

STILLWATER PUBLIC LIBRARY
BOARD OF TRUSTEES
Meeting Agenda
Tuesday, June 12, 2018, 7:00 PM
Margaret Rivers A

1. Call to Order
2. Adoption of the Agenda
3. In-Person Public Commentary
This portion of the meeting is an opportunity to address Trustees on subjects that are not part of the meeting agenda. The Board may take action or reply at the time of the statement or may give direction to staff based on the comments expressed. Please limit your comments to 5 minutes or less.
4. Consent Calendar
 - a. Adoption of the May 8, 2018 Minutes +
 - b. Acknowledgement of Bills Paid in May 2018 (5/1/18: \$8,110.32) and (5/15/18: \$9,984.32) +
 - c. 2018 April Budget Status Report +

Old Business

5. 2019 Budget Request Planning D+
6. Ordinance Amendment and Special Use Permit for Events I+
7. Director Evaluation Task Force Update D+
8. Strategic Plan A+
9. Pergola Update I+
10. 2018 Building Projects I+
11. Discussing Venue Coordinator Position with Foundation D+
12. Board Vacancy A+

New Business

13. Event Variance - Light a Spark A+
14. Employee Life Insurance and Voluntary Benefits I+
15. Update on City Council Discussion on Boards and Commissions D+

16. Director and Other Staff reports +
17. Foundation Report +
18. Board Committee Reports
 - a. Executive
 - b. Facilities
 - c. Finance
19. Public Commentary and Communications
20. Adjournment

If you are unable to attend this meeting, please leave a message for Mark at 651.430.8753 before 5 Pm on Monday, June 11, 2018.

A= Action Item I= Information Item D=Discussion Item + = Document in Packet *= Document to be Distributed Later

#=Document Distributed Previously Attachments: 2018 Calendar, Friends Jan 2018 Minutes

**STILLWATER PUBLIC LIBRARY
BOARD OF TRUSTEES MEETING**

May 5, 2018

Minutes

PRESENT: Bell, Hemer, Keliher, Lockyear, Menikheim, Richie

ABSENT: Carlsen, Howe

STAFF: Troendle, Goeltl

AGENDA ITEM 1: Call to Order

Meeting called to order at 7:00 pm by Keliher, President

AGENDA ITEM 2: Adoption of Agenda

Motion to adopt the agenda as amended. MSP.

AGENDA ITEM 3: In-Person Public Commentary

None.

AGENDA ITEM 4: Consent Calendar

Motion to adopt consent calendar. MSP.

AGENDA ITEM 5: Director Evaluation with City HR Manager Donna Robole (Closed Session)

AGENDA ITEM 6: Library Events Update

The board discussed the library events presentation at the City Council meeting on April 17. At this meeting, the council directed city staff to draft language for an ordinance amendment to allow outside events in the PA district and to draft a special use permit for the council's review.

Community Development Director Bill Turnblad and City Attorney Dave Magnuson are leading the efforts for the ordinance amendment. The library may also simultaneously apply for the special use permit.

AGENDA ITEM 7: Ordinance Amendment and Special Use Permit for Events

As directed by the Council, Community Development Director Turnblad presented a first draft of the revised permit to the Council on May 1 that would allow the library to hold outside events by a special use permit. Turnblad also presented a first draft of the special use permit resolution on behalf of the library. Board discussed revisions to the SUP conditions as provided in the board packet. Troendle will follow-up with Community Development staff regarding the revised conditions.

AGENDA ITEM 8: Director Evaluation Task Force Update

Lockyear updated the board on the progress of the Director Evaluation Task Force. The group met with City HR Manager Donna Robole regarding possible evaluation systems, including the system used by the City as well as other performance systems that follow HR best practices, including smart goals and progress measurements. The task force will present a draft for board discussion at the June meeting.

Keliher requested that the task force provide examples of smart goals as part of the June discussion.

*Note: The notation MSP is used in instances of unanimous approval of a motion.
In the event of division, the vote of each trustee voting will be recorded.*

**STILLWATER PUBLIC LIBRARY
BOARD OF TRUSTEES MEETING**

May 5, 2018

Minutes

AGENDA ITEM 9: Strategic Plan

Keliher updated board on the strategic planning process and noted that the RFP document with timeline was included in the board packet. Troendle distributed a list of the 25 consulting firms and a consultant's directory that the RFP was sent to on May 7, 2018. The list is included as an attachment to the minutes.

The library has received four responses to date. Deadline for submittal is June 7, 2018. The board plans to review the responses at the June meeting.

AGENDA ITEM 10: 2018 Building Projects

At the April board meeting, the board approved the expenditure of up to \$10,000 for painting the exterior terrace railing and patching and painting the pergola.

While the railings are being repainted, the planned painting and repair work on the pergola is on hold. Upon closer examination, the contractor hired for the project found water intrusion has started to cause most of the glulam beams to delaminate. Additional contractors were brought in to evaluate the condition of the structure. The consensus view is that while the structure is safe in the immediate future, the wood trellis needs to be replaced because attempting a repair will not suffice, deterioration will continue, and any attempted repair of the existing structure will be an inefficient use of money. The library is exploring upgrade options that will maintain character of the terrace while also seeking a product made of a different material with lower maintenance requirements and a longer lifespan.

Both Adolfson & Peterson Construction, the contractor for the 2006 renovation, and Structural Wood Corporation, the provider of the beams, were contacted regarding the pergola deterioration. Warranties are being investigated, but it is unlikely that the pergola will still be covered at this time.

Troendle has spoken with Magnuson regarding liability issues. Keliher and Magnuson both advised obtaining a professional opinion in writing regarding the structure's safety.

AGENDA ITEM 11: Discussing Venue Coordinator Position with Foundation

Menikheim advocated for transparency in budgeting and paying for library operations. Budgeting and paying for the venue coordinator from the library's city budget would provide a more straightforward and more transparent look at the total cost to run the library.

Troendle reported that the current payment situation is fine from an auditing standpoint. If the venue coordinator position was moved to the city, there would be significant increased costs as this position would be added to library payroll and would not be considered a contract position.

Keliher asked if there were other steps that could be taken to address transparency and reporting. As the City Administrator, Auditor, and Finance Director have affirmed that the current structure of the contract position through the Foundation, Keliher suggested that the library instead look to modifying responsibilities as detailed in the contract.

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BOARD OF TRUSTEES MEETING
May 5, 2018
Minutes**

Trustees discussed involvement of the Foundation in this discussion. Keliher will reach out to Foundation President Rengel.

AGENDA ITEM 12: 2019 Budget Request Planning

Board reviewed the 2019-2023 Capital Improvement Plan included in the May packet.

Board discussed the updating of public computers and the reliance on Washington County IT for both the timing of computer replacements and for ongoing software and security updates. Public wi-fi is also provided by Washington County. Troendle is working through City IT and Tom McCarty to address technology improvements with Washington County.

Motion made that the Facilities Committee be given authority to approve the 2019-2023 Capital Improvement Plan and 2019 Capital Outlay Request due to the City of Stillwater on May 25, 2018. MSP.

