

This is the proposed feasibility study for a new Hilltop Library. The project has been put on hold due to budget constraints caused by the Covid-19 pandemic.

RFP# LB19-0357F

# TACOMA PUBLIC LIBRARY EASTSIDE & HILLTOP FEASIBILITY STUDY

PROPOSAL



DECEMBER 3, 2019

**BERK**

STRATEGY ■ ANALYSIS ■ COMMUNICATIONS

December 3, 2019

Attn: City of Tacoma Procurement & Payables Division  
Tacoma Public Utilities Lobby Security Desk  
Administration Building North - Main Floor  
3628 S. 35th Street  
Tacoma, WA 98409

**RE: RFP# LB19-0357F Tacoma Public Library Eastside & Hilltop Feasibility Study | PROPOSAL**

Members of the Selection Advisory Committee:

**BERK Consulting, Inc.** (BERK), teamed with **S. R. Kent LLC** (Susan Kent), **SHKS Architects** (SHKS), and **Fehr & Peers** (FP), is pleased to present our proposal and qualifications to support the City of Tacoma with a feasibility study for the Tacoma Public Library Eastside and Hilltop libraries.

Our team brings the necessary expertise for this important and sensitive project, including:

- National best practices in library service and facility options, as well as the future of libraries.
- A strong understanding of local context, and the ability to analyze and project community demographics and trends in the built environment.
- Expertise in capital funding and financing options.
- Extensive experience evaluating and describing the economic and social benefits generated by library facilities and services.

**Perhaps most importantly, we bring a deep commitment to equitable community engagement, and a healthy appreciation for the benefits of working with local partners.** A key aspect of our approach for this project is a significant role for Tacoma-based community organizations. We view these relationships as true partnerships, with a significant portion of our budget dedicated to compensating partners for their role in designing, recruiting for, and hosting neighborhood-appropriate and neighborhood-based community engagement activities.

BERK has had the good fortune of working with Susan Hildreth on multiple occasions, both in her capacity as the Seattle City Librarian and as the Director of the Institute of Museum and Library Services. We worked with Luis Herrera during his tenure as the City Librarian of the San Francisco Public Library. We understand Susan and Luis are currently supporting development of the Tacoma Public Library strategic plan and would welcome the opportunity to align our work with that important effort.

We look forward to discussing this project with you in detail. In the interim, more information about our firms, approach, and client satisfaction can be found on our websites: [www.berkconsulting.com](http://www.berkconsulting.com); [www.susankent.org](http://www.susankent.org); [www.shksarchitects.com](http://www.shksarchitects.com); and [www.fehrandpeers.com](http://www.fehrandpeers.com).

Sincerely,



Brian Murphy, Principal  
**BERK Consulting, Inc.**

**SIGNATURE PAGE**

**CITY OF TACOMA  
TACOMA PUBLIC LIBRARY**

All submittals must be in ink or typewritten and must be executed by a duly authorized officer or representative of the bidding/proposing entity. If the bidder/proposer is a subsidiary or doing business on behalf of another entity, so state, and provide the firm name under which business is hereby transacted.

Submittals will be received and time stamped only at the City of Tacoma Procurement & Payables Division, located in the Tacoma Public Utilities Administration Building North, 4<sup>th</sup> Floor, at 3628 South 35<sup>th</sup> Street, Tacoma, WA 98409. **See the Request for Proposals page near the beginning of the specification for additional details.**

**REQUEST FOR PROPOSALS SPECIFICATION NO. LB19-0357F  
Eastside & Hilltop Feasibility Study**


The undersigned bidder/proposer hereby agrees to execute the proposed contract and furnish all materials, labor, tools, equipment and all other facilities and services in accordance with these specifications.

The bidder/proposer agrees, by submitting a bid/proposal under these specifications, that in the event any litigation should arise concerning the submission of bids/proposals or the award of contract under this specification, Request for Bids, Request for Proposals or Request for Qualifications, the venue of such action or litigation shall be in the Superior Court of the State of Washington, in and for the County of Pierce.

**Non-Collusion Declaration**

*The undersigned bidder/proposer hereby certifies under penalty of perjury that this bid/proposal is genuine and not a sham or collusive bid/proposal, or made in the interests or on behalf of any person or entity not herein named; and that said bidder/proposer has not directly or indirectly induced or solicited any contractor or supplier on the above work to put in a sham bid/proposal or any person or entity to refrain from submitting a bid/proposal; and that said bidder/proposer has not, in any manner, sought by collusion to secure to itself an advantage over any other contractor(s) or person(s).*

BERK Consulting, Inc.  
Bidder/Proposer's Registered Name  
2200 Sixth Avenue #1000  
Address  
Seattle, WA 98121  
City, State, Zip  
brian@berkconsulting.com  
E-Mail Address  
91-1467862  
E.I.NO. / Federal Social Security Number Used on Quarterly  
Federal Tax Return, U.S. Treasury Dept. Form 941

  
Signature of Person Authorized to Enter Date  
into Contracts for Bidder/Proposer 11/15/2019  
Brian Murphy, Principal  
Printed Name and Title  
206-324-8760  
(Area Code) Telephone Number / Fax Number  
601-219-609  
State Business License Number  
in WA, also known as UBI (Unified Business Identifier) Number  
N/A (professional services)  
State Contractor's License Number  
(See Ch. 18.27, R.C.W.)

Addendum acknowledgement #1 X #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

**THIS PAGE MUST BE SIGNED AND RETURNED WITH SUBMITTAL.**



City of Tacoma  
 Community & Economic Development  
 Office of Small Business Enterprise  
 747 Market Street, Room 808  
 Tacoma, WA 98402  
 253-594-7933 or 253-591-5224

**PRIME CONTRACTOR'S PRE-WORK FORM**

BERK Consulting, Inc.

206-324-8760

Company Name

Telephone

2200 Sixth Ave #1000 Seattle, WA 98121

Address/City/State/Zip Code

LB19-0357F

Eastside & Hilltop Feasibility Study

Specification Number

Specification Title

JOB CATEGORIES SPECIFY	TOTAL EMPLOYEES		TOTAL MINORITY EMPLOYEES		BLACK		ASIAN or PACIFIC ISLANDER		AMERICAN INDIAN or ALASKAN NATIVE		HISPANIC	
	M	F	M	F	M	F	M	F	M	F	M	F
Officer / Managers	2	2	0	0	0	0	0	0	0	0	0	0
Supervisors	0	0	0	0	0	0	0	0	0	0	0	0
Project Managers	6	11	1	4	0	1	0	4	0	0	0	0
Office / Clerical	0	3	0	0	0	0	0	0	0	0	0	0
Apprentices												
Trainees												
<b>TOTALS</b>	<b>8</b>	<b>16</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**CONTRACTOR'S PROJECTED WORK FORCE - THIS PROJECT**

Superintendent												
Foreman												
Operators	Not applicable - professional services contract.											
Laborers												
Apprentice												
Trainee												
<b>TOTALS</b>												

Brian Murphy, Prinicipal

Type or Print Name of Responsible Officer / Title

Signature of Responsible Officer

11/15/2019

Date

# SECTION 1: FIRM HISTORY

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BERK is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications. Founded in 1988, our passion is working in the public interest, helping public and nonprofit agencies, as well as foundations, address complex challenges and position themselves for success. Our work is focused in the Pacific Northwest, though the geographic scope of our library practice has expanded to include library systems elsewhere in the country.

We currently have 23 staff people, 20 of whom are analytics contributing to our active practice areas in strategy and policy; finance and economics; and land use planning. Our founder retired more than five years ago and our organization continues to be strong and the services we provide to our clients continue to be valued.

Our Mission is: **Helping Communities and Organizations Create Their Best Futures.** We do this by:

- Integrating the art of effective decision-making with the science of rigorous quantitative and qualitative analysis;
- Bringing people, ideas, and analysis together to generate understanding and consensus on the best strategies and decisions; and
- Bridging across disciplines to synthesize diverse information and facilitate relationships.

A hallmark of our approach is our ability to communicate complex information to a wide range of audiences, using words, numbers, pictures, and maps to convey information in accessible, understandable formats. We believe that when participants truly understand the issues and options before them, they are able to make good decisions, and then communicate and explain those decisions to the broader community.

## Subconsultants

BERK has partnered with **S. R. Kent LLC** (Susan Kent), **SHKS Architects** (SHKS), and **Fehr & Peers** (FP) on this project. More information about each subconsultant is included in the following section.

# SECTION 2: SUBCONSULTANT FIRM HISTORIES

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## S. R. KENT LLC

Susan Kent has more than 45 years experience in libraries. In 2008, she formed S. R. Kent LLC, a consulting firm which provides services to libraries, foundations, and nonprofit organizations in the areas of capital facilities planning and strategic planning, management and organization development, fundraising and leadership development. In 2015, Kent was appointed the Chair of the Advisory Committee for the American Library Association's Center for the Future of Libraries.

Susan is the co-editor of *Courtly Love in the Shopping Mall: Humanities Programs for Young Adults*, published by the American Library Association. She wrote a regular column on fundraising for the Bottom Line. Publications include *American Public Libraries: A Long Transformative Moment* in *Daedalus*, the *Journal of the American Academy of Arts and Sciences*) and *The Public Library: Idea -- Cyberplace -- Physical Presence*, published by Bertelsmann and *Personalization of Electronic Network-based Library Services*, co-authored with Christopher Chia and Rolf Hapel and published by Bertelsmann.

Susan is the only North American librarian to be honored by receiving the American Library Association's Lippincott Award for "distinguished service to the profession of librarianship". She also received the Public Library Association's Charles Robinson Award for "creativity and innovation" as a library director, and "Librarian of the Year" by *Library Journal*.

### Susan Kent's National Planning Experience

- Bridgeport Public Library
- Buffalo Erie County Public Library System
- Carmel Public Library
- Chattanooga - Hamilton County Public Library
- County of Los Angeles Public Library
- Dayton Public Library
- Enoch Pratt Free Library
- Flint Public Library
- Houston Public Library
- Indianapolis Public Library
- Johnson County Public Library
- Kansas City Public Library
- Lincoln City Libraries
- Louisville Free Public Library
- Miami Dade Public Library
- Milwaukee Public library
- Missoula Public Library
- Oakville Public Library
- Pitkin County Library
- San Francisco Public Library
- Seattle Public Library
- Sudbury Public Library
- Toledo Public Library

## SHKS ARCHITECTS

SHKS Architects (SHKS) was established in 1997 and has offices in Seattle, Washington and Burlington, Vermont. The firm now has 6 principals, 4 associates, 12 architectural staff, and 1 administrative personnel.

SHKS staff find elegance in necessity, elevating the core principles of each unique site and building project to reflect client aspirations. Through collaboration, care, craft, and discovery, they reveal architecture's inherent optimism, contributing to the local community and to the global stewardship of natural and built environments.

SHKS is a full-services design firm, focusing on public projects with an emphasis on community libraries across the State of Washington. SHKS Architects has designed durable, cost-effective, and inspiring spaces for library systems throughout Washington State, from Ferndale to Vancouver and as far-reaching as Ritzville. Firm expertise includes needs and facilities assessment, site selection and feasibility studies, programming and architectural design for new buildings, additions, and the transformation of existing libraries.

The SHKS team has a demonstrated ability to work closely with public agencies to develop realistic project scopes, schedules, and budgets. We understand the challenges of public sector work and advise our clients on funding cycles, permit durations, special review, bidding, and construction durations as they inform overall schedules.

As library programs and technologies evolve, library spaces adapt. SHKS plans and designs libraries with a variety of spaces that are distinctive in character and flexible in use. Libraries can provide a place for lifelong learning, lively social interaction and quiet reading for the entire community from preschool through retirement.



*Ferndale Library*

## FEHR & PEERS

Established in 1985, Fehr & Peers (FP) has over 34 years of experience partnering with communities to understand and shape local transportation futures. With offices nationwide, including two in Washington State in Seattle and Tacoma, and over 300 employees, FP is among the largest firms in the country specializing in transportation planning and engineering.

A recognized national leader in the area of traffic operations analysis and traffic simulation, Fehr & Peers uses leading-edge software such as VISSIM, CORSIM, Paramics, SimTraffic, and Synchro to analyze traffic operations and develop strategies to mitigate issues like congestion. FP focuses on working with agencies to provide insight into future traffic volumes and to evaluate effects to surrounding transportation networks associated with planned development. Recent work includes conducting a traffic analysis for the Seattle Center Arena DEIS, a multimodal analysis evaluating the effects of an arena renovation on the surrounding roadways, transit, bicycle, and pedestrian networks. FP staff have also completed similar traffic studies for proposed aquatic centers in North Bend and Kirkland as part of feasibility studies analyzing optimal site locations and design alternatives.

FP has worked with the City of Tacoma since 2006. FP has completed nearly 50 projects with the City and Port of Tacoma, giving the firm strong understanding of key transportation issues and priorities citywide. FP also provides traffic engineering and traffic impact analysis services to the City on an on-call basis and has done so for many years over multiple contracts.

FP's recent and relevant work with Tacoma includes conducting a traffic impact analysis and parking analysis for Point Defiance Park; completing a traffic study analyzing transportation conditions in the Brewery District in anticipation of new development; and assessing traffic operations through the Schuster corridor to identify the impact of replacing a travel lane with a shared-use trail along Schuster Parkway.



Tacoma Transportation Master Plan corridors map

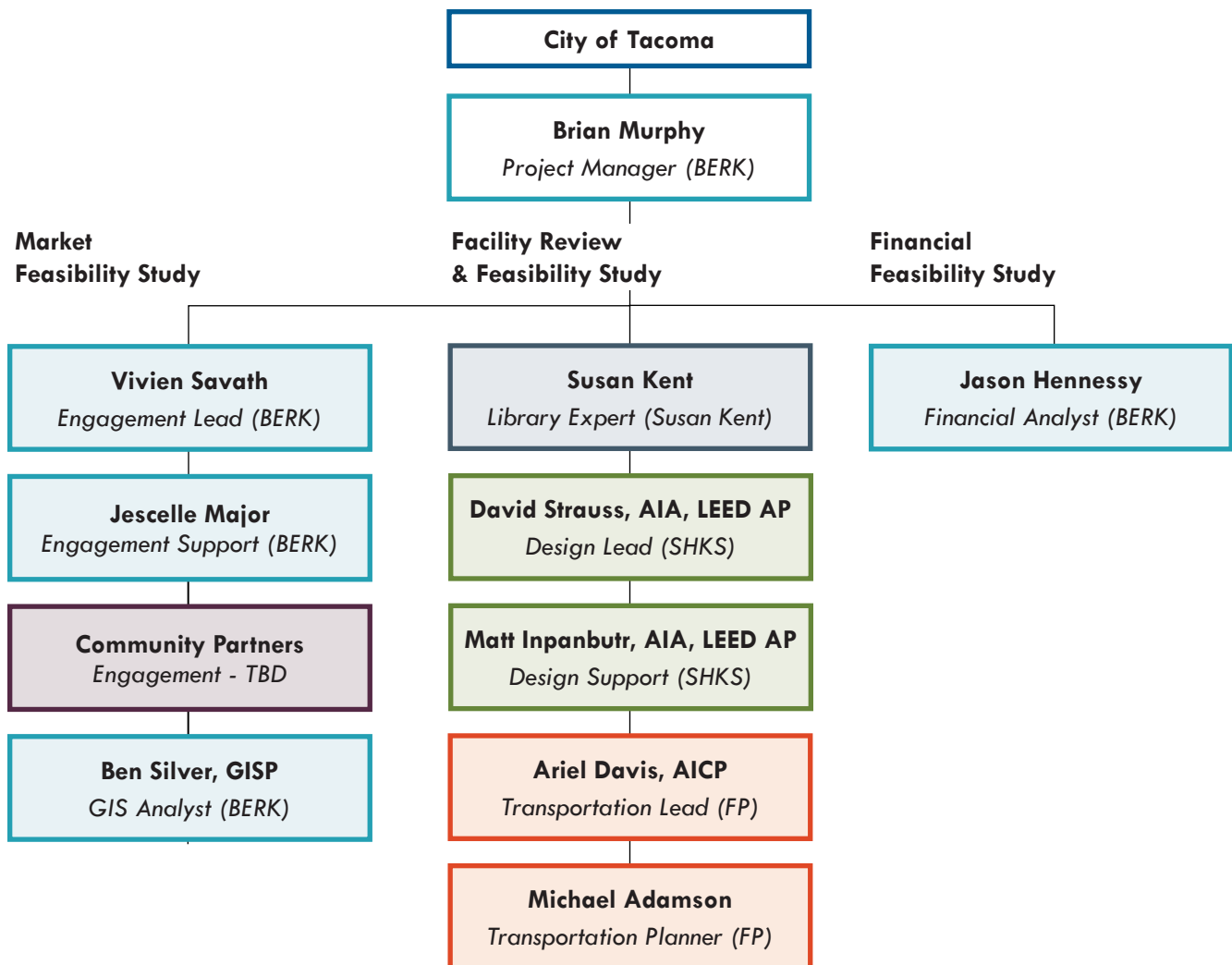


# SECTION 3: KEY PERSONNEL

## TEAM ORGANIZATION

The BERK team will be led by **Brian Murphy**, a Principal at BERK. He will serve as Project Manager and will be the main point of contact. As lead consultant firm, BERK will contract directly with the City for this work. **Susan Kent** will lead the facility planning and costing tasks and be supported by **SHKS. FP** will evaluate transportation investment requirements and impacts associated with different scenarios. **BERK** will lead community and partner engagement efforts in partnership with locally-based **community organizations**.

The organizational chart below indicates the role for each key staff person.

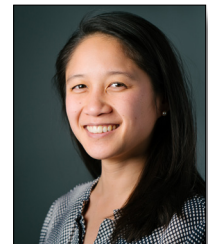


## STAFF QUALIFICATIONS

**Brian Murphy (Project Manager, BERK)** is a Principal at BERK with more than 15 years of experience developing engagement strategies for local communities. His expertise includes strategic and business planning, facilitation, economic development and market analysis, and management consulting. His practice includes strategic planning for organizations and communities and work for libraries across the country, including return on investment studies and staff and community surveys. Brian was the Project Manager for the Pierce County Library System strategic plan and associated Future Libraries Community Engagement, assessing community desires for new library facilities in Lakewood, Tillicum, and Sumner. He has worked with the Deschutes Public Library, Ferguson Library, Greenwich Library, San Francisco Public Library, Seattle Public Library, Williamsburg Regional Library, and Yavapai Library Network on strategic planning and community benefits analyses. In addition to library work, Brian has led dozens of strategic plans and market studies for communities across Washington, including recent work for the cities of Edgewood, Lakewood, and Puyallup. Brian joined the firm in 2002 and is a skilled manager of complex analytic and planning projects with many moving pieces and nuanced policy choices. Brian received a Bachelor of Arts with Honors from UC Santa Cruz and a Master of Business Administration from the University of Washington. He is a 2003 graduate of Leadership Tomorrow.



**Vivien Savath (Engagement Lead, BERK)** has a background in policy research and analysis, strategic evaluation and management consulting. Navigating the intersection of data and analysis with people-powered decision-making is what Vivien enjoys most about her job. Vivien is currently working with the Tacoma Housing Authority on a program evaluation of the Children's Savings Account program based out of the Salishan neighborhood in Eastside. She has also conducted landscape scan research, interviews, and community engagement for local organizations the Foundation for Tacoma Students, Degrees of Change, and Greater Tacoma Community Foundations. Prior to BERK, Vivien worked as a Research & Evaluation Specialist at an international rural land rights nonprofit in Seattle and as a David L. Boren Graduate Research Fellow in Beijing. Vivien earned her Bachelor of Arts in Economics with a minor in Statistics from Dartmouth College and a Master of Public Administration from the University of Washington Evans School. Vivien has been on the Board of Child Care Resources since 2018.



**Jason Hennessy (Financial Analyst, BERK)** specializes in financial and policy analysis. He focuses on applying statistical methods to real-world policy issues and creating data-driven, actionable solutions. Jason has led funding and fee studies for communities including Anacortes, Fife, Pacific, Tacoma, Tukwila, Seattle, and Thurston County. He recently led the funding and financial analysis task for the Civic Center feasibility study for the City of Fife. Jason has a Master in Public Policy from the University of Chicago as well as a Bachelor of Arts in Religion and minors in both Mathematics and Asian Studies from the University of Puget Sound.



**Jescelle Major (Engagement Support, BERK)** has a background in landscape architecture and design. Her experience in concept design, visualization, and outreach give her strong capabilities in presenting information to both technical and non-technical audiences. Jescelle specializes in developing bespoke community engagement plans which aim to engage hard-to-reach groups. She recently supported the community engagement efforts for the Pierce County Library System Future Libraries project. Jescelle is an active volunteer in the community, working with groups like the ACE Mentor Program, Alzheimer's Association, ARCADE Magazine, and Sawhorse Revolution. Jescelle completed her undergraduate studies at the University of Florida receiving a Bachelor of Science in Sustainability and the Built Environment. She has a Master of Landscape Architecture from Louisiana State University. Jescelle is a Certified Parks and Recreation Professional.



**Ben Silver, GISP (GIS Analyst, BERK)** has a background in cartography, environmental planning, and sustainability management. He enjoys using mapping and geospatial analysis to plan community investments and empower communities by providing lay access to complex data and systems that would otherwise be inaccessible to the average community member. Ben holds dual Bachelor degrees in Environmental Science and Urban Planning, cum laude, from the University of Washington. He is a certified Geographic Information Systems Professional.



**Susan Kent (Library Expert, S, R. Kent LLC)** has more than 45 years experience in libraries and has planned and built more than 80 libraries as a Library Director, including Central Libraries in Tucson and Minneapolis, and renovations in Los Angeles and New York. As a consultant, she provides services to libraries, foundations, and nonprofit organizations in the areas of capital facilities planning and strategic planning, management and organization development, fundraising, and leadership development. In 2015, Susan was appointed the Chair of the Advisory Committee for the American Library Association's Center for the Future of Libraries. Susan served as the Director and Chief Executive of The Branch Libraries for the New York Public Library from 2004 through 2007, where she was responsible for the operation of the 87 branch libraries. For the 10 years prior to assuming this position, she was the City Librarian for the Los Angeles Public Library. This library system included a Central Library and 71 branch libraries and underwent a massive facilities infrastructure improvement program during Susan's tenure, with 62 new or renovated branch libraries and major improvements to the Central Library.



**David Strauss, Ph.D., AIA, LEED AP (Design Lead, SHKS)** has focused his 35 years of architectural practice on the design of public places. He is committed to advancing architecture through a contribution to its history and thought and to an understanding of how architectural spaces can positively influence community life and vitality. David led community engagement efforts and needs assessments for the Central Skagit Sedro-Woolley Library and the Seattle Public Library Magnolia Branch Renovation & Addition. David is past



president of the Washington Trust for Historic Preservation, a current board member of the Seattle Public Library Foundation, and an affiliate assistant professor at the University of Washington, where he teaches graduate design studios and seminars.

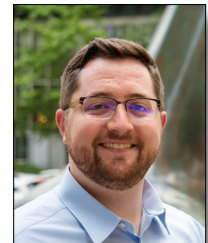
**Matt Inpanbutr, AIA, LEED AP (Design Support, SHKS)** has more than 15 years of experience in public sector building design. His approach to project management is based on clear communication and inclusive team-building. Matt's thoroughness has benefited a range of project types including the Bellingham Federal Building Renovation, the new 15,000 sq. ft. Ferndale Public Library, and several renovations for the University of Washington, Western Washington University, and Seattle Public Library.



**Ariel Davis, AICP (Transportation Planner, FP)** is a Senior Associate with extensive experience in traffic impact analysis and travel demand forecasting. She has experience using forecasting software Emme, Visum, and TransCAD, as well as Fehr & Peers' enhanced trip generation tool, MXD. Ariel has worked on numerous projects assessing transportation impacts related to planned development. For the City of Tacoma, Ariel managed transportation analysis and approach for the Brewery District Transportation Study. This complex project included four clients: the City, University of Washington – Tacoma, and two developer teams planning substantial projects within the study area. The study included analysis of all modes, a parking inventory, improvement recommendations, and the first implementation of the City's recently adopted system completeness metric. This project made use of Fehr & Peers' enhanced trip generation tool, MainStreet.



**Michael Adamson, EIT (Transportation Analyst, FP)** began his career in transportation engineering while studying Civil Engineering in Utah. While there, he worked on a variety of projects including transportation master plans, traffic operation analyses, and safety analyses. He is proficient in ArcGIS, traffic operations analysis using Vissim, Synchro, SimTraffic, and SIDRA, as well as Emme and Dynameq travel demand forecasting and dynamic traffic assignment (DTA). At Fehr & Peers, Michael's expertise includes transportation master plans, traffic impact analyses, travel demand forecasting, and impact fees. Michael has conducted transportation analyses for the cities of Grand Mound, Redmond, and Sammamish. For the Si View Aquatic Center, he developed existing and future network models in Synchro and SIDRA to evaluate traffic conditions and level of service at proposed sites in two separate municipalities. This study included data collection, trip generation, and traffic operations analysis.



## COMMITMENT OF KEY STAFF

The BERK team commits that the personnel included in this proposal will perform the scope of work outlined in **Section 5: Project Scope & Schedule**.

## SECTION 4: REFERENCE PROJECTS

The BERK team brings deep expertise in key areas required for success in this project. These are outlined below and are present in each of the three featured reference projects summarized on the following pages.

### Library Planning

BERK has helped libraries across the country adapt to rapid changes in how patrons search, use, and share information and how the fundamental role of libraries is changing as our communities evolve. We combine skillful strategic planning, staff and community engagement, and facilitation to ensure that the process and final product are rich, rewarding, and reflective of the unique context of each of our clients.

### Facility Feasibility and Funding

BERK, Susan Kent, and SHKS collectively bring their expertise in library facility planning, from renovating historic Carnegies to innovative thinking about the future of library services. BERK's financial analysts have expert knowledge of traditional and innovative funding options available to Washington public sector agencies.

### BERK's Pacific Northwest and National Library Planning Experience

- American Library Association
- City of Bellingham Public Library
- Calgary Public Library
- Deschutes Public Library
- Ferguson Library
- The Greenwich Library
- King County Library System
- City of Mount Vernon Public Library
- North Olympic Library System
- OCLC
- Pierce County Library System
- Port Townsend Public Library
- San Francisco Public Library
- Santa Clara County Library
- Seattle Public Library
- City of Sedro Woolley Public Library
- Sno-Isle Libraries
- Williamsburg Public Library
- Yavapai Library Network

### Economic Impact and Community Benefits

BERK takes a nuanced approach to estimating economic impacts, return on investment, social benefits, and other investment outcomes. We combine the best in quantitative and qualitative analysis to use numbers and narrative to tell powerful and defensible stories. Examples include our studies of Seattle's Central Library and San Francisco's Branch Library Improvement Program. Beyond libraries, recent studies focused on the social impact of the arts in King County and the value of the City of Edmond's arts and culture sectors. Links to this work and a related Public Libraries Online article can be found on our website at: <https://bit.ly/33p5xFc>

### Tacoma-specific Knowledge and Community Engagement

BERK, Susan Kent, SHKS, and FP all have experience working in Tacoma. BERK is currently working with Tacoma Housing Authority on a multi-year evaluation of the Children's Savings Account program which features direct engagement with Salishan residents. We have also worked with Degrees of Change, the Greater Tacoma Community Foundations, and the Foundation for Tacoma Students on landscape scans and related analysis. Previously, BERK conducted a Community Needs Assessment and a separate Domestic Violence Needs Assessment for Neighborhood & Community Services in 2016 and 2018.

## REFERENCE 1: PIERCE COUNTY LIBRARY SYSTEM FUTURE LIBRARIES COMMUNITY ENGAGEMENT 2019

The Pierce County Library System provides essential library services to communities across Pierce County, guided by the strategic plan BERK supported in 2016. The libraries in Lakewood, Tillicum, and Sumner are well-loved community institutions, but the buildings are aging. In 2019, the Library System engaged BERK to gather input from community members about potential new library buildings and locations. A central purpose of the engagement was to help the Library Board of Directors decide whether to pursue additional community conversations with residents of these communities before determining whether to bring an investment decision to the ballot. With the assistance of local interpreters, BERK, Library, and partner staff conducted outreach and engagement work in three languages (English, Spanish, and Korean) to ensure diverse participation. Thousands of residents from Lakewood and Sumner participated. Engagement took place between June and September 2019 and centered around a survey, library open houses, and activities at community events. Following presentation of our findings, the Library Board has elected to continue to study and refine opportunities to make new investments in these communities.

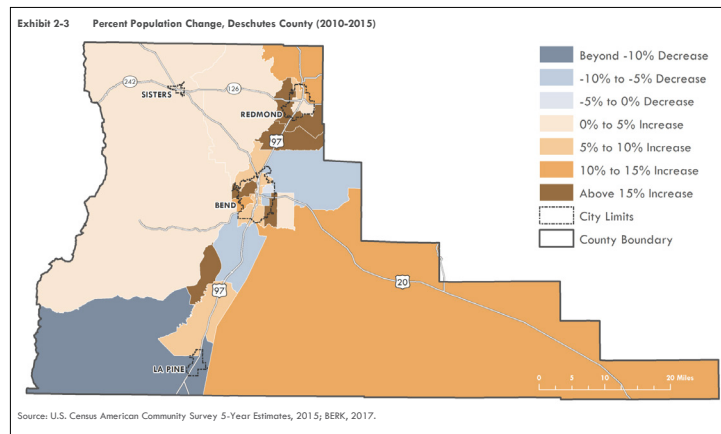
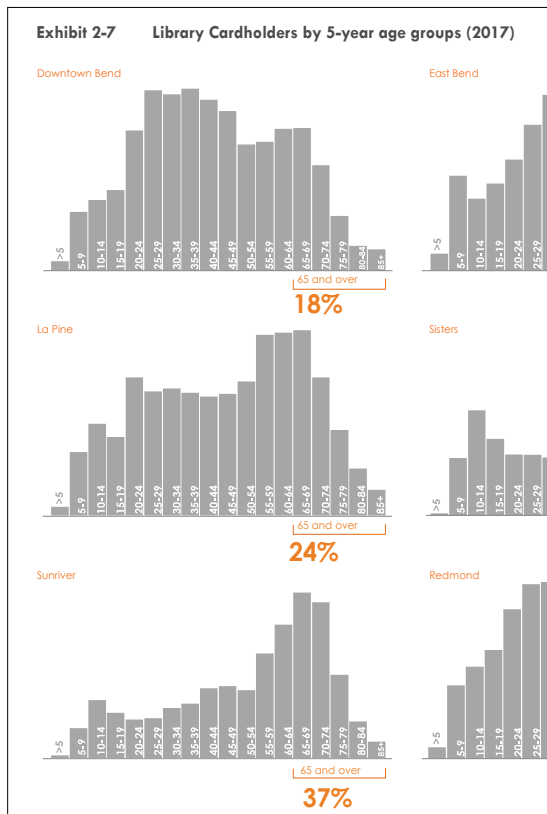
- **Project Reference:** Mary Getchell, Marketing and Communications Director, Pierce County Library System, 3005 112th St. E. Tacoma, WA 98446, (253) 548-3428, [mgetchell@piercecountylibrary.org](mailto:mgetchell@piercecountylibrary.org)



# REFERENCE 2: DESCHUTES PUBLIC LIBRARY COMMUNITY ASSESSMENT

BERK worked with the Deschutes County Library in central Oregon on a Community Needs Assessment to better understand community desires and interests and how the library could help meet those needs. BERK conducted extensive outreach with communities across the county through an online survey, focus groups, and intercept surveys. BERK also engaged library staff and facilitated a workshop with community partners to discuss the strategic roles for the library in fulfilling community needs. BERK created a summary report to share engagement results, and to make recommendations on next steps for the library to take to meet community needs in the years ahead.

- Project Reference:** Todd Dunkelberg, Library Director, Deschutes Public Library, 507 NW Wall St, Bend, OR 97703, (541) 312-1021, [toddd@dpls.lib.or.us](mailto:toddd@dpls.lib.or.us)



“Brian - The presentation went well. It was just the information our library board needed in order to be able to commit to future planning. We were very pleased with the product and enjoyed working with [the team]!”

- Todd Dunkelberg, Executive Director, Deschutes Public Library

# REFERENCE 3: MOUNT VERNON LIBRARY NEED ASSESSMENT

Mount Vernon Library operates in a well-loved, but undersized and outdated building. The city council selected SHKS Architects and BERK to conduct a needs assessment and feasibility study to reimagine the future of the Mount Vernon Library.

The study engaged the Mount Vernon community to create a shared vision, develop a forward-looking building program, and identify a site for the future Mount Vernon Library. Based on 2025 population projections and community input, the library planning committee recommended a 40,400 square foot library. Development of the existing library parking lot was recommended after an evaluation of alternative sites based on capacity, cost, schedule, and community input. This information will be used to guide a subsequent process to build support and secure funding for a new facility by combining private fundraising and public investment.

- **Project Reference:** Brian Soneda, Director, Mount Vernon Public Library, 315 Snoqualmie St, Mt Vernon, WA 98273, (360) 336-6209, [brians@ci.mount-vernon.wa.us](mailto:brians@ci.mount-vernon.wa.us)





# SECTION 5: PROJECT SCOPE & TIMELINE

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## PROJECT UNDERSTANDING

**Library services are essential municipal services that can change lives.** High quality library services foster early literacy, lifelong learning, job and career advancement, and personal growth and enjoyment for individuals and whole communities. Brick and mortar library facilities do more than provide access to these services — they also promote economic development, neighborhood safety and vitality, and community character, connection, image and identity. Through this combination of direct services and investment in public spaces, libraries can support strong individuals, communities, neighborhoods, nonprofits, and private businesses.

**The current provision of library services in Tacoma does not live up to community expectations and the City's stated values.** With the closure of the MLK and Swan Creek branches, library access for residents of the Eastside and Hilltop communities diminished. The practical impact and symbolic meaning of this disinvestment in historically disadvantaged neighborhoods with high minority populations cannot be understated.

**The City of Tacoma and the Tacoma Public Library are now investing in an effort to right these wrongs.** The focus of this project is to: 1) identify a financially feasible solution for re-imagining and reinvigorating the Main Branch, and 2) determine how to provide services to the Eastside and Hilltop communities appropriate to current and future community needs and desires. This will involve:

- Empowering community members, with a particular focus on youth, to voice their desires for current and future library services.
- Combining community vision with projected population growth and anticipated changes in how people use libraries to determine facility options appropriate to current and future needs.
- Evaluating potential facility and service options to determine a solution that is equitable, impactful, and financially sustainable.

In doing this work, it will be essential to balance some significant tensions:

- **While this project begins with rigorous community engagement to voice community dreams and desires for library services, the library faces significant operating and capital constraints.** The existing library system is relatively underfunded and capital dollars are in short supply, with competition from needed investment in city streets, bridges, and other public infrastructure.

- It will be critical to be transparent about financial constraints and to keep community members well-apprised of project status throughout the effort, not just in an early “visioning” stage. It will also be important to identify creative ways to tap partner and non-public resources as was successfully done for the Eastside Community Center.
- **Solutions need to be both equitable and feasible.** Tacoma’s Equity and Empowerment Framework asserts that residents of different neighborhoods have the right to equitable service delivery. This project must generate creative and financially feasible solutions that meet Eastside and Hilltop community desires equitably relative to how library services are provided in other Tacoma neighborhoods.
  - We will identify creative service and facility solutions, including potential partnerships with public and nonprofit agencies. The BERK team will bring national best practices in library service delivery and library design and layout, as well as comprehensive facility funding options.
- **While the Eastside and Hilltop communities are similar in some aspects, they are different in important ways.** The Hilltop neighborhood is well organized, with active representation by the Hilltop Action Coalition and other Hilltop organizations, as well as the Hilltop Library Planning Committee, which has explicitly stated that the community will not accept a “token” solution such as the Eastside Community Center microlibrary or the prior MLK Branch. In comparison, the Eastside neighborhood is relatively more diverse and less organized.
  - BERK will engage community partners in each neighborhood to ensure that engagement opportunities are equitable and that the voices of each neighborhood are fully represented.
- **Community investment should benefit current residents, with protection against gentrification.** Tacoma’s hot housing market is already displacing longstanding residents of the Eastside and Hilltop neighborhoods. If not done carefully, investment in library facilities, light rail, and other public amenities can exacerbate this trend.
  - BERK’s team can consider the full range of economic, market, and social impacts associated with different solutions. Further, by partnering with Tacoma-based community partners, the planning process itself, as well as the final outcome, should serve to bolster the ability of current residents to prosper in place.

The resumption of library services for the Eastside and Hilltop neighborhoods is an important opportunity to advance the City’s stated values, goals, and commitments to the community, including:

- **Tacoma 2025**
  - **Core Values** of Opportunity, Equity, Partnerships, and Accountability.
  - **Focus Area 4.** Education and Learning by strengthening equitable access to learning opportunities out of the classroom and space for community partnerships.
  - **Focus Area 5.** Arts and Cultural Vitality by anchoring a creative and cohesive community and aligning with Tacoma Creates and other related efforts.
- **One Tacoma**
  - Level of service standard for libraries: 60 square feet per 1,000 circulation.
  - Public Facilities + Services Goals and Policies.
- **Tacoma’s Equity and Empowerment Framework**
  1. Purposeful Community Outreach and Engagement.
  2. Equitable Service Delivery to Residents and Visitors.
  3. The City of Tacoma Workforce Reflects the Community it Serves.
  4. Support Human Rights and Opportunities for Everyone to Achieve their Full Potential.
  5. Commitment to Equity in Policy Decision Making.
- **The Library’s Emerging Strategic Plan**

## PROJECT APPROACH

Our approach is organized into three phases that build from assembling context and establishing community vision in Phase 1; to identifying options, packaging those options into discrete scenarios, and establishing an evaluative framework in Phase 2; to evaluating those scenarios and reporting our finding in Phase 3. As shown in the project timeline on page 25, these three phases correspond to the three feasibility studies called for in the RFP over the six-month project timeline.

Our approach calls for a Planning Committee that will meet twice in each phase. We anticipate that this Committee would include library, city, and community representation. Members would:

- **Provide guidance** by reviewing and making suggested improvements to plans for community engagement, library development scenarios, the study's evaluative framework, and final work products.
- **Serve as project ambassadors** by sharing updates, findings, and conclusions with interested parties in the community.

BERK's Project Manager will be in ongoing communication with the City's Project Manager. We typically establish standing check-ins to discuss progress and emergent issues. We are also extremely proactive and responsive in communications.

### Approach to Community Engagement

Community engagement will occur in all three Phases and will follow this model. Our primary guidance for community engagement is the City of **Tacoma Equity and Empowerment Framework** – particularly Goal 1: Purposeful Community Outreach and Engagement. We plan to draw on tools developed by the Office of Equity and Human Rights to be consistent with this Framework. We will also draw on BERK's principled approach to equitable engagement, and on the wisdom, contacts, and energy of locally-based community partners.

To be transparent and collaborative all the way through the process, we will go to the community in all three project phases as guided by the Framework's Goal 5: Commitment to Equity in Policy Making. We will also engage the community in multiple ways, offering a variety of opportunities so individuals can offer their ideas in ways that are comfortable to them. This includes general outreach and neighborhood- and community-specific engagements, as outlined below.

## General Outreach

General outreach includes the development and maintenance of an online presence for engagement where interested parties can access transparent and up-to-date timelines, plans, and communications about the effort. There will be channels to provide input online and a calendar of neighborhood- and community-specific engagements where members of the public can get more involved. Other general outreach can be done in partnership with the Tacoma Library's existing social media channels and distribution lists.

Our general outreach will also include 8-12 interviews and/or group discussions with partners. With guidance from the Planning Committee, BERK will facilitate these conversations to gather input from representatives of organizations, policymakers, and community partners.

## Neighborhood- and Community-Specific Engagement

For engagement with a diverse spectrum of current and potential library patrons, BERK plans to serve in a coordination and synthesis role, working with locally-based community partners to design and host engagements that work best for their constituents, with a particular emphasis on youth. An initial list of potential partner-hosts is shown at right.

BERK's partner-host model finds organizations and individuals who know and are known by community members of all ages and backgrounds. Host organizations plan events, recruit participants, and help facilitate fun and inspiring exchanges. We will treat these organizations as true partners, taking their input and advice and, as shown by the \$50,000 allowance established in our proposed budget, compensating them for their effort.

BERK will work with the Planning Committee to further define the questions and topics that will benefit most from community input. BERK will recruit community host organizations and support them in designing and hosting engagements focused on those topics. Our recruitment will be intentional to reflect the underlying makeup of the community across race, age, and culture, and to especially create opportunities for those who have not yet had a venue for input via past listening sessions or community organizing.

We have reserved budget to directly pay host organizations for their effort and to provide supports such as child care, venue fees, postage, and translation and interpretation services as needed. Depending on the hosts' needs, our coordination support can include template invitations

### Initial List of Potential Community Engagement Hosts\*

- Asia Pacific Cultural Center
- Associated Ministries
- Central Neighborhood Council
- Metro Parks Tacoma/Eastside Community Center\*
- Eastside Little Libraries
- Eastside Neighborhood Council
- Fab Five
- Faith organizations
- Financial Opportunity Center
- Hilltop Action Coalition\*
- Hilltop Library Planning Committee
- Indochinese Cultural and Service Center
- Korean Women's Association\*
- Metropolitan Development Council
- Milgard Family Boys & Girls Club
- Northwest Leadership Foundation
- Peace Community Center/Hilltop Scholars
- Proyecto MoLE\*
- Safe Streets\*
- South Puget Sound Boys & Girls Club\*
- Tacoma Center YMCA
- Tacoma Community House
- Tacoma Housing Authority\*
- Tacoma Police Community Liaison Officers
- Tacoma School District
- Tacoma Urban League
- Treehouse\*
- United Way/Sound Outreach\*

\* BERK has had prior direct contact with organizations identified by an asterisk through past or current work in Tacoma or as part of preparing this proposal.

and flyers, facilitation guides, checklists, and co-facilitation. The typical commitment of a host organization would be to participate in 1-2 planning and design calls with BERK; to advertise the engagement and recruit their constituents to participate; to host and facilitate or co-facilitate the engagement (if in-person); and to provide feedback to BERK in a post-engagement call or written summary.

## Phase 1: Establish Context & Vision

**Project Launch and Planning Committee Meetings.** Key members of the BERK team will join the city's project team in a kick-off meeting designed to launch the project with aligned expectations and clear next steps. We anticipate covering:

- Project background and desired outcomes.
- Project schedule, with a focus on timeline, roles, and responsibilities for Phase 1.
- Preferences for ongoing communication and information sharing.

**Planning Committee Meetings (2).** The BERK team will prepare for and facilitate productive Planning Committee meetings throughout the course of the project. We will incorporate feedback from the city's Project Manager on draft materials before sharing them with Committee members in advance of meetings. For Phase 1, we expect the two Planning Committee meetings to address:

- **Meeting 1.** Project background, purpose, and timeline; Planning Committee charge; draft Situation Assessment outline; draft Community Engagement Plan.
- **Meeting 2.** Review and comment on Draft Situation Assessment and Community Vision.

**Situation Assessment Development.** The following elements will be assembled and incorporated into a **Situation Assessment** and subsequent project materials. Some items listed below will be easily gathered from existing sources while others will require substantial original research.

- **Civic Context.** This will include consideration of Vision 2025, One Tacoma, the Equity and Empowerment Framework, and other relevant policy documents. In addition to document review, we will interview Library Board of Trustee and City Council members, as well as select city staff involved in related functions such as neighborhood councils, public safety, and human and social services. Interviews will focus on potential opportunities and challenges for enhancing library services in the Eastside and Hilltop communities, as well as desired project outcomes.

BERK's planning processes frequently use a concise **Situation Assessment** to establish a shared foundational understanding of underlying context and key opportunities and constraints. By facilitating agreement on this foundation, we ensure members of the group are operating from shared assumptions as we move into exploring and evaluating potential solutions.

- **Library Services.** This will include consideration of past and current library services in the Eastside and Hilltop communities, as well as a thorough examination of the current use of the Main Library building for service delivery and administrative functions. We will evaluate service provision relative to trends in digital and in-person use, and guided by Goal 4 of the Equity and Empowerment Framework, will consider whether access is equitable for individuals with different mobilities according to ADA and City of Tacoma guidelines and requirements.
- **Financial Context.** BERK's financial analysts will review the City's operating and capital budgets and conduct a funding climate scan, including a review of public and private support in the region for investment in libraries and analogous facilities. We will begin to compile a list of potential funding options for library capital investments, including voted and non-voted public options, as well as creative strategies to leverage community resources.
- **Community Context.** This element has several sub-components:
  - **Community Profile.** BERK's demographers and GIS analysts will create a comprehensive demographic and socio-economic profile of the Eastside and Hilltop communities, drawing on existing information where possible and conducting original analysis where necessary. From this foundational understanding of current community characteristics, we will estimate anticipated changes in the community, including population, demographics, and other factors.
  - **Mapping the Built Environment.** Similarly, we will map the current and projected shape of the built environment in the Eastside and Hilltop communities. This will include factors such as: housing density; motorized traffic patterns and non-motorized facilities; and the location of public institutions and services, non-profit services, and private businesses. We will identify sites for the potential location of library service points in the Eastside and Hilltop communities, including city- and partner-owned properties and buildings and parcels that are for sale or underdeveloped. See the base map on the following page which identifies existing and closed libraries and other public facilities.
  - **Partner Inventory.** We will inventory and categorize potential partners, including public and nonprofit agencies. This knowledge is helpful for the project's community engagement efforts and will identify potential city agencies and community organizations who might partner with the library to provide services or capital investments in the Eastside and Hilltop communities.

The future demand for library services in Tacoma will be affected by changes in community population and demographics, as well as changes in how people use libraries. Susan Kent and BERK and SHKS staff will guide consideration of **library futures and trends** to ensure that community visioning is informed by what library services can and will be like in the future, not just what they have traditionally been. This will include consideration of:

- Innovative facility types, including co-location opportunities with public or private housing developments and with public, non-profit, and private partners.
- Workspace areas, innovation centers, and emerging library service options.
- Public gathering and meeting spaces.
- Other options designed to better serve current patrons and attract new users.

Recognizing the limits of what we can foresee about future demands for library spaces, we will also recommend design considerations that prioritize flexibility so facilities can be adapted to meet evolving needs and opportunities.

City of Tacoma Base Map, including civic buildings



## Phase 1 Community Engagement

In Phase 1, we will focus engagement efforts on identifying Hilltop and Eastside community needs, desires, and hopes for library services. In addition to engaging residents via online tools, we will work with community partners to host at least 10 in-the-community meetings and activities.

We will also more fully gauge public desires asking about community hopes in multiple ways. With Deschutes Public Library and the Pierce County Library System, we designed community engagements to learn about residents' lives in general, not just their desires for the library system. We then helped the libraries determine opportunities to meet the life challenges, joys, and milestones shared by participants. We found this an effective way of getting beyond the limitation of traditional library services and desires for "more books."

**Phase 1 Products:** Draft and final Summary Situation Assessment and Community Vision



PCLS Strategic Plan Feedback Summary

## Phase 2: Create Scenarios & Decision-Making Framework

**Planning Committee Meetings (2).** We anticipate two Planning Committee meetings in Phase 2 focused as follows:

- **Meeting 3.** Establish draft evaluative framework and assemble service delivery options into proposed scenarios for additional analysis.
- **Meeting 4.** Review and revise draft evaluative framework and scenarios.

**Evaluative Framework Development.** In BERK's approach to policy analysis, a robust evaluative framework is established and agreed upon before evaluation begins. This ensures that all ideas are given a fair evaluation and helps build buy-in among stakeholders. While the evaluative framework in this study will be developed collaboratively with Planning Committee members, we foresee incorporating at least the following questions:

- How does the scenario address the Community Vision established in Phase 1?
- How does the scenario align with key City and Library policy guidance, including Goal 2 of the Equity and Empowerment Framework: Equitable Service to Residents and Visitors?



- What would be the impact on existing library services and functions?
- What economic and social benefits would be generated for the community?
- What one-time and ongoing operating, maintenance, and capital costs would be incurred?
- How financially sustainable is the option relative to potential revenues?

**Scenario Development.** The service options and ideas generated in Phase 1 will be consolidated into a shortlist of scenarios for evaluation. Each scenario will include:

- **A service delivery model for the Main Library building**, including public service and administrative functions. Examination of the Main Library will consider design, functionality, and service options for two alternatives: complete replacement and substantial renovation. In both cases, the aim of the completed Main Library will be to align with projected community growth, current and future library demands, and opportunities to attract and serve new users.
- **Service delivery models for the Eastside and Hilltop communities**, ranging from light service points to full branches.
- **Specifics related to site acquisition and facility investment options**, including specific parcels and whether the library is acquiring or inheriting an existing building or developable site.
- **Potential co-location with social, public, and private partners** that may increase service offerings for patrons and create opportunities for cost sharing.

Funding tools and options. BERK's financial analysts will develop a menu of funding tools and options in Phase 2, collaborating with City and Library financial staff to refine options and vet assumptions. In addition to public funding sources, we will analyze current private funding and evaluate opportunities for leveraging private support via a capital campaign or other approaches.

## Phase 2 Community Engagement

After initial scenarios are constructed by the Planning Committee in Meeting 3, we will obtain feedback from community members, potential partners, and City staff/policy-makers. This input will be synthesized for Committee use in Meeting 4, at which final scenarios would be established.

As described in the Approach to Community Engagement, we plan to ask the question online, via interviews, and through community partner-hosted engagements. We anticipate up to 10 such hosted engagements in Phase 2.

### Phase 2 Products: Evaluative Framework and Facility Scenarios

## Phase 3: Evaluate, Iterate, & Report

The third and final phase of work involves a thorough evaluation of the scenarios identified in Phase 2 using the agreed upon Evaluative Framework; development of funding strategies; and summary reporting and briefing of interested parties.

**Planning Committee Meetings (2).** We anticipate the two Planning Committee meetings in Phase 3:

- **Meeting 5.** Review evaluative results and provide guidance for final report.
- **Meeting 6.** Review and revise final report; prepare for participation in community and stakeholder briefings.

**Evaluation.** Each scenario developed in Phase 2 will specify the future of the Main Library, including whether the building is to be rebuilt or refurbished, as well as specific approaches to providing services to the Eastside and Hilltop communities. Each of these scenarios will be evaluated according to the agreed-upon Evaluative Framework from Phase 2. Key factors will include:

- **Location Analysis.**
  - **Proximity to current and anticipated residential populations, public and nonprofit services, and businesses.** Libraries located close to housing, services, and businesses benefit from this easy access and create positive economic and usage impacts for adjacent public, nonprofit, and private entities.
- **Access.**
  - **By foot,** evaluating sidewalk continuity and slope.
  - **By bike or other similar mode,** evaluating bike lane continuity and slope.
  - **By transit,** evaluating frequency and convenience of transit routes.
  - **By automobile,** evaluating street access, on-site parking requirements and costs, and traffic impacts from increased visits by library users.
- **Impact on Current and Future Library Services.**
  - Consideration of how proposed changes to Main, Eastside, and Hilltop service points affect the delivery of current and future library services, both direct and digital, and the Library's ability to serve current patrons and attract new users. We will also consider impact to administrative functions currently housed at the Main Branch.
  - Evaluation of the ability to provide current, new, and future library services and to attract and serve new users.
- **Capital and Operating Costs.**
  - **Capital investment requirements,** including property acquisition, building rehabilitation or construction, and parking requirements.

- **Ongoing operations**, including library staffing and maintenance.
- **Economic and Community Benefits.** In addition to different operating and capital cost requirements, each scenario will result in different economic and social impacts on the surrounding neighborhood:
  - **Economic impacts**, including anticipated increases in activity for surrounding businesses. We will estimate anticipated impacts on current and projected neighborhood businesses in 2, 5, and 10 years.
  - **Social impacts**, evaluating the impact of providing enhanced library services to individuals and the neighborhood as a whole. We will also consider impacts on public safety, community vitality, and image and identity associated with investment in a new facility and the ongoing activity it would generate.

**Funding Strategy.** BERK will analyze potential funding options and tools in a summary format organized to support decision making by Library administration and City policy-makers. We expect to examine potential public and non-public funding options for:

- **Magnitude** of potential resources generated.
- **Ease of implementation**, including what level of public support is required (e.g., public vote, City Council action, engaging with the Washington State Treasurer, etc.).
- **Risk and sustainability** for funding for operations.
- **Equity**, considering who pays and who benefits.

**Report and Briefings.** We believe it is essential to report back to community members and partners at the conclusion of this project, as well as to the key Library and City stakeholders as determined by Library administration. As noted in the RFP, this could include the Library Board of Trustees, library management staff, the City Manager, City Council, the Community Vitality and Safety Committee, and the Vision 2025 Advisory Committee.

### Describing and Quantifying the Impacts of BLIP

The next sections of this report describe BLIP's impact in four areas:

-  Serving San Francisco in the 21<sup>st</sup> Century
-  Catalyzing Neighborhood Vitality
-  Preserving Resources and History
-  Stimulating Economic Activity

A later chapter summarizes the impact BLIP has had on the San Francisco community in quantitative terms. Separate analyses describe the **Return on Investment** and **Economic Benefits** generated by the community's investment in its system of neighborhood branch libraries. The results of these calculations are previewed in the text below. Before delving into those details, the following four pages feature profiles of the Bayview and Mission Bay branches. These stories share some commonalities and are radically different. Taken together, they are emblematic of the BLIP process and the benefits produced by BLIP.

For every dollar invested in the BLIP Program, San Francisco realized a return of between **\$5.19 and \$9.11**.

The capital investments and additional operating spending associated with BLIP contributed **more than \$330 Million** in indirect and induced benefits to the San Francisco economy.

*Reinvesting and Renewing for the 21st Century: A Community and Economic Benefits Study of San Francisco's Branch Library Improvement Program*

### Funding Strategy Options

The BERK team will work with Library and City staff to identify and analyze funding options, including:

- Increasing existing or implementing new revenue sources.
- Financing mechanisms, such as bonds.
- Formation of a taxing district.
- Public/private partnerships, naming rights, sponsorships, and other opportunities to leverage private and community resources.

## Phase 3 Community Engagement

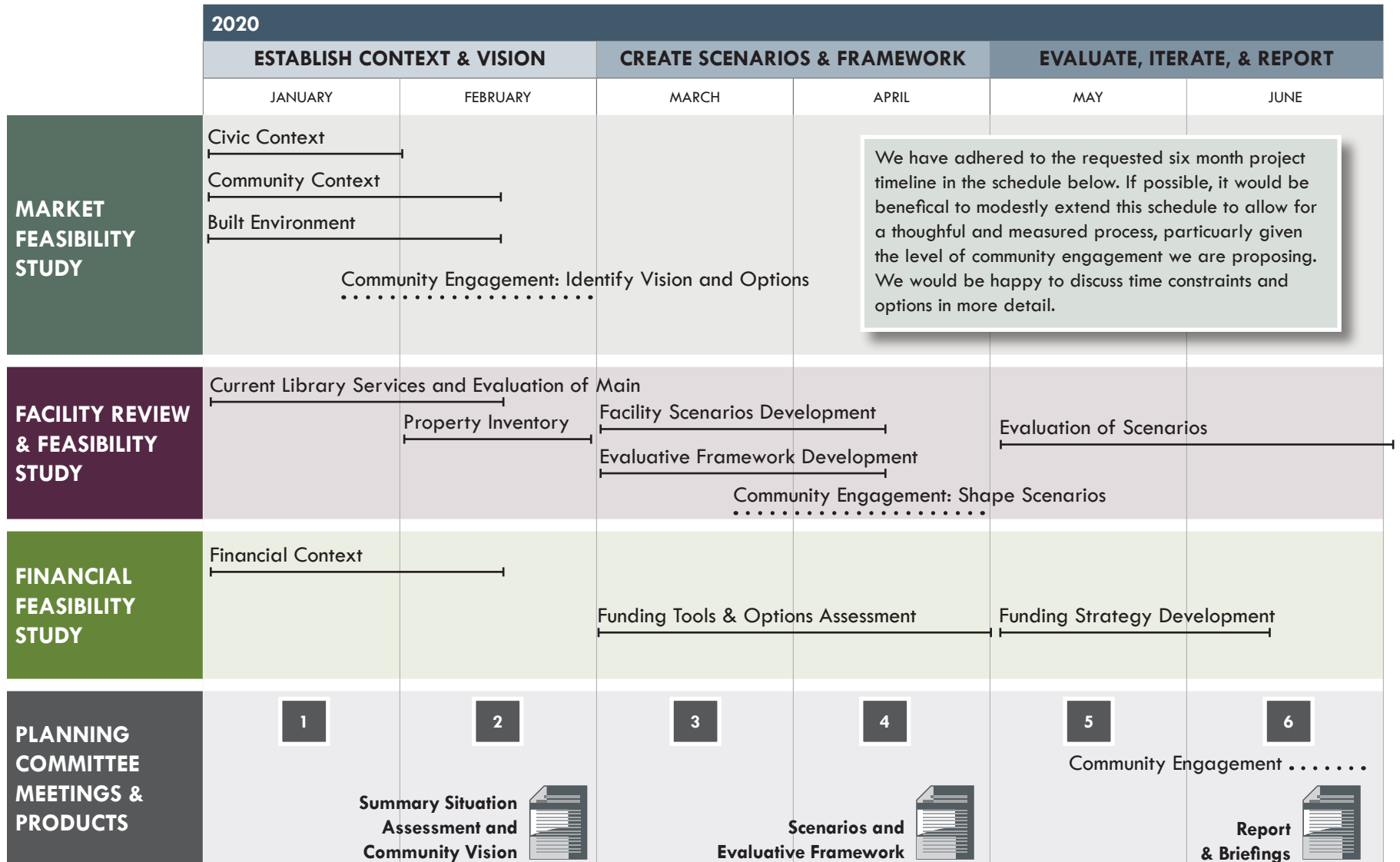
We will facilitate a process for going back out to organizations and community members who have given their input in prior phases of project work. We envision this to be a collaborative effort, inclusive of consulting team staff, community engagement hosts, Library staff, and members of the Planning Committee. The intent will be to reflect community input and how it was used, and report on findings and next steps.

**Phase 3 Products:** Draft and Final Report with Preferred and Alternate Scenarios and associated Funding Strategies, Exit Briefings and Meeting Materials



City of Lakewood Downtown Subarea Plan summary of community engagement

# PROJECT SCHEDULE



# SECTION 6: COST PROPOSAL

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The spreadsheet on the following page outlines our anticipated level of effort by staff person by task. We have included, as referenced in our approach, funds set aside for community partners for the Public Engagement components of this project.

We anticipate a total project budget, inclusive of all hourly rates, administrative costs, and expenses, not to exceed **\$340,495**. We reserve the right to update our hourly billing rates in 2020 as needed, but will not bill over this total not-to-exceed budget.

We are flexible in our approach and would be happy to revise this initial budget estimate after further conversation with City staff.

## TACOMA PUBLIC LIBRARY EASTSIDE &amp; HILLTOP FEASIBILITY STUDY

	BERK Consulting					S. R. Kent LLC	Community Partners	SHKS	F&P			
	Brian Murphy Project Manager	Vivien Savath Engagement Lead and Strategy Support	Jescelle Major Engagement and Strategy Support	Jason Hennessy Fiscal Analyst	Benjamin Silver Demographer and GIS Analyst	Susan Kent Library Expert	To Be Determined	David Strauss Lead Community Facilitator	Matt Inpanbutr Project Manager	Ariel Davis Transportation Lead	Adamson Transportation Analyst	Total Hours and Estimated Cost by Task
2020 Hourly Rate	\$250	\$165	\$135	\$155	\$135	\$200		\$175	\$135	\$210	\$125	
<b>PHASE 1: ESTABLISH CONTEXT &amp; VISION</b>												
Project Launch	4	4	4	4		4		4	4	6	4	
Planning Committee Meetings (2)	8	8	8			8						
Situation Assessment Development												
Civic Context	5	5	15									
Library Services and Main Library Assessment						48		8	18			
Financial Context	2	10		40								
Community Context		10	15		20							
Community and Partner Engagement: Identify Vision and Options							\$24,000					
Community Events	10	20	60									
Partner and Local Business Interviews		10	20									
Summary Situation Assessment and Community Vision	10	20	30	30		20				4	20	
<b>Subtotal</b>	<b>39</b>	<b>87</b>	<b>152</b>	<b>74</b>	<b>20</b>	<b>80</b>		<b>12</b>	<b>22</b>	<b>10</b>	<b>24</b>	<b>496</b> <b>\$108,965</b>
<b>PHASE 2: CREATE SCENARIOS &amp; DECISION MAKING FRAMEWORK</b>												
Planning Committee Meetings (2)	8	8	8			36						
Evaluative Framework Development	5	10	5									
Scenario Development	10	20	15			20		20	48			
Community and Partner Engagement: Shape Scenarios							\$24,000					
Community Events	10	20	60									
Partner and Local Business Interviews	5	10	20									
<b>Subtotal</b>	<b>38</b>	<b>68</b>	<b>108</b>	<b>0</b>	<b>0</b>	<b>56</b>		<b>20</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>338</b> <b>\$80,480</b>
<b>PHASE 3: EVALUATE, ITERATE, &amp; REPORT</b>												
Planning Committee Meetings (2)	8	8	8			8						
Evaluation of Scenarios												
Location Analysis and Access	10	20	20		20					28	120	
Impact on Existing Library Services						20						
Capital and Operating Costs	2	10	0	50		20		24	80			
Economic and Community Benefits	5	20	0	40								
Develop Draft Report, including Funding Strategy	10	20	30	40	20	20				8	40	
Community, Partner, and Stakeholder Engagement: Briefings							\$2,000					
Communities and Partners	10	10	20							4		
Briefings and Meetings	20	40		20		36				5	4	
<b>Subtotal</b>	<b>65</b>	<b>128</b>	<b>78</b>	<b>150</b>	<b>40</b>	<b>104</b>		<b>24</b>	<b>80</b>	<b>45</b>	<b>164</b>	<b>714</b> <b>\$144,300</b>
<b>Total Estimated Hours</b>	<b>142</b>	<b>283</b>	<b>338</b>	<b>224</b>	<b>60</b>	<b>240</b>		<b>56</b>	<b>150</b>	<b>55</b>	<b>188</b>	<b>1287</b>
<b>Cost (Hours*Rate)</b>	<b>\$35,500</b>	<b>\$46,695</b>	<b>\$45,630</b>	<b>\$34,720</b>	<b>\$8,100</b>	<b>\$48,000</b>	<b>\$50,000</b>	<b>\$9,800</b>	<b>\$20,250</b>	<b>\$11,550</b>	<b>\$23,500</b>	<b>\$333,745</b>
<b>Subtotal Consultant Cost</b>	<b>\$333,745</b>											
<b>Project Expenses @ ~2% of project budget</b>	<b>\$6,750</b>											
<b>Estimated Project Total</b>	<b>\$340,495</b>											

# SMALL BUSINESS ENTERPRISE QUESTIONNAIRE

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***Is your firm a certified City of Tacoma SBE Firm?***

BERK is not a Tacoma SBE firm.

***Is your firm partnering with a certified City of Tacoma SBE firm(s)?***

BERK is partnered with a small business owner, Susan Kent, who is not a certified Tacoma SBE.

As shown on the previous page, we have dedicated a meaningful portion of our budget to Tacoma community-based organizations with which we will partner for community engagement activities.

***Is your firm a minority/woman owned firm certified with the Washington State Office of Minority and Women's Business Enterprise?***

BERK is not a OWMBE-certified firm.

***Is your firm partnering with a minority/woman owned firm certified with the Washington State Office of Minority and Women's Business Enterprise?***

BERK is partnered with a woman business owner, Susan Kent, who is not a Washington State-certified WBE.