Wilmette Public Library District (“Library”) with the preparation of a Preliminary Campus/Landscape Master Plan for the Wilmette Public Library. Lakota will be responsible for developing an overall campus vision and phased improvements that will enhance the Wilmette Public Library; celebrate community; elevate library programs; maximize site opportunities; and provide for long term sustainability, durability, and maintenance. We will work directly with a project steering committee and will involve key stakeholders including staff, local clubs, and community members throughout the process.

#### PROJECT WORK SCOPE

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Our work scope is broken down into three phases, which include analyzing existing conditions; engaging staff and other stakeholders; generating and testing a range of alternative conceptual landscape design scenarios; and refining the plans into a set of desired campus/landscape master plan design direction(s) that can be implemented in a phased approach. The alternative concept plans developed during Phase 1 will test a range of ideas for open space/landscape areas within/around the campus. Following steering committee input, we will present the concepts at a Community Open House to gather additional input. Following the Open House, we will refine concepts into one overall master plan and develop costs, timing, and long-term phasing strategies to coordinate implementation.

To organize meeting and deliverable expectations, we have broken our work scope down into three simple phases:

- **PHASE 1 – Preliminary Master Planning and Design**
- PHASE 2 – Public Entitlement and Design Development (FUTURE PHASE – NOT INCLUDED)
- PHASE 3 – Detail Design and Construction Documents (FUTURE PHASE - NOT INCLUDED)

*If, in the development of a final campus/landscape master plan package, additional design direction or other design directions are substantially changed or added, Lakota will revise and amend our work scope/fees accordingly.*

#### PROJECT TIMELINE

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Lakota will work with the Library to establish a project schedule for Phase 1 that is sensitive to the Library’s desired implementation timing. The Village approval process and detailed design phase timelines will be developed with staff and the Steering Committee as Phase 1 nears completion.

Planning  
Urban Design  
Landscape Architecture  
Historic Preservation  
Community Engagement

## PROJECT TASKS

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### PHASE 1 - PRELIMINARY MASTER PLANNING AND DESIGN

#### Task 1: Site Analysis

- Host a **project kick-off meeting** with staff and steering committee. (**Meeting #1**)
- Perform **fieldwork and analysis** of zoning and other regulations. Findings from our fieldwork and analysis will be summarized in an existing conditions report. The report will also include a Framework Plan, which will serve as a starting point for developing concepts and landscape treatments, as well as for identifying key areas.
- During this phase, we will also develop and manage a **project website** that will connect to the Library's website and describe the overall project goals and process and serve as an online portal to engage the community.

#### *Deliverables:*

- Existing Conditions Report + Framework Plan
- Project website

#### Task 2: Preliminary Campus/Landscape Master Plan Strategies and Concepts

- Develop a **site program** that outlines ordinances, permitting, overarching goals, and site features.
- Develop **two (2) to three (3) schematic/conceptual landscape design concepts** for key areas. Plan and elevation views, along with supporting sketches, photos, and graphics may be used to illustrate and communicate our ideas. These concepts may include:
  - Landscape and site layout improvements
  - Outdoor seating pockets/gardens/educational spaces
  - Pedestrian paths, walks, and trails
  - Signage
  - Model environmental and sustainable features
- Develop **preliminary estimate of probable costs**. These estimated costs will be used to determine an appropriate phasing strategy and prioritization for the various plan options.
- Host **staff, steering committee, and board meeting to review** the program, concepts, preliminary estimated costs, and to discuss next steps. (**Meeting #2**)
- **Refine concept plans and exhibits** for Community Open House.

#### *Deliverables:*

- Site program
- Two (2)- three (3) site concepts
- Estimates of probable cost
- Community Open House exhibits/boards

#### Task 3: Tailored Community Engagement / Stakeholder Input

- Conduct **Community Open House (Meeting #3)** to review the master planning process and overall mission, and to solicit feedback on the campus context exhibits.

#### *Deliverables:* Community Open House Summary



#### **Task 4: Final Campus/Landscape Master Plan Design**

- Refine overall preferred campus/landscape master plan, including plan drawings, prioritization of projects, and cost estimates. This will lay out and depict the general site and landscape design ideas and elements within the overall campus and at the specific priority area initiatives and will be used for the next level of review and costing.
- Host a final review meeting with the staff, steering committee, and board. (Meeting #4)

#### **Deliverables:**

- Final site program
- Illustrative master plan
- Two (2) Illustrative renderings
- Estimates of probable costs for preferred master plan
- Phasing plan