AGENDA ITEM 13: Board Vacancy

Keliher noted that Sheri Lunn resigned from the board. The opening will be posted shortly.

AGENDA ITEM 14: May Grant Request

Motion made to approve grant request of up to \$1,700 to Stillwater Public Library Foundation for the replacement of arborvitae shrubs and the planting of new annuals on the Johnson Terrace. MSP.

AGENDA ITEM 15: Director and Other Staff Reports

Board reviewed the reports provided by the Director, Information Services Supervisor and Youth Services Supervisor included in the board packet.

AGENDA ITEM 18: Foundation Report

Richie noted that the minutes from the April board meeting were included in the packet. She also explained that in interest of increasing communication with the Foundation that the approved minutes from the Trustee meetings will now be included in the Foundation's monthly board packet.

AGENDA ITEM 19: Board Committee Reports

- **Executive Committee:** No additional updates.
- **Facilities:** No additional updates.
- **Finance:** No additional updates.

AGENDA ITEM 20: Public Commentary and Communications

None.

AGENDA ITEM 15: Adjournment

Adjourned at 9:15 pm.

Note: The notation MSP is used in instances of unanimous approval of a motion. In the event of division, the vote of each trustee voting will be recorded.

1. Aurora Consulting

- We don't create a strategic plan for you. We facilitate a process that allows your team to create it. That way it really is your plan, not ours. But we'll be right there at your side, coaching you through the process as you wrestle with your challenges, envision your opportunities, and identify realistic steps to address both.

2. Authenticity Consulting

- We've facilitated successful strategic planning for a wide variety of organizations, including start-up, nonprofit, for-profit and government. We've facilitated plans for a wide variety of purposes, including to give clearer focus and direction to the organization, add a new product or service, build the Board of Directors, improve organizational performance, and address a range of issues in the organization. Each different purpose requires a different approach to planning -- we can do them all.

3. Belden Charles Inc.

- Achieving strategic change is difficult. To navigate through chaos and conflict and achieve a new direction, you need a skilled guide. Through strategic conversations across functions, levels and stakeholder groups, you will find coherent direction in the midst of the complex conditions you face, opening the way to transform your business, organization or community. Rather than a static plan that sits on a shelf, you will develop the capacity for strategic action on a daily basis.

4. BERK Consulting

- 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 address complex challenges and position themselves for success.

5. Catalyst Consulting Group

- Strategic planning comes in many forms—from clarifying an organization's mission to modernizing business and operational models. Catalyst has assisted nonprofits, small companies, and even international organizations in a wide variety of strategic initiatives.

6. Cincinnatus

- Cincinnatus is committed to helping your organizations to create a strategic plan that clarifies the mission, energizes and motivates the board, and guides you to have meaningful impact in the community. The plans we help create are dynamic, fresh, relevant, and memorable.

7. CIVICTechnologies

- We have a rich background in strategic planning, community consensus building, urban planning, economic development, demographic analysis, mapping technologies, and architecture. Our first public library project over a decade ago prepared a service area plan for the County of Los Angeles Public Library. Since then, we have worked with libraries in 28 states.

8. CO2

- You and your situation are unique – so we don't come to you with a one-size fits all process, program or system. Instead, we become your partner in achieving rapid and sustainable return on investment. We ask the tough questions in a safe, positive

environment. We explore your situation with you. Open up new possibilities. Help you see golden opportunities and tough problems from a different perspective. And we enable you to gain the skills and courage to lead your organization to optimal growth.

9. Consensus

- When your group faces a pivotal moment, a future search is a big, bold way to chart a path. Consensus has extensive experience with future search conferences, as well as with more traditional strategic planning processes. A future search gets people reflecting the whole system in the room for about two days. There are no speeches or experts other than the participants. The facilitators guide the process, but participants create the content and decide what it means. The result of a future search is an action plan built upon common ground.

10. EMD Consulting

- EMD consultants utilize years of experience as nonprofit executives, board members, and grantmakers to provide consulting expertise in planning, fundraising, program development, organizational assessment, executive search, communications, and finance. We recognize that each nonprofit organization is unique. We take the time to understand each client organization's needs, and identify opportunities and solutions to their challenges.

11. Emily Davis Consulting

- Emily Davis Consulting focuses on *partnering* with our clients to provide the best resources. Partnership allows for customized services for our clients. There is no one-size fits all approach, but there is a way to use credible practices from nonprofit leadership and fit them to the organization's needs based on their phase of the nonprofit life cycle. No consultant can serve an organization without their input and participation.

12. Encouragetech

- Solving business puzzles is fun. Engaging businesses to think creatively about what might be, and empowering people and groups to stretch requires more than just creative imagination—it's about helping people tell their stories; and coaching and facilitating teams, particularly teams that cross organizational boundaries.

13. Gary Kelsey and Associates

- Dr. Gary Kelsey has more than 35 years of experience in the development and leadership of organizations in the nonprofit, government and education sectors. He specializes in areas such as nonprofit organizational behavior, program development, board development, strategic planning and fundraising.

14. GrayHall

- GrayHall has helped clients find creative and innovative solutions to their organizational needs. GrayHall's expertise includes leading planning sessions; designing, coordinating, and implementing large-scale projects; developing policies, facilitating meetings and teaming processes; designing curriculum and evaluations; and providing technical assistance, professional development, and developing media for the workplace.

15. HueLife

- HueLife facilitates engagement, innovation and transformational change. Our clients are companies, governments and communities that have goals and challenges related to

human understanding and engagement (that's what hue stands for). We help them achieve their potential through a blend of participatory methods, team-building techniques, the science of self-awareness and powerful story-telling.

16. The Ivy Group

- We bring resources and skills to planning so that libraries can grow, thrive, better serve customers, and engage new audiences. Our consultants work closely with library leadership to arrive at sound plans for programs, facilities, technologies, collections, services, funding, fundraising, advocacy, and marketing. Planning tools--such as community assessments, executive interviews, benchmarking, trends research, market segmentation, facilities assessments, fundraising feasibility--ensure that libraries make informed decisions that broaden the customer base and engage boards in the library's success.

17. Library Consultants Directory

- The RFP was posted to <http://www.libraryconsultants.org/rfpview.html> and emailed to the consultants on their mailing list.

18. Library Strategies

- Library Strategies is a unique and innovative consulting group created over a decade ago within The Friends of the Saint Paul Public Library. Having worked in over thirty states and three countries, Library Strategies brings unrivaled depth and experience in library consulting. We help libraries become vital centers of their communities and pride ourselves on continually developing new models and tools to deliver results that are realistic, actionable, and cost-effective.

19. Meyer Consulting

- Meyer Consulting offers experienced facilitation, creating an inclusive process to deliver the strategic plan, evaluation tool, organizational restructuring or outcome your organization needs. By tapping into the wisdom of those most involved, Meyer Consulting brings together the areas where ideas and energy intersect. Meyer Consulting offers conflict resolution, mediation, and facilitation that can rejuvenate organizations and get them back on track. Meaningfully addressing board functionality, staff/board relationships, and external change allows organizations to rejuvenate and energize board, staff, programs and services.

