

CLEVELAND PUBLIC LIBRARY

Finance Committee

September 13, 2016

**RESOLUTION TO ENGAGE IMPROVE CONSULTING AND TRAINING GROUP, LLC
TO PROVIDE CONSULTING AND SUPPORT SERVICES FOR THE TECHNICAL
SERVICES DEPARTMENT**

WHEREAS, Improve Consulting and Training Group, LLC (“Improve”) is a personal and professional development consulting firm with extensive experience in leadership development and organizational improvement; and

WHEREAS, The Board of Trustees of the Cleveland Public Library has previously engaged Improve for the reorganization of its materials handling and lending processes and has been very satisfied with the quality of its services; and

WHEREAS, The Administration has identified a need to improve the technical processes and work environment within the Library’s Technical Services Department; and

WHEREAS, Improve has submitted a proposal to the Cleveland Public Library in an amount not-to-exceed \$47,500, to provide consulting and support services to identify the current state of the technical processes and working conditions within the Technical Services Department, identify areas for improvement, and to devise and recommend new processes and solutions; now therefore be it

RESOLVED, That the Executive Director, CEO or his designee, is hereby authorized to negotiate and execute an agreement with Improve Consulting and Training Group, LLC subject to the approval of the Chief Legal Officer, to provide consulting and support services in order to improve the Technical Services Department in an amount not-to-exceed \$47,500, which expenditure shall be charged to General Fund Account Number 14110053-53710 (Professional Services), and to execute such other instruments or documents as may be necessary or appropriate to effectuate the terms of this Resolution.



Improve Consulting & Training Group

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Technical Services Department: Cleveland Public Library

Service Provider



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Client



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Objective: Improve to work with the Technical Services Department staff, including all bargaining unit employees to 1) define the current state of processes and the overall work environment through meetings, focus groups and process mapping; 2) visualize the desired state for both processes and the work environment through focus groups, brainstorming, 1/1s and best practice research; 3) conduct a gap analysis between the current and desired states; and 4) facilitate a meeting between managers and bargaining unit employees to discuss findings, recommendations and create alignment on the path forward.

Timeline: August 2016 – June 2017

Engagement details and cost breakdown provided on the following page.





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Phase	Elements	Details	Date	Pricing*
Phase 1	Preliminary Process Mapping Work	Mapped and analyzed major current state processes related to 2014 Operational Goals for each department. Made high level recommendations for improvements.	Complete	N/A
Phase 2	Determine the Current State	<p>Pre-Work: Create a safe space for people to talk. (Improve to facilitate)</p> <ul style="list-style-type: none"> The objective is to create a safe space and facilitate a session for all bargaining unit employees to express their thoughts and concerns regarding past issues in a healthy and respectful way. All voices will have an opportunity to be heard and then seek to create alignment to reset with no more referring to the past. This will allow everyone to divest from issues of the past and focus on solutions to move forward in a positive and productive way. Discuss Accountability Moving Forward <ul style="list-style-type: none"> Hold management accountable for adjusting and or changing their behavior. Develop queues for long term behavior changes. Identify behaviors on all sides that need to stop immediately. Create Rules for Engagement <p>Conduct focus groups (current state). (Improve to facilitate)</p> <ul style="list-style-type: none"> The objective is to gather bargaining unit employee input for opportunities around processes and day to day work activities. Focus Groups will be <u>process</u> and <u>solution</u> focused vs. a venting session. <p>Map all material process flows from end to end to see full range of the process and identify improvement opportunities (books, CDs, DVDs).* At High Level.</p> <ul style="list-style-type: none"> Identify all possible processes during first session (start with Ordering Process). Flex time is in scope, but will be decided by the data; Address cross-functional nature of the processes; Leverage existing maps and denote any differences. 	<p>Meet with Core Team in Mid-August</p> <p>September 2016 (Kick Off) – ~February 2017</p>	<p>\$30,000 120 hours</p> <p>Technical Services leaders/Lean OH participants to conduct process mapping efforts with active guidance from Improve.</p>
	Visualize the Desired State	<p>Conduct focus groups/ brainstorming/ideation sessions (future state). (Improve to facilitate)</p> <ul style="list-style-type: none"> Given the new information uncovered by the current state analysis, the objective is to gather bargaining unit employee input for solutions around processes and day to day work activities. Other methods to help visualize the desired state could include: 1/1 interviews, benchmarking other libraries for ideas. 	~February – April 2017	
	Conduct a Gap Analysis / Map Future State	<ul style="list-style-type: none"> Determine what is needed to get from the Current State to the Desired State and recommend actions. Create detailed future state process maps. 	~April – May 2017	
Phase 3	Implement the new process.	<p>Report out, prioritize, and take action on new processes: Conduct meeting with staff and managers to discuss findings, prioritize actions and create alignment regarding how and when to move forward on prioritized action items to get to the desired state.</p> <p><i>CPL to lead internal implementation activities with active guidance from Improve.</i></p>	~June 2017	<p>\$17,500 70 hours</p>
			Total Investment	\$47,500

*2016 Discounted Non-Profit Rates applied (rate was discounted due to size of engagement). **NOTE:** Client will only be billed for actual hours; not to exceed indicated amount without written permission from client. CPL has the option to add more hours from Improve Consulting as needed to successfully complete the project.



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Partnership Terms & Payment

Payment Terms: Payment is due within 30 days of the invoice date. **3.5% charge for credit card payments.**

Contract Terms: Contract can be terminated within 30 days of written notice by either party should business circumstances change. Services provided up until the notification date and will be billed accordingly.

Confidentiality: Improve will maintain confidentiality related to information provided by the client organization. Confidential information includes employee and business-specific information acquired in the course of carrying out the terms of this agreement.

Scheduling Changes: Changes to the schedule must be agreed upon (in writing) by both Improve Consulting and the Sponsoring individual/organization.

By signing this form, you agree to the terms and conditions as outlined in this contract.

Print Legal Name _____ Title _____

Legal Signature _____ Date _____

Ellen Burts-Cooper _____ Date _____

Senior Managing Partner, Improve Consulting and Training