### **PHASE 2 - PUBLIC ENTITLEMENT & DESIGN DEVELOPMENT (FUTURE PHASE -NOT INCLUDED)**

#### **Task 1: Wilmette Public Entitlement**

- Submit Final Master Plan for Village review and scheduling of hearing process.
- Attend final Master Plan hearings with Village Commissions and Board. (6 Meetings allocated)
- Host staff and steering committee review meetings. (2 Meetings allocated)

#### **Task 2: Design Development**

- Collect additional data (geo-technical reports and topographic survey prepared by others).
- Prepare base maps at appropriate scales using the inventoried data and the boundary and topographic survey (prepared by others).
- Finalize the design including size, horizontal, and vertical geometry; structure; materials and finish; as appropriate.
- Prepare the Design Development Documents and summary of estimated quantities and update the construction cost opinion.
- Conduct review meetings with staff (2 meetings allocated) to review the Design Development Documents at 50% and 100% completion milestones.

### **PHASE 3 - DETAILED DESIGN AND CONSTRUCTION DOCUMENTS (FUTURE PHASE - NOT INCLUDED)**

#### **Task 1: Construction Documentation**

- Finalize the graphic and written documentation that will be used to bid and construct the improvements.
- Prepare a summary of estimated quantities and update the construction cost opinion.
- Conduct review meetings with staff (4 meetings allocated) to review the construction documents at 50%, 75%, 95%, and 100% completion milestones. Prepare written summaries of discussions and update the project program following each meeting.

This Proposal does not include the following tasks:

- *Property or legal surveys (by surveyors)*
- *Detailed civil, traffic, utility, soils or environmental studies/engineering (by engineers)*
- *Real estate market, financial feasibility or fiscal impact studies (by real estate analyst)*
- *Construction or installation of approved designs*
- *Bidding and negotiation and construction observation (Lakota can provide as later phase)*
- *Interpretive Signage Design Phase (Lakota can provide as later phase)*

## **PROFESSIONAL FEES**

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The above services will be provided on a lump sum basis per the firm's current rates, plus reimbursable expenses. The total estimated fees are as follows:

Lakota Professional Fees (Phase 1)	\$22,800
Lakota Professional Fees (Phase 2)	TBD
Lakota Professional Fees (Phase 3)	TBD
Standard Reimbursable Expenses (5%)	\$1,200
<u>Illustrative Renderings</u>	<u>\$5,000</u>
<b>Total:</b>	<b>\$29,000</b>

Any additional services requested of Lakota beyond those listed above will be conducted on an hourly basis and billed according to Lakota's current billing rates. If requested, a fee estimate will be provided for a task or an assignment based on a defined work scope.

### Lakota Billing Rates (2017):

Principal	\$260
Associate Principal	\$230
Vice President	\$205
Senior Associate	\$180
Project Planner/Designer/Manager	\$155
Planner/Urban Designer/Landscape Architect	\$130
Research/Operations Staff	\$90

Reimbursable expenses will be billed at 1.1 times direct expense to cover administration and will include:

- *Travel (mileage/tolls/parking/cabs/airfare/out-of-region meals & lodging)*
- *Delivery (faxes/postage/messenger/express)*
- *Copying/Reproduction*
- *Computer Plots*
- *Long Distance Communication*
- *Renderings/Models (if requested by client)*
- *Special Supplies (if extra markers/graphic tape/panatone needed)*
- *Miscellaneous (municipal documents, special reports, data)*

Professional fees and expenses will be billed monthly for work completed. Unpaid invoices will bear 1.5% interest per month past 30 days.

Either party may terminate this agreement 15 days after written notice. Lakota shall be compensated for all services performed up to the date of notice.

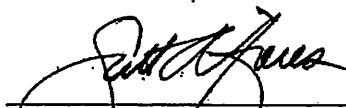
The sketches, designs, specifications, drawings and other documents provided by the Lakota Group for this project are and will remain the Lakota Group's property. However, if the Library District decides to engage the Lakota Group to prepare detailed design or construction documents or to construct/install the project, the Library District shall be granted a limited, non-exclusive license to use those documents for construction and maintenance of the project, as long as the Library District does not fail to make payments when due and the contract with the Lakota Group is not terminated prior to completion of all phases of the work.

Please indicate acceptance of this agreement by signing one copy and returning it to our office listed above. Lakota will begin work after receiving written authorization to proceed via fax, mail or messenger.

*The Lakota Group appreciates the opportunity to provide Wilmette Library District with Professional Landscape Architecture Design Services.*

**The Lakota Group**

**Wilmette Library District**

  
\_\_\_\_\_  
Scott Freres, PLA, ASLA  
Principal

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date