20. Minding Your Business

- This is business as YOU. We spread out the pieces of your organization on the table to identify your objectives and challenges. To uncover patterns where others might perceive complexity. To convert potential problems into big opportunities. We immerse ourselves in your culture to understand the way you, your members, prospects, Boards and employees think, breathe, live - and what they believe. And we use that knowledge to put the puzzle back together with customized solutions that fuel the next generation of innovation.

21. Nonprofit-360 Consulting

- Nonprofit-360 Consulting provides professional, ethical, mission-focused, management consulting services to institutions and organizations that provide quality programs and services in their communities and desire to strengthen their capacity by setting a leadership standard in organizational, communal, and philanthropic development.

22. The Olson Group

- The Olson Group is an independent collective of passionate agile pros, nonprofit experts, teachers, and consultants who come together to lead mission-driven organizations in building culture, strategy, and practices for sustainable growth and social change.

23. Portage Partners

- Portage Partners is the outfitter, navigator and beacon of courage on the journey to excellence for schools, districts, higher education institutions, nonprofits and government agencies. We are a mission-driven consulting group that supports the leaders and organizations making the world better place through community engagement, strategic planning and implementation support.

24. Propel Nonprofits

- Propel Nonprofits strategic consultants identify your organization's key role related to community impact, develop key strategies in the context of your competitive environment, and create strategic decision frameworks from which your organization will evaluate future opportunities.

25. Sarah Keister Armstrong & Associates

- Sarah Keister Armstrong & Associates, LLC specializes in community needs assessments and strategic planning, program evaluation, and communications for libraries and nonprofit organizations. We understand the challenges facing today's public and nonprofit organizations and the changes in how communities interact with them. We also know that every organization is different, and our intentionally small size allows us to provide our clients with customized services and solutions.

26. WiLS Consulting Services

- We take the time to understand your specific needs and goals and develop processes and plans to meet those needs. We help from the beginning of projects (process development) to the end (evaluation) and everything in-between. If we don't have the expertise in house, we'll find it in the community and get you what you need to keep moving forward. At the same time, we'll do our best to teach you the techniques that we're using so you can continue down the road on your own after we're done.

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Acknowledgement of Bills Paid in May for 2018				
OWNER: Keri Goeltl, Office Specialist		PRESENTER: Mark Troendle, Library Director		
REQUESTED AGENDA TYPE (A, I, D): A		IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:		
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION: Approval of May 2018 bills paid				
BACKGROUND/CONTEXT: Following is a bills report summary for the month of May 2018:				
May 2018 (2018 Fiscal Year)				
	<i>City</i>	<i>Foundation</i>	<i>Other Supplemental</i>	<i>Total</i>
Operating Expenditures	\$ 15,638.24	\$ 1,493.81	\$ 962.59	\$ 18,094.64
Capital Expenditures		\$ -	\$ -	\$ -
Total	\$ 15,638.24	\$ 1,493.81	\$ 962.59	\$ 18,094.64
<p>Explanations of large or out of the ordinary/annual payments are listed below:</p> <p><i>Bill Resolution: May 1, 2018</i></p> <ul style="list-style-type: none"> • \$1,305.61 paid to Master Mechanical for repairs to the inducer motor and air handling unit on the HVAC system. \$1,126.50 also paid to Master Mechanical for second quarter preventative maintenance. • \$650 was paid to the Textile Center for a series of adult arts and crafts classes. This expense will be reimbursed by a Foundation grant for the adult summer reading program. <p><i>Bill Resolution: May 15, 2018</i></p> <ul style="list-style-type: none"> • Invoices continue to be received for library programs for youth and adults as we near the start of summer reading programs. These expenses are typically reimbursed by a Foundation grant, a MELSA allocation, or paid for by a supplemental fund designated for programming. 				
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS: 05/01/18 Bill Resolution 05/15/18 Bill Resolution				
PREVIOUS ACTION ON ITEM:				
REVIEWED BY COMMITTEE?: Finance				

2018 Bill Resolutions

The following bills have been examined and are approved for payment.
 Mary Richie, Secretary/Treasurer, Board of Trustees

Invoice #	Invoice Date	VENDOR	ITEM	AMOUNT	FUND CODE	FUND NAME
INVOICES PAYABLE						
W00996708	4/5/2018	1000 Bulbs.com	Lighting	\$ 63.44	230-4231-2101-0000	General Supplies - Lib Plant
5104962818	4/11/2018	Baker and Taylor	Materials - Adult Nonfiction	\$ 45.08	230-4230-2405-0000	Adult Books - Non Fiction
5012018	5/1/2018	Brodart Co	Materials - Adult Fiction	\$ 737.10	230-4230-2401-0000	Adult Books - Fiction
5012018	5/1/2018	Brodart Co	Materials - Juv	\$ 820.47	230-4230-2400-0000	Childrens Books
5012018	5/1/2018	Brodart Co	Materials - Adult Nonfiction	\$ 977.21	230-4230-2405-0000	Adult Books - Non Fiction
5012018	5/1/2018	Brodart Co	Materials - YA	\$ 777.73	230-4230-2406-0000	Teen Books
5012018	5/1/2018	Brodart Co	Materials - Processing	\$ 278.10	230-4230-3404-0000	Processing Fee
50463	4/26/2018	Master Mechanical Inc.	Building Repairs (AHU 2 Heaters/Inducer Motor)	\$ 1,305.61	230-4231-3703-0000	Building Repair Charges
50486	4/16/2018	Master Mechanical Inc.	2nd Quarter Preventative Maintenance	\$ 1,126.50	230-4231-3707-0000	Maintenance Agreements - Lib Plant
7988017	4/27/2018	Minnesota UI Fund	Unemployment Compensation	\$ 311.00	230-4230-4099-0000	Miscellaneous Charges
W18030579	4/18/2018	Office of MN IT Services	Telephone - March	\$ 138.50	230-4231-3101-0000	Telephone
41522	4/13/2018	Paper Roll Products	General Supplies	\$ 176.11	230-4230-2101-0000	General Supplies
1087511414	4/9/2018	Penguin Random House Inc.	Materials - Adult Audio Books	\$ 20.00	230-4230-2402-0000	Audio
841127	4/10/2018	Stillwater Medical Group	Drug Screening	\$ 83.00	230-4230-4099-0000	Miscellaneous Charges
57116	4/10/2018	Textile Center	Programs - Adult (2018-04 Adult SRP)	\$ 650.00	232-4232-2407-0000	SPLF - Programs
14443998	4/11/2018	Toshiba Business Solutions	Maintenance Contract	\$ 75.27	230-4230-3707-0000	Maintenance Agreements
138892	4/13/2018	Washington County Library	Q1 2018 Pmt Collections for L/D	\$ 115.80	230-0000-3880-0030	Lost/Damaged Fees
138892	4/13/2018	Washington County Library	Q1 2018 Pmt Collections for Processing	\$ 152.00	230-0000-3880-0040	Lost/Overdue Processing Fees
INVOICES SUBTOTAL				\$ 7,852.92		
CREDIT CARD						
394638	3/23/2018	Amazon.com	Programming - Juv (Friends 2017)	\$ 16.76	235-4236-4099-0000	Library Donations Programs
19951	3/8/2018	American Library Association	Bookmarks	\$ 48.00	230-4230-2101-0000	General Supplies
10687151	3/15/2018	Lakeshore Learning Materials	Minor Equipment - Juv (SPLF 2017-02 DR & SPLF 2017	\$ 192.64	232-4232-2302-0000	SPLF - Minor Equipment
CREDIT CARD SUBTOTAL				\$ 257.40		
MANUAL BILL PAYOUTS (Check issued between bill resolutions to comply with payment terms)						
None						
MANUAL PAYOUT SUBTOTAL				\$ -		
GRAND TOTAL				\$ 8,110.32		

Submitted for payment

Mark Troendle, Library Director

2018 Bill Resolutions

The following bills have been examined and are approved for payment.
 Mary Richie, Secretary/Treasurer, Board of Trustees

Invoice #	Invoice Date	VENDOR	ITEM	AMOUNT	FUND CODE	FUND NAME
INVOICES PAYABLE						
196901	4/3/2018	Ace Hardware	Janitorial Supplies	\$ 44.84	230-4231-2102-0000	Janitorial Supplies
196949	4/19/2018	Ace Hardware	Janitorial Supplies	\$ 19.98	230-4231-2102-0000	Janitorial Supplies
197297	4/19/2018	Ace Hardware	Janitorial Supplies	\$ 155.64	230-4231-2102-0000	Janitorial Supplies
197327	4/19/2018	Ace Hardware	Janitorial Supplies	\$ 183.97	230-4231-2102-0000	Janitorial Supplies
197538	4/27/2018	Ace Hardware	Janitorial Supplies	\$ 52.58	230-4231-2102-0000	Janitorial Supplies
5152018	5/15/2018	Baker and Taylor	Materials - Adult Nonfiction	\$ 75.03	230-4230-2405-0000	Adult Books - Non Fiction
5152018	5/15/2018	Baker and Taylor	Materials - Reference	\$ 119.02	230-4230-2113-0000	Reference
51518	5/15/2018	Brodart Co	Materials - Juv	\$ 527.67	230-4230-2400-0000	Childrens Books
51518	5/15/2018	Brodart Co	Materials - Adult Fiction	\$ 457.00	230-4230-2401-0000	Adult Books - Fiction
51518	5/15/2018	Brodart Co	Materials - Adult NonFiction	\$ 669.01	230-4230-2405-0000	Adult Books - Non Fiction
51518	5/15/2018	Brodart Co	Materials - Processing	\$ 166.70	230-4230-3404-0000	Processing Fee
306-02444792-3	4/30/2018	Culligan of Stillwater	Misc	\$ 56.55	230-4230-4099-0000	Miscellaneous Charges
51018	5/10/2018	Ellis Sandy	Janitorial Supplies (Reimbursement)	\$ 92.69	230-4231-2102-0000	Janitorial Supplies
5012018	5/1/2018	Howe Linnea	Materials - Teen (Staff Reimbursement)	\$ 15.00	230-4230-2406-0000	Teen Books
5012018	5/1/2018	Howe Linnea	MLA Conference (Staff Reimbursement)	\$ 10.00	230-4230-3201-0000	Seminar/Conference Fees
2018-5-4-1	5/4/2018	Inyo Entertainment	Programs - Adult (SPLF SRP)	\$ 250.00	232-4232-2407-0000	SPLF - Programs
143630	4/24/2018	Loft Literary Center	Programs - Adult (SPLF 2017-08)	\$ 161.17	232-4232-2407-0000	SPLF - Programs
143630	4/24/2018	Loft Literary Center	Programs - Adult (St. Paul Fnd)	\$ 610.52	235-4236-4099-0000	Library Donations Programs
143630	4/24/2018	Loft Literary Center	Programs - Adult (Welshons)	\$ 335.31	235-4236-4099-0000	Library Donations Programs
200003613	4/5/2018	MN Library Assoc.	PLD Day - Angie	\$ 50.00	230-4230-3201-0000	Seminar/Conference Fees
5092018	5/9/2018	Reyers Mariah E.	Programs - Juv/YA (2017-12 SPLF YS Pgm)	\$ 240.00	232-4232-2407-0000	SPLF - Programs
1239916	4/25/2018	Security Response Services Inc	Security	\$ 168.12	230-4231-3707-0000	Maintenance Agreements - Lib Plant
171170	5/3/2018	Stillwater Printing Co.	Art Tour Brochures	\$ 95.00	230-4230-3400-0000	Printing and Publishing
140108	5/25/2018	Washington County Library	Q1 Postage/Stock Overdue Notices	\$ 205.70	230-4230-3102-0000	Postage
			INVOICES SUBTOTAL	\$ 4,761.50		
CREDIT CARD						
None						
			CREDIT CARD SUBTOTAL	\$ -		
MANUAL BILL PAYOUTS (Check issued between bill resolutions to comply with payment terms)						
51-7976594-1	2/26/2018	Xcel Energy	Energy	\$ 2,170.45	230-4231-3601-0000	Natural Gas
51-7976594-1	2/26/2018	Xcel Energy	Energy	\$ 3,052.37	230-4231-3600-0000	Electricity
None						
			MANUAL PAYOUT SUBTOTAL	\$ 5,222.82		
			GRAND TOTAL	\$ 9,984.32		

Submitted for payment

Mark Troendle, Library Director

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: 2018 April Budget Status Report	
OWNER: Finance Committee Mark Troendle, Library Director Keri Goeltl, Office Specialist	PRESENTER: Mary Richie, Secretary/Treasurer
REQUESTED AGENDA TYPE (A, I, D): I	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
<p>BACKGROUND/CONTEXT: Attached is a budget status report for the period from January 1 – April 30, 2018.</p> <p><u>120 Funds – Capital Projects</u></p> <ul style="list-style-type: none"> • \$7,857.50 in capital expenditures in 120-4230-5200-0000 C/O & Improvements reflect the 2017 capital project to replace carpeting in the conference room and welcome area. These transferred 2017 funds are not reflected in the budget amounts. • \$12,497.78 in capital expenditures in 120-4230-5200-0000 C/O & Improvements are for the LED Retrofit Capital Project. These expenditures will be moved by journal entry to account 120-4230-5300-0000 C/O Machinery & Equipment against the \$34,600 budgeted line item. \$12,500 of this budget is for the LED conversion. <p><u>230 Funds -- Revenues:</u></p> <ul style="list-style-type: none"> • Meeting Room Rental Fees: \$5,825 in wedding/special event revenue was received in April for 8 events. • Library Card Fees: Library card fees are at 9% of budgeted revenue. The budget was decreased from \$10,212 in 2017 to \$2,000 in 2018 due to Lake Elmo change. • Processing Fees: Fees for processing do not include first quarter reimbursements, received in May, between SPL and WCL for fees collected at the library for materials owned by a different library. These fees will bring revenue totals more in line with the budget. <p><u>Expenditures:</u></p> <p>Personnel Services:</p> <ul style="list-style-type: none"> • Personnel expenses continue to reflect payroll from December 2017, overstating 2018 expenses by \$46,264 to date. Health and dental expenses for 2018 pre-paid in December 2017 are not appearing on the report, understating 2018 expenses by \$7,507. Both areas will be adjusted by City Finance upon completion of the 2017 audit. • We continue to see personnel cost savings due to the open Assistant Director position. <p>Materials:</p> <ul style="list-style-type: none"> • Expenditures on books are gradually increasing as acquisition and cataloging processes are established with Brodart. Work is underway with audio and video vendors to establish acquisition processes in these areas for future ordering. <p>Plant Services and Charges:</p> <ul style="list-style-type: none"> • Building Repair Charges: Building repair expenditures are at \$10,310.22 through April, over 80% of the budget. The building repair budget will be overspent by June. Staff will continue to monitor charges, look for cost-effective alternatives whenever possible, and identify alternate funding options. One area of significant expense are elevator repairs. A new elevator company was contacted to address the issue and future contract options are being explored. 	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS: 2018 April Budget Status Report	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?: Finance Committee	

General Ledger

Budget Status

User: kgoeltl
 Printed: 6/7/2018 - 9:06 AM
 Period: 1 to 4, 2018



Account Number		Description	Budget Amount	Through 4/30/18 Period Amount	YTD Amount	YTD Var	Encumbered Amount	Available	% Available
Fund 120		CAPITAL OUTLAY							
Dept 120-4230		LIBRARY							
E25		CAPITAL OUTLAY							
120-4230-5200-0000		C/O & Improvements	9,000.00	20,315.28	20,315.28	-11,315.28	0.00	-11,315.28	0.00
120-4230-5300-0000		C/O Machinery & Equipment	34,600.00	0.00	0.00	34,600.00	0.00	34,600.00	100.00
120-4230-5310-0000		C/O MIS Computer Equipment	21,400.00	0.00	0.00	21,400.00	0.00	21,400.00	100.00
		E25 Sub Totals:	65,000.00	20,315.28	20,315.28	44,684.72	0.00	44,684.72	68.75
		Expense Sub Totals:	65,000.00	20,315.28	20,315.28	44,684.72	0.00	44,684.72	68.75
		Dept 4230 Sub Totals:	65,000.00	20,315.28	20,315.28	44,684.72	0.00		
Dept 120-4231		LIBRARY PLANT							
E25		CAPITAL OUTLAY							
120-4231-5200-0000		C/O & Improvements	25,000.00	0.00	0.00	25,000.00	0.00	25,000.00	100.00
120-4231-5300-0000		C/O Machinery & Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		E25 Sub Totals:	25,000.00	0.00	0.00	25,000.00	0.00	25,000.00	100.00
		Expense Sub Totals:	25,000.00	0.00	0.00	25,000.00	0.00	25,000.00	100.00
		Dept 4231 Sub Totals:	25,000.00	0.00	0.00	25,000.00	0.00		
		Fund Revenue Sub Totals:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Fund Expense Sub Totals:	90,000.00	20,315.28	20,315.28	69,684.72	0.00	69,684.72	77.43
		Fund 120 Sub Totals:	90,000.00	20,315.28	20,315.28	69,684.72	0.00		

Revenue Totals:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Expense Totals:	90,000.00	20,315.28	20,315.28	69,684.72	0.00	69,684.72	77.43
Report Totals:	90,000.00	20,315.28	20,315.28	69,684.72	0.00		

General Ledger

Budget Status



User: kgoeltl
 Printed: 6/7/2018 - 9:06 AM
 Period: 1 to 4, 2018

Account Number	Description	Budget Amount	Period Amount	YTD Amount	YTD Var	Encumbered Amount	Available	% Available
Fund 230	LIBRARY FUND							
Dept 230-0000								
R05	TAXES							
230-0000-3010-0100	Current Property Taxes	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	R05 Sub Totals:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
R25	CHARGES FOR SERVICES							
230-0000-3500-0100	Meeting Room Rental Fees	60,000.00	18,615.00	18,615.00	41,385.00	0.00	41,385.00	68.98
230-0000-3520-0100	Copier/Printer Sales	5,500.00	2,458.51	2,458.51	3,041.49	0.00	3,041.49	55.30
230-0000-3880-0200	Gallery Fees	500.00	247.00	247.00	253.00	0.00	253.00	50.60
230-0000-3880-0500	Book & Other Enterprise Sales	300.00	20.00	20.00	280.00	0.00	280.00	93.33
	R25 Sub Totals:	66,300.00	21,340.51	21,340.51	44,959.49	0.00	44,959.49	67.81
R40	MISCELLANEOUS							
230-0000-3810-0200	Interest Earnings-Investments	1,000.00	0.00	0.00	1,000.00	0.00	1,000.00	100.00
230-0000-3820-0100	Gifts	4,500.00	231.00	231.00	4,269.00	0.00	4,269.00	94.87
230-0000-3830-0100	Sale of Property	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3860-0100	Lease/Rentals	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3860-0200	Parking Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3870-0100	Refunds and Reimbursements	500.00	0.00	0.00	500.00	0.00	500.00	100.00
230-0000-3880-0020	Library Card Fees	2,000.00	179.00	179.00	1,821.00	0.00	1,821.00	91.05
230-0000-3880-0030	Lost Materials	3,000.00	810.20	810.20	2,189.80	0.00	2,189.80	72.99
230-0000-3880-0040	Processing Fees	8,200.00	1,499.00	1,499.00	6,701.00	0.00	6,701.00	81.72
230-0000-3880-0050	Registration	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3880-0100	Miscellaneous Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3880-0300	Cash Short/Over	0.00	-16.06	-16.06	16.06	0.00	16.06	0.00
	R40 Sub Totals:	19,200.00	2,703.14	2,703.14	16,496.86	0.00	16,496.86	85.92
R45	OTHER FINANCING SOURCES							
230-0000-3910-0100	Transfer In-General Fund	1,218,490.00	0.00	0.00	1,218,490.00	0.00	1,218,490.00	100.00
230-0000-3910-0232	Transfer In-Library Fundraiser	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0404	Transfer In-Co Bonds 2004	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0405	Transfer In-GO CO Bonds 2005	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0412	Transfer In-GO CO Bonds 2012	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0414	Transfer In-GO CO Bonds 2014	0.00	0.00	0.00	0.00	0.00	0.00	0.00

230-0000-3910-0415	Transfer In-2015 GO CO Bonds	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0416	Transfer In-CO Bonds 2006	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0420	Transfer In-Co Bonds	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0423	Transfer In-2001 C/O Bonds	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0424	Transfer In-Co Bonds 2000	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0426	Transfer In - CO Bonds 2016	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0427	Transfer In - CO Bonds 2017	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-0000-3910-0490	Transfer In-Capital Projects	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	R45 Sub Totals:	1,218,490.00	0.00	0.00	1,218,490.00	0.00	1,218,490.00	100.00
	Revenue Sub Totals:	1,303,990.00	24,043.65	24,043.65	1,279,946.35	0.00	1,279,946.35	98.16
	Dept 0000 Sub Totals:	-1,303,990.00	-24,043.65	-24,043.65	-1,279,946.35	0.00		
Dept 230-4230	LIBRARY OPERATIONS							
E05	PERSONNEL SERVICES							
230-4230-1000-0000	Full Time Salaries	219,762.95	48,665.31	48,665.31	171,097.64	0.00	171,097.64	77.86
230-4230-1100-0000	Overtime - Full Time	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-1111-0000	Severance Pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-1112-0000	Sick Pay	0.00	3,417.79	3,417.79	-3,417.79	0.00	-3,417.79	0.00
230-4230-1113-0000	Vacation Pay	0.00	7,613.70	7,613.70	-7,613.70	0.00	-7,613.70	0.00
230-4230-1200-0000	Part Time Salaries	484,292.98	160,427.18	160,427.18	323,865.80	0.00	323,865.80	66.87
230-4230-1300-0000	Overtime - Part Time	0.00	412.46	412.46	-412.46	0.00	-412.46	0.00
230-4230-1410-0000	PERA	52,804.55	15,774.90	15,774.90	37,029.65	0.00	37,029.65	70.13
230-4230-1420-0000	FICA/Medicare	53,860.80	16,202.28	16,202.28	37,658.52	0.00	37,658.52	69.92
230-4230-1500-0000	Hospital / Medical	100,779.00	27,932.43	27,932.43	72,846.57	0.00	72,846.57	72.28
230-4230-1520-0000	Dental Insurance	4,147.60	990.29	990.29	3,157.31	0.00	3,157.31	76.12
230-4230-1540-0000	Life Insurance	650.00	195.84	195.84	454.16	0.00	454.16	69.87
230-4230-1990-0000	Grant Pass Thru	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	E05 Sub Totals:	916,297.88	281,632.18	281,632.18	634,665.70	0.00	634,665.70	69.26
E10	SUPPLIES							
230-4230-2000-0000	Office Supplies	0.00	293.03	293.03	-293.03	0.00	-293.03	0.00
230-4230-2101-0000	General Supplies	4,500.00	664.83	664.83	3,835.17	0.00	3,835.17	85.23
230-4230-2113-0000	Reference	3,000.00	1,371.24	1,371.24	1,628.76	0.00	1,628.76	54.29
230-4230-2114-0000	Data Base Searching	2,000.00	1,195.80	1,195.80	804.20	0.00	804.20	40.21
230-4230-2302-0000	Other Minor Equipment	3,000.00	0.00	0.00	3,000.00	0.00	3,000.00	100.00
230-4230-2400-0000	Childrens Books	16,500.00	750.81	750.81	15,749.19	0.00	15,749.19	95.45
230-4230-2401-0000	Adult Books - Fiction	20,000.00	1,574.69	1,574.69	18,425.31	0.00	18,425.31	92.13
230-4230-2402-0000	Audio	14,000.00	87.95	87.95	13,912.05	0.00	13,912.05	99.37
230-4230-2403-0000	Periodicals	5,000.00	3,934.48	3,934.48	1,065.52	0.00	1,065.52	21.31
230-4230-2405-0000	Adult Books - Non Fiction	20,000.00	403.76	403.76	19,596.24	0.00	19,596.24	97.98
230-4230-2406-0000	Teen Books - Materials	5,000.00	46.62	46.62	4,953.38	0.00	4,953.38	99.07
230-4230-2407-0000	Programs	0.00	0.00	0.00	0.00	0.00	0.00	0.00

230-4230-2408-0000	Film/Video	7,500.00	0.00	0.00	7,500.00	0.00	7,500.00	100.00
230-4230-2409-0000	Electronic Materials	4,500.00	345.40	345.40	4,154.60	0.00	4,154.60	92.32
230-4230-2499-0000	Collection Development	400.00	28.50	28.50	371.50	0.00	371.50	92.88
	E10 Sub Totals:	105,400.00	10,697.11	10,697.11	94,702.89	0.00	94,702.89	89.85
E15	SERVICES AND CHARGES							
230-4230-3098-0000	Technology Support	6,500.00	769.40	769.40	5,730.60	0.00	5,730.60	88.16
230-4230-3099-0000	Other Professional Services	2,500.00	270.00	270.00	2,230.00	0.00	2,230.00	89.20
230-4230-3100-0000	Circulation System	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3101-0000	Telecommunications	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3102-0000	Postage	1,500.00	8.39	8.39	1,491.61	0.00	1,491.61	99.44
230-4230-3200-0000	Mileage	400.00	28.34	28.34	371.66	0.00	371.66	92.92
230-4230-3201-0000	Seminar/Conference Fees	5,000.00	1,310.61	1,310.61	3,689.39	0.00	3,689.39	73.79
230-4230-3202-0000	Meals	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3203-0000	Housing	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3400-0000	Printing and Publishing	1,500.00	260.00	260.00	1,240.00	0.00	1,240.00	82.67
230-4230-3401-0000	Binding	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3404-0000	Processing Fee	7,000.00	281.79	281.79	6,718.21	0.00	6,718.21	95.97
230-4230-3500-0000	General Insurance	1,705.00	0.00	0.00	1,705.00	0.00	1,705.00	100.00
230-4230-3707-0000	Maintenance Agreements	20,000.00	1,152.70	1,152.70	18,847.30	0.00	18,847.30	94.24
230-4230-3803-0000	Data Base Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3804-0000	Equipment Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-3900-0000	Sales Tax	400.00	0.00	0.00	400.00	0.00	400.00	100.00
	E15 Sub Totals:	46,505.00	4,081.23	4,081.23	42,423.77	0.00	42,423.77	91.22
E20	MISCELLANEOUS							
230-4230-4000-0000	Memberships and Dues	400.00	400.00	400.00	0.00	0.00	0.00	0.00
230-4230-4001-0000	Subscriptions	625.00	623.98	623.98	1.02	0.00	1.02	0.16
230-4230-4099-0000	Miscellaneous Charges	1,500.00	483.15	483.15	1,016.85	0.00	1,016.85	67.79
	E20 Sub Totals:	2,525.00	1,507.13	1,507.13	1,017.87	0.00	1,017.87	40.31
E35	DEPRECIATION							
230-4230-7010-0000	Depreciation-Purchased	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4230-7020-0000	Depreciation-Contributed	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	E35 Sub Totals:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expense Sub Totals:	1,070,727.88	297,917.65	297,917.65	772,810.23	0.00	772,810.23	72.18
	Dept 4230 Sub Totals:	1,070,727.88	297,917.65	297,917.65	772,810.23	0.00		
Dept 230-4231	LIBRARY PLANT							
E05	PERSONNEL SERVICES							
230-4231-1000-0000	Full Time Salaries	56,390.59	17,737.30	17,737.30	38,653.29	0.00	38,653.29	68.55
230-4231-1100-0000	Overtime - Full Time	0.00	0.00	0.00	0.00	0.00	0.00	0.00

230-4231-1111-0000	Severance Pay	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4231-1112-0000	Sick Pay	0.00	983.34	983.34	-983.34	0.00	-983.34	0.00
230-4231-1113-0000	Vacation Pay	0.00	1,726.56	1,726.56	-1,726.56	0.00	-1,726.56	0.00
230-4231-1200-0000	Part Time Salaries	34,726.18	8,590.02	8,590.02	26,136.16	0.00	26,136.16	75.26
230-4231-1410-0000	PERA	6,833.76	2,022.99	2,022.99	4,810.77	0.00	4,810.77	70.40
230-4231-1420-0000	FICA/Medicare	6,970.43	2,041.87	2,041.87	4,928.56	0.00	4,928.56	70.71
230-4231-1500-0000	Hospital / Medical	21,183.00	4,884.94	4,884.94	16,298.06	0.00	16,298.06	76.94
230-4231-1520-0000	Dental Insurance	757.80	168.40	168.40	589.40	0.00	589.40	77.78
230-4231-1540-0000	Life Insurance	116.00	38.40	38.40	77.60	0.00	77.60	66.90
230-4231-1990-0000	Grant Pass Thru	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	E05 Sub Totals:	126,977.76	38,193.82	38,193.82	88,783.94	0.00	88,783.94	69.92
E10	SUPPLIES							
230-4231-2101-0000	General Supplies	1,000.00	272.69	272.69	727.31	0.00	727.31	72.73
230-4231-2102-0000	Janitorial Supplies	3,000.00	965.01	965.01	2,034.99	0.00	2,034.99	67.83
230-4231-2202-0000	Building Repair Supplies	300.00	922.38	922.38	-622.38	0.00	-622.38	0.00
230-4231-2203-0000	Furn/Air Cond Repair Supplies	100.00	0.00	0.00	100.00	0.00	100.00	100.00
230-4231-2302-0000	Other Minor Equipment	800.00	0.00	0.00	800.00	0.00	800.00	100.00
	E10 Sub Totals:	5,200.00	2,160.08	2,160.08	3,039.92	0.00	3,039.92	58.46
E15	SERVICES AND CHARGES							
230-4231-3002-0000	Contractual	0.00	0.00	0.00	0.00	0.00	0.00	0.00
230-4231-3099-0000	Other Professional Services	500.00	0.00	0.00	500.00	0.00	500.00	100.00
230-4231-3101-0000	Telephone	1,500.00	277.00	277.00	1,223.00	0.00	1,223.00	81.53
230-4231-3500-0000	General Insurance	29,160.00	0.00	0.00	29,160.00	0.00	29,160.00	100.00
230-4231-3600-0000	Electricity	35,000.00	7,609.50	7,609.50	27,390.50	0.00	27,390.50	78.26
230-4231-3601-0000	Natural Gas	12,000.00	5,133.79	5,133.79	6,866.21	0.00	6,866.21	57.22
230-4231-3703-0000	Building Repair Charges	12,829.00	10,310.22	10,310.22	2,518.78	0.00	2,518.78	19.63
230-4231-3707-0000	Maintenance Agreements	8,995.00	4,395.78	4,395.78	4,599.22	0.00	4,599.22	51.13
	E15 Sub Totals:	99,984.00	27,726.29	27,726.29	72,257.71	0.00	72,257.71	72.27
E20	MISCELLANEOUS							
230-4231-4099-0000	Miscellaneous Charges	1,100.00	249.42	249.42	850.58	0.00	850.58	77.33
	E20 Sub Totals:	1,100.00	249.42	249.42	850.58	0.00	850.58	77.33
E40	OTHER FINANCING USES							
230-4231-9490-0000	Transfer Out-Cap Proj Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	E40 Sub Totals:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Expense Sub Totals:	233,261.76	68,329.61	68,329.61	164,932.15	0.00	164,932.15	70.71
	Dept 4231 Sub Totals:	233,261.76	68,329.61	68,329.61	164,932.15	0.00	164,932.15	70.71

Dept 230-4900	IMPROVEMENT PROJECTS							
E15	SERVICES AND CHARGES							
230-4900-3099-0000	Other Professional Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	E15 Sub Totals:	0.00	0.00	0.00	0.00	0.00	0.00	0.00
E25	CAPITAL OUTLAY							
230-4900-5200-0000	C/O & Improvements	0.00	9,411.27	9,411.27	-9,411.27	0.00	-9,411.27	0.00
	E25 Sub Totals:	0.00	9,411.27	9,411.27	-9,411.27	0.00	-9,411.27	0.00
	Expense Sub Totals:	0.00	9,411.27	9,411.27	-9,411.27	0.00	-9,411.27	0.00
	Dept 4900 Sub Totals:	0.00	9,411.27	9,411.27	-9,411.27	0.00		
	Fund Revenue Sub Totals:	1,303,990.00	24,043.65	24,043.65	1,279,946.35	0.00	1,279,946.35	98.16
	Fund Expense Sub Totals:	1,303,989.64	375,658.53	375,658.53	928,331.11	0.00	928,331.11	71.19
	Fund 230 Sub Totals:	-0.36	351,614.88	351,614.88	-351,615.24	0.00		
	Revenue Totals:	1,303,990.00	24,043.65	24,043.65	1,279,946.35	0.00	1,279,946.35	98.16
	Expense Totals:	1,303,989.64	375,658.53	375,658.53	928,331.11	0.00	928,331.11	71.19
	Report Totals:	-0.36	351,614.88	351,614.88	-351,615.24	0.00		

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: 2019 Budget Request Planning	
OWNER: Facilities Committee Finance Committee Mark Troendle, Director Keri Goeltl, Office Specialist	PRESENTER: Mark Troendle, Director
REQUESTED AGENDA TYPE (A, I, D): D	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
<p>BACKGROUND/CONTEXT:</p> <p>Capital Request: At the May meeting, the board reviewed a preliminary plan for capital projects for 2019-2023. At that time, line items were being researched for updated pricing and timing. The Facilities Committee was given the authority to continue work on the capital budget and to approve the 2019-2023 Capital Improvement Plan and 2019 Capital Outlay request due to the City on May 25, 2018. Attached is the request submitted to the City.</p> <p>Operating Request: The Finance Committee, joined by Troendle and Goeltl, met in May and June to plan for the 2019 operating budget request. The budget’s line items were reviewed to determine appropriate adjustments for the upcoming year.</p> <p>Following are key points regarding the 2019 budget:</p> <ul style="list-style-type: none"> • <i>Library-Generated Revenue:</i> Projects an 11.9% increase in library-generated revenue based on a \$15,000 increase in wedding/special event revenue and a \$5,700 decrease in library fees and unrestricted gifts. • <i>Personnel:</i> Projects a 4.25% increase in personnel costs associated with step increases on the class compensation grid, a 2.5% wage adjustment per the labor agreement, and projected medical/dental insurance increases. The budget includes the cost of half of Sundays in 2019 and incorporates anticipated staffing structure changes planned for 2018. • <i>Collections:</i> Projects a 0% increase in collections expenditures using city funds. Staff reallocated dollars within the collection area to increase funding for children’s to be 20% of the materials budget based on current circulation trends and library needs. The reference, adult fiction and adult non-fiction areas were reduced to offset the children’s increase. While the collection budget remains flat, the committee recommends the use of supplemental funds and grant requests to help augment materials. • <i>Building/Plant:</i> Projects a 16% increase in building services and charges based on rising maintenance agreement rates and increases in both quantity and cost of building repairs as the 2006 renovation will be 13 years old. • <i>Transfer In – General Fund:</i> Based on these projections, the total Transfer In – General Fund request for operations and plant would be \$1,283,855.91 or a 5.4% increase from 2018. 	

Supplemental Funds

The projections also plan for the use of supplemental funds and grant requests to augment the 2019 budget. The budget includes continued Foundation funding of the venue coordinator, volunteer coordinator, collection weeding support and half of Sundays in 2019 at a total of \$51,000. The budget also looks to the Foundation, Friends and the library's supplemental funds from Lawson, Stillwater Township and other sources to provide funding for programming and increased funds for collections.

Possible Scenarios

The above projections are a depiction of what it takes to run the library, the building and its operations with staffing at the 2018 structure. It does not incorporate changes in the staffing model for 2019. Troendle and the Finance Committee feel that one of the library's most critical needs is to shore up staffing in 2019 and recommends the following additions to the budget over the initial projections:

1. *Move Foundation funded YS Associate position to city:* Over the past two years, the Foundation has been providing a grant to fund an associate position to expand programs and service offerings to youth. Instead of funding this position through the Foundation, it is recommended that the position is funded by the library at 16 hours/week for a total cost of \$23,900.
2. *Increase Hours for Information Services Supervisor to Full-Time:* A strategic goal for the library has been to move more staff to full-time. The Information Services Supervisor has and will be assuming increased responsibilities through the anticipated staffing structure changes. Hours for the Information Services Supervisor would be increased from 30 hours/week to 36, for a \$13,200 increase.
3. *Increase Shelver and Sub Pay Rates:* The pay rates for shelvers and subs were held flat in 2018 while other staff received wage adjustments. Include wage adjustments for these positions in 2019 for a total increase of \$2,500.

These proposed changes would increase the total expenditures by \$39,600 with a Transfer-In General Fund request of \$1,323,456 or 8.6%.

The Committee also considered increasing the Business and Communications Manager position to full-time (36 hrs/week, \$13,200 increase), increasing the Library Assistant 1 position from 5 hrs/week to 10 hrs/week (\$5,200 increase), and adding a part-time custodial position (20 hours/week, \$35,600 increase). While important, the Committee felt it best to increase staff incrementally and consider these scenarios in future years.

ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:
2019-2023 CIP

PREVIOUS ACTION ON ITEM:

REVIEWED BY COMMITTEE?:

City of Stillwater, Minnesota
Capital Improvement Plan

2019 thru 2023

LIBRARY

Revised 5/30/18

Item	Priority	2019	2020	2021	2022	2023	Total
Computer/Communications Equipment							
Software Licenses	1	5,500			5,800		\$ 11,300.00
Upgrade Computers/Laptops/Tablets - Staff	1	11,600	7,400		4,000	14,350	\$ 37,350.00
Upgrade Computers - Public	1	14,000	14,000			14,000	\$ 42,000.00
Upgrade Copiers/Printers	1	8,000	8,000				\$ 16,000.00
RFID Pads	2	1,500	1,500	1,500	1,500	1,500	\$ 7,500.00
Upgrade/Add Security Cameras	1	3,800	1,500	1,500	3,000		\$ 9,800.00
Data Projector/AV	4		500			10,000	\$ 10,500.00
Upgrade Mobile Laptop Lab	4			8,000			\$ 8,000.00
Upgrade Wireless Access Points	4		10,000				\$ 10,000.00
Upgrade UPS Network Backup	1	2,000					\$ 2,000.00
Upgrade Network Switch	4		12,000				\$ 12,000.00
Furniture & Equipment							
Upgrade Furnishings	3	5,000	5,000	5,000	5,000	5,000	\$ 25,000.00
Machinery & Equipment							
LED Light Conversion - Interior	1	12,500	12,500	12,500			\$ 37,500.00
Upgrade SelfChecks	1	12,200		40,000			\$ 52,200.00
Buildings & Building Improvements							
Reconstruct Pergola	1	50,000					\$ 50,000.00
Upgrade Building - Upper Level	2	10,000					\$ 10,000.00
Upgrade Roof	4				16,000		\$ 16,000.00
Total		\$ 136,100.00	\$ 72,400.00	\$ 68,500.00	\$ 35,300.00	\$ 44,850.00	\$ 357,150.00

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Ordinance Amendment and Special Use Permit for Events	
OWNER: Mark Troendle, Director	PRESENTER: Mark Troendle, Director
REQUESTED AGENDA TYPE (A, I, D): I	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
BACKGROUND/CONTEXT: <p>NOTICE OF PUBLIC HEARING</p> <p>Notice is hereby given that the Planning Commission of the City of Stillwater, Minnesota, will meet on Wednesday, June 13th, 2018, at 7 p.m. and the City Council will meet on Tuesday, July 3rd, 2018 at 7 p.m. in the Council Chambers at Stillwater City Hall, 216 North Fourth Street, to consider a request by Bill Turnblad, representing the City of Stillwater, for a Zoning Ordinance Amendment that would allow outside events in the PA, Public Administration/Institutional Zoning District by Special Use Permit. Also, if the Ordinance is approved, consider a Special Use permit for the Stillwater Public Library to hold outside events. Property located at 224 3rd St N in the. PID 2803020130151. Complete property and legal description available upon request. CPC Case No. 2018-27.</p> <p>All persons wishing to be heard with reference to this request will be heard at this meeting.</p> <p>Bill Turnblad Community Development Director</p>	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS: Revised SUP conditions text	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

SUP Conditions – Revised Text 5/31/2018

1. Rental is available on Fridays and Saturdays until 12:00 midnight; and all events must end by 11:00 p.m. to allow for clean-up and closing by midnight. Sunday through Thursday, event rental is available until 9:00 p.m. Event start times may vary based on parameters set by the Library. Upon receiving an application, the Library Board may make an exception to the Sunday through Thursday end-time schedule. The Venue Coordinator will work with the Renter to determine arrival and departure times.
2. The Renter is required to put down a Noise Deposit fee as set by the Library Board prior to the event. This deposit will be returned after the event if there have been no infractions of the Library Noise Procedures.
3. DJs, musicians, and any other performer who provides amplified music/sound for the Renter will be instructed by the Venue Coordinator of our strict noise procedures. They will be given a copy of the City of Stillwater Code that pertains to noise and instructed about the decibel levels within compliance and penalties incurred for noncompliance.
4. DJs, musicians, and any other performer must honor requests from the Venue Coordinator, on-site Security Officer, Library Staff, or Stillwater City Police for reduction of music/sound levels. