

State of Florida
Department of State

Division of Library and Information Services Agency
Planning Project

Proposal for Strategic Planning
Consultation and Facilitation Services

Bid Number: 973-500-06-06-6R2
September 2006



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OVERVIEW

The Division of Library and Information Services Agency is seeking consulting and facilitation services for the development of a long-range strategic plan for the State Library and Archives of Florida beginning in October 2006 and completed by September 15, 2007.

Tecker Consultants (TC) is pleased to be considered for this important project. TC is a leading international consulting firm specializing in assisting organizations, agencies, and institutions in strategic positioning and implementation plans and creating the structural alignments necessary to achieve articulated visions. TC is known for adapting tools developed within the corporate sector to meet the unique needs of not-for-profit organizations and institutions. TC has provided consulting services in the areas of research, strategy development, and change management initiatives to over 1,700 organizations and is celebrating 30 years of successful consulting. Our current and future clients benefit from the tools, techniques, and expertise we have collectively acquired through the combined experience of TC partners over many years of service to organizations.

TC has significant experience working within the library sector including work with professionals associations, public libraries and university libraries.

It is understood that the mission of The State Library and Archives is to be the information resource provider for the Florida Legislature and state agencies. It coordinates and funds public libraries; implements statewide reading, information, and literacy initiatives; provides records management services; and collects, preserves, and makes available the published and unpublished documentary history of the state.

Given this mission, the Agency seeks to revise its long-range strategic plan considering the relevance of its current programs and services to changes in the external environment as well as “gaps” within its current portfolio of programs. Also, the Agency seeks to link its strategic plan with its operations and to create the ability to measure short-term results against longer term goals.

Specifically, the Agency seeks the following:

- Evaluating current programs and activities for general services as well as networking and resource sharing to determine which are still valid in today’s environment; which should be continued or maintained as a transition to the new priorities; and which should be discontinued.
- Identifying new priorities and roles that will position the Agency and its stakeholders to respond effectively in a changing environment.
- Developing a plan that will be the basis for the coordination of statewide efforts to benefit all Agency stakeholders.
- Developing evaluation strategies, techniques and specific measures for proposed goals, activities, outputs, and outcomes.

Tecker Consultants' Planning Process

In assisting organizations such as the State Library and Archives of Florida, TC utilizes an approach that facilitates not merely the execution of a strategic planning effort, but the implementation of an approach we believe is essential in setting the tone, direction, and thrust for a successful 21st century organization – the process of planning and thinking strategically. The suggested approach is designed to integrate a way of thinking that focuses each decision the organization makes on the potential to provide positive outcomes and benefits, and the desire to remain relevant to those they serve for many years to come.

Tecker Consultants has found that in assisting organizations and institutions in constructing the elements of a strategic long-range plan, the use of a framework of four planning “horizons” has become an increasingly powerful tool both for the creation of effective strategy, for ensuring relevance of an organization’s long-range direction over time and ensuring the connection between the organization’s strategic direction and annual operations.

In general, the Four Planning Horizons concept consists of crafting a comprehensive strategic direction which is based on the balance between what doesn’t change – the timeless principles of the organization’s core purpose and core values, and the vision that drives change - what the organization seeks to be or become within a 10-15 year horizon, characterized by the articulation of an Envisioned Future – consisting of a big audacious goal or vision and a vivid description – what it will be like to achieve the goal.

The articulation of the Envisioned Future guides the organization in the consideration of next set of factors that will affect the 5 year horizon – a set of preliminary judgments about future conditions impacting the organization and its customers. Elements of the strategic plan built here include assumptions about the relevant future environment, which provide an underlying set of factors, both likely and uncertain, upon which the enterprise will define its 3-5 year goals. When conditions change, strategy needs to be adjusted. These statements provide a basis upon which the organization can purposefully update its strategic plan on an annual basis and ensure the ongoing relevance of its strategy.

Another key outcome of planning is the implementation of a process that supports ongoing review and adjustment of strategy. Critical uncertainties often represent emerging strategic “mega” issues that suggest critical choices the organization will need to make in navigating its way toward the future.

The linkage of strategic judgments continues into the 3-5 year horizon, through the development of a formal long-range strategic plan, in which the organization must articulate the outcomes it seeks to achieve for its customers and stakeholders. How will the world be different as a result of what the organization does? Who will benefit and what will the likely results be?

Finally, the articulation of outcome-oriented goals, objectives, strategies, and determinations of the organization’s annual operational allocation of discretionary resources is represented in the 1-2 year planning horizon. In order to make sufficient progress toward its envisioned future, an organization must have an effective operational planning process that reflects strategic

judgment as well as measurability. The strategic long-range strategic plan must be linked to annual planning, budgeting, and evaluation in a systematic approach that enables long-range strategy and judgments about what must be done each year. In addition, the strategic plan must be linked directly to the portfolio of products, services, and programs offered by the organization.

Desired Project Outcomes

Specifically, TC will respond directly to the Agency's RFP by:

- Creating a knowledge-base of understanding of the current conditions in the areas of strategic direction, operations (financial, workforce, and structure), programs and services, and relationships within the Agency and its representative libraries as well as the broader profession and information industry.
- Conducting environmental scanning with important stakeholder groups in order to determine their wants, needs, and expectations so that the Agency's strategic plan and subsequent programs and services directly respond to the evolving dynamics of the environment in which the Agency serves.
- Engages important stakeholder groups in an inclusive strategic planning process and the creation of a planning document using the appropriate elements of TC's four planning horizon process with emphasis on a 1-5 year planning cycle.
- Creating an implementation plan that can be incorporated into the agency's operational and budgeting processes and is supported by the staff positioned to implement the final plan. Elements of organizational structure such as performance measurements and workforce skills and expertise will be incorporated into this step. The implementation plan includes assessing current programs to identify their fit with the strategic plan as well as to identify "gaps" in services that may need to be filled as a result of the Agency's strategic direction.

TC consultant will utilize a seven step process to ensure the project outcomes are met.

1. Gather and analyze current/secondary data
2. Conduct focus groups with Library Directors at October 11 meeting.
3. Meet for an initial planning session with the Strategic Planning Group and conduct initial meetings with a larger group of agency staff.
4. Conduct appropriate research with important stakeholders.
5. Conduct first of two strategic planning sessions.
6. Conduct second follow-up strategic planning session and program assessment.
7. Conduct action planning and implementation session.

EXPERIENCE AND ROLES OF TECKER CONSULTANTS

The TC Partner, Paul D. Meyer, CAE, that has been chosen to assist the Agency has significant experience working on similar projects. Some current examples include:

- Recent work with the American Library Association (ALA) on a revision to its strategic direction articulated in its strategic plan. This work included a comprehensive research generation and data gathering exercise examining library trends and creating assumptions about the future of libraries.
- Current work with the Association of College and Research Libraries (ACRL), a division of ALA specifically serving college and research librarians on strategic planning and implementation. This work included a comprehensive research study examining the issues and trends impacting college and research libraries as well as working with a variety of stakeholder groups in the process. Current work includes examining the association's structure to create the necessary alignments with the strategic plan important for implementation.
- Current work with the Public Library Association (PLA) on strategic planning and assistance in creating new products, services, and programs to meet the unique needs of public library professionals.
- Recent work with the Harford County Public Library system, a large system of public libraries in Harford County, MD. This work includes research, strategic planning, and training staff on creating action plans for implementation.
- Current work with the American Association of School Librarians (AASL) on strategic planning, research collection and organizational restructuring in response to their strategic plan.
- Recent work with Purdue University Libraries on a comprehensive strategic planning, data collection, brand positioning, and plan implementation project using multiple staff groups and conducting extensive research on trends and issues relating to university libraries. **As required in the RFP, work with Purdue University Libraries most closely reflects the work to be conducted for the Agency.**
- As well as work with over 75 other organizations, institutions, and corporations on strategic planning.

In addition to the specific client engagements mentioned above, TC is well-positioned to assist the Agency because of broader experience in areas such as:

- A Comprehensive Understanding of Librarianship and Information Services – TC has conducted significant and comprehensive research within librarianship and other elements of information services through our work with a variety of organizations within the information services profession over the past several years.

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- A Deep Understanding of the Strategy Process – Through its work with thousands of clients, TC has created a strategic planning process and vocabulary that has been documented in many articles, seminars, and publications and is widely used within the not-for-profit sector as well as the corporate sector.
 - A Commitment to an Inclusive Process – TC values, understands, and supports the importance of stakeholder buy-in and involvement in strategy development and implementation. Efforts are made to include important stakeholder groups in the appropriate stages of the project in order to receive ultimate support and buy-in.
 - Project Implementation Tools and Process Facilitation – TC has created and adapted tools and processes that assist groups in making decisions and creating the implementation strategies to move decisions forward.
 - Credibility – TC’s reputation, experience, professional contributions, presentation, and facilitation skills add credibility to final recommendations and decision-making.

Below is a brief biography of the TC Partner assigned to this project.

- **Paul D. Meyer, CAE**, is a Principal Partner with TC. Paul provides extensive experience in conducting quantitative and qualitative research, facilitating strategic planning, and developing processes for implementation of strategic outcomes. In addition to Paul’s strategic planning experience, he has deep knowledge of the library profession and the challenges and opportunities associated with libraries within the context of the new information age. Prior to Paul’s work with Tecker Consultants, he worked on the staff of several not-for-profit organizations including the American Society of Association Executives leading strategy design and implementation teams in addition to managing departments such as marketing, research, public relations, branding, information central, education, customer service, and product development.

Paul will serve as primary consultant on this project. He will be involved in project design, research, meeting facilitation, and final report writing. Paul will conduct 100% of the project as outlined within this proposal.

A complete biography of Paul D. Meyer and a partial list of clients within the past three years are attached. For additional information on TC and a complete client list, please visit our Web site at: www.tecker.com.

SPECIFIC CLIENT REFERENCES FOR THIS PROJECT

The following references were chosen for this project:

Greta K. Southard, CAE
Public Library Association
Executive Director
Chicago IL 60611
Phone: 800-545-2433 ext.5028
Fax: 312-280-5029
E-mail: gsouthard@ala.org

Conducted environmental scanning, strategic planning and staff implementation for the Public Library Association. Continue to work with the association's leadership in assessing current programs and creating new programs.

Mary Ellen K. Davis
Executive Director
Association of College & Research Libraries (ACRL)
50 E. Huron St.
Chicago, IL 60611
312-280-3248
Fax: 312-280-2520
E-mail: mdavis@ala.org

Conducted environmental scanning, strategic planning, program assessment, structural reorganization for the Association of College and Research Libraries. Continue to work with the Board of Directors in ongoing strategic plan evaluation and implementation.

James Mullins
Dean of Libraries
Purdue University Libraries - Admn
504 West State Street
West Lafayette, IN 47907-2058
Phone: (765)494-2900
Fax: (765)494-0156
E-mail: jmullins@purdue.edu

Conducted environmental scanning, strategic planning, structural reorganization, communications strategy and brand positioning for Purdue University Libraries.

Paula Dannenfeldt
Deputy Executive Director
NACWA
1816 Jefferson Place, NW
Washington, DC 20036

202-833-4654
Fax: 202/833-4657
E-mail: pdannenfeldt@nacwa.org

Conducted environmental scanning, strategic planning, program assessment, structural reorganization for the National Association of Clean Water Agencies.

TIMEFRAME AND OUTLINE OF WORK

Final project planning between TC and The Agency will insure that all phases of the project will be completed before September 15, 2007.

Phase I: Investigation

STEP 1	GATHER AND ANALYZE EXISTING DATA
WHO:	TC Consultant, working with agency staff
WHEN:	OCTOBER/NOVEMBER 2006
WHAT:	TC consultant will review relevant existing information and data to determine which information could be used to build background knowledge for consultant.
DELIVERABLE:	Consultant will use information for further elements of the strategic planning process.

STEP 2	OCTOBER 11 MEETING AND DATA GATHERING OPPORTUNITY
WHO:	TC Consultant
WHEN:	OCTOBER 11, 2006
WHAT:	TC consultant will meet with FL public library directors to gather initial data from this group. Consultant will prepare a series of questions for discussion during this meeting and facilitate discuss sessions.
DELIVERABLE:	Consultant will consolidate and analyze information gathering during this session. Information will be incorporated in environmental scan.

STEP 3	INITIAL PLANNING MEETING WITH STRATEGIC PLANNING GROUP AND OTHER APPROPRIATE AGENCY STAFF
WHO:	TC Consultant – Paul D. Meyer
WHEN:	OCTOBER/NOVEMBER 2006
WHAT:	TC consultant will meet with the planning group to discuss the strategic planning process. At this time, TC Consultant will facilitate meetings of appropriate agency staff to begin process of data gathering. Staff meetings will be a combination of full dialogue sessions as well as small

group work. TC consultant creates all materials for these sessions. Note taking assistance by agency staff will be necessary to control costs.

Deliverable: Reports will be generated from the staff sessions by TC consultant. Staff will begin process of creating the “Assumptions about the Future” document and will begin dialogue on the implications to the agency and Florida’s library system. Information will be included in December 2006 environmental scan deliverable.

STEP 4 **ADDITIONAL PRIMARY RESEARCH – TELEPHONE INTERVIEWS OR ELECTRONIC SURVEY**

WHO: TC Consultant – Paul D. Meyer with scheduling support from library staff

WHEN: NOVEMBER/DECEMBER 2006

WHAT: TC and Agency will decide on the appropriate methodology to collect additional information. This decision will be based on information already available, number of stakeholders to reach and specific objectives of the research.

The purpose of the research is to gather information on:

- Environmental Trends and Future Assumptions.
- Real and Perceived Future Opportunities.
- Strategic Positioning and Branding Perceptions.
- Assessment of Real and Perceived Future Success.
- Assessment of current programs and services
- Professional changes, challenges, and future opportunities.

Qualitative Telephone Interviews. TC consultant will create a qualitative research tool that will be used to interview a selected group of individuals representing important stakeholder groups. Interviews would last approximately 30-40 minutes each and will be conducted by TC consultant – Paul D.Meyer.

OR

Electronic Survey. TC consultant, Paul Meyer, will create a questionnaire that would be distributed by Agency staff to appropriate stakeholder groups. TC consultant would analyze and present results. Electronic survey will provide information for both the “Investigation Phase” as well as the “Needs Assessment” Phase.

All research will be conducted by TC partner, Paul D. Meyer

Deliverable: A report will be created identifying the key issues for consideration in future steps facilitated by consultant and participated in by the strategic planning group (Included in Deliverables 1 & 2).

PHASE II – Needs Assessment and Strategic Planning

STEP 5	FIRST FACILITATED STRATEGIC PLANNING SESSION – TWO DAYS
WHO:	TC Consultant and Strategic Planning Group
WHEN:	FEBRUARY/MARCH 2007
WHAT:	TC consultant will facilitate a two-day strategic planning session with the representatives from identified stakeholder groups. During this session, participants will work in groups to finalize assumptions about the future using the research gathered and conducted for this planning process as a basis for their thinking. Participants will also review the existing elements of the current strategic plan and affirm/create the strategic priorities for the next five years articulated in goals and objectives. Consultant will use elements of TC's Four Planning Horizons model and a knowledge-based philosophy of decision-making to guide the process. The plan will focus on the 1-5 year planning horizon.
Deliverable:	TC consultant will generate a draft strategic plan using the insights created by the strategic planning group.

STEP 6	CREATION OF STRATEGIES AND PROGRAM ASSESSMENT - TWO DAYS
WHO:	TC Consultant and Agency Staff
WHEN:	MARCH/APRIL 2007
WHAT:	<p>During the session, TC Consultant and appropriate agency staff will create strategies (actions) in response to created strategic direction. In addition to strategies, staff will conduct an assessment of current programs and services to determine fit with strategic direction and external environment.</p> <p>Agency staff will use a TC tool called Strategic Program Assessment to assist with this process. Note taking assistance by agency staff will be necessary to control costs.</p> <p>Strategic Program Assessment involves assessing current programs, services, and activities based on two sets of criteria:</p> <ul style="list-style-type: none"><u>Program Attractiveness</u> – the degree to which the program, service, or activity is attractive to the agency and its stakeholders as a basis for current and future resource deployment; and<u>Competitive Position</u> – the degree to which the agency is in a strong position to support the program. The approach is based on three considerations:

1. There are more opportunities to respond to needs, wants, and expectations than there are resources to meet those expectations.
2. Given limited resources, organizations generally should not directly duplicate the services of other organizations.
3. Focus is important. Providing mediocre or low quality programs in many areas is inferior to providing higher quality programs in response to a set of focused, common interests.

Deliverable: TC consultant will generate a final strategic plan and program assessment document. Documents will be completed by June 2007 (Deliverable 3).

PHASE III – IMPLEMENTATION

STEP 7 CREATION OF IMPLEMENTATION PROCESS AND ACTION PLANS – ONE DAY

WHO: TC Consultant and appropriate staff

WHEN: JUNE/JULY 2007

WHAT: TC will create process, facilitate session and introduce implementation tools in order to begin the process of executing on the strategic plan. TC will train staff in creating and implementing action plans. Session participants will begin to create measurements that link the strategic plan to operational planning and budgeting. Note taking assistance by agency staff will be necessary to control costs

DELIVERABLE: TC consultant will produce action planning document generated during the session. Action Plan will be completed by September 15, 2007

SUMMARY OF PROFESSIONAL FEES AND SERVICES

Professional fees include preparation, coordination, travel time, workbook design, use of TC proprietary tools and materials, facilitation, as well as overhead and administrative costs. To minimize cost, the client will be provided with one master copy of work materials and reports for reproduction and distribution to participants. Fees will be billed when deliverables are completed.

Travel and lodging costs are included in the fees stated below.

Step	When	Fees
1 – REVIEW OF EXISTING DATA	October '06	N/C
2 – OCTOBER 11 MEETING WITH LIBRARY DIRECTORS	October 11, 2006	\$5,000 (includes travel expenses)
3 – INITIAL PLANNING SESSION AND STAFF DATA GATHERING MEETINGS – ONE DAY	October/November '06	Consulting fee: \$5,000 (includes travel expenses)
4 – TELEPHONE INTERVIEWS AND ELECTRONIC SURVEY	November/December '06	Telephone Interviews (25-30) or Electronic Survey: \$10,500
5 – FACILITATED STRATEGIC PLANNING SESSION – 2 DAYS	February '07	Consulting Fee: \$9,000 (Includes travel expenses)
6 - SECOND FACILITATED PLANNING SESSION – TWO DAYS	March/April '07	Consulting Fee: \$9,000 (includes travel expenses)
7– IMPLEMENTATION SESSION/ACTION PLANNING - ONE DAY	July/August '07	Consulting Fee: \$5,500 (includes travel expenses)
TOTAL		\$44,000

NEXT STEPS

TC supports and applauds the Agency's commitment to this planning process and its desire to create the necessary short-term elements to encourage execution of the plan. We have designed this work plan with that goal in mind.

If there are any questions on any aspects of this plan, please do not hesitate to contact, Paul D. Meyer, 703.449.9019 or email: pmeyer@tecker.com. It would be a privilege to work with the Agency as it prepares for future success.

About Tecker Consultants

Tecker Consultants is an international consulting practice focused on meeting the special needs of organizations and institutions managing through change. The most successful approaches to research, strategy development, facilitation, and training, are carefully integrated to help organizations solve complex problems and reach new goals.

Recent assignments include guiding and assisting organizations in:

- **Reshaping governance and management structures** to be better able to make a greater number of increasingly complex decisions more quickly.
- **Repositioning a company** or major program for success in a more competitive environment.
- **Integrating technology** to improve work group processes and communications while reducing travel cost and time.
- **Constructing strategic alliances or consolidations** among like-minded organizations to increase value, improve quality, and obtain cost efficiencies.
- **Building and sustaining an enabling culture** which supports the organization's ability to act on its most important opportunities.

Glenn Tecker, President and CEO, and the other nationally respected Principal Partners of the practice, have successfully helped leaders to “move ideas” through organizations in a wide variety of industries.

The collective competencies of Tecker Consultants enable us to provide the talents, skills and expertise needed to achieve each project's unique objectives. Working in partnership, consultant and client identify desired results, roles, responsibilities, and costs.

In a recent survey, clients describe our work as “superior” and identify four attributes that distinguish its quality:

- Talented facilitation that inspires thoughtfulness, commitment, and action.
- Expertise in the special dynamics of leadership in complex organizations.
- A valuable knowledge base of alternatives and insights gathered through experience with a variety of for-profit, public, and not-for-profit organizations.
- Tools and approaches that make strategic thinking and learning productive and enjoyable.

**301 Oxford Valley Road, Suite 1803
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Paul D. Meyer, CAE

Paul D. Meyer, CAE, is a Principal Partner with Tecker Consultants, LLC, and is President of StrategyPlus Consulting, Inc., providing strategy development consulting, meeting facilitation, implementation planning, internal analysis, leadership training, and research to not-for-profit organizations, institutions, and corporations.

Consulting Experience

Paul has worked with large national and international organizations as well as state and local component organizations and community-based institutions representing a variety of industries and professions. He has worked with groups in a number of industries/professions such as medical, hospitality, construction, travel, engineering, pharmacy, scientific research, library sciences, healthcare, public institutions, insurance/financial services and universities as well as corporations. His primary areas of expertise include strategic planning facilitation and implementation, e-commerce positioning, operational analysis, structural reengineering, market and marketing research, governance restructuring, branding, and product/program assessments. He is a proven researcher, trainer, and group process facilitator focused on producing results through collaboration, group dialogue, and research assessment. Mr. Meyer's skills and experience enables him to assist groups at reaching consensus in developing new opportunities, creating innovative solutions, solving problems, and achieving identified organizational goals.

Not-For-Profit Experience

With over 15 years of experience in managing not-for-profit organizations, Paul brings a wealth of knowledge and innovative thinking to his consulting engagements. He has held a variety of positions within organizations developing expertise in organizational strategy, governance, revenue creation, market research, e-commerce, alliance building, marketing, public relations, knowledge management, branding, chapter relations, customer acquisition, leadership training, international expansion, and new product development.

Corporate/E-commerce Experience

Paul has provided Business Development expertise in creating and managing an Internet e-commerce company. He was involved in the initial start-up and successful launch of a multi-million dollar Internet-based provider of insurance services. Through this experience, Paul gained significant expertise in e-commerce strategy and web-based product development.

Education and Professional Involvements

Paul has an MBA from Marymount University and has earned his Certified Association Executive (CAE) designation from ASAE. He is an active member of American Society of Association Executives and the Greater Washington Society of Association Executives serving on committees, contributing to publications, and speaking at conferences.

Paul has also published articles and led workshops on such topics as strategic planning, corporate branding, marketing, leadership training, market research, new product development, e-commerce, membership, non-dues revenue, customer service, and organizational strategy.

Paul is co-author of the ASAE best-selling book on organizational change and strategy, *The Will to Govern Well: Knowledge, Trust, and Nimbleness*.

**Paul D. Meyer, CAE, Principal Partner
Tecker Consultants**

Partial Client List

Corporations

American Express Travel Network
Aqua-flo, LLC
Kellogg, Brown, and Root
Locartis, Inc.
Meyer Products
Stahl, Inc.
Swenson Spreaders, Inc.
The Louis Berkman Winter Products, Inc.

Organizations

American Association of Cosmetic Dentists (AACD)
American Association of Endodontists (AAE)
American Association of Family and Consumer Sciences (AAFCS)
American Association of Periodontists (AAP)
American Association of Petroleum Geologists (AAPG)
American Association of Student Librarians (AASL)
American Counseling Association (ACA)
American Epilepsy Society (AES)
American Fence Association (AFA)
American Library Association (ALA)
American Medical Informatics Association
American Nurses Association (ANA)
American Payroll Association (APA)
American Society of Public Administrators
Association of College and Research Librarians (ACRL)
Association of Library Services to Children (ALSC)
Association of School Business Officials International (ASBO)
Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN)
American Speech, Language, and Hearing Association (ASHA)
California Pharmacists Association
Institute of Management Accountants (IMA)
Institute of Real Estate Management (IREM)
Joint Council on International Children's Services (JCICS)
National Association of Enrolled Agents (NAEA)
Project Management Institute (PMI)
Public Library Association (PLA)
Society of Competitive Intelligence Professionals (SCIP)
The American Roentgen Ray Society (ARRS)
The National Needlework Association (TNNA)
Water Environment Federation (WEF)
Associated Building Contractors (ABC)
Association of Clean Water Agencies (ACWA)
Associated General Contractors of Virginia, Inc.
Associated Subcontractors of Massachusetts, Inc. (ASM)

Association of Pool and Spa Professionals (APSP)
Building Service Contractors International (BSCI)
InfoComm
International Sign Association (ISA)
Life Insurance Council of New York (LICONY)
National Collegiate Athletic Association (NCAA)
National Restaurant Association (NRA)
National Trucking and Equipment Association (NTEA)
Pennsylvania Association of School Business Officials (PASBO)
Professional Beauty Association (PBA)
Young Adult Library Services Association (YALSA)
Kiwanis International
Literacy USA
Virginia Easter Seals

Other

Colorado State University Geology Department
Purdue University Libraries
Canton Public Library
Hartford County Public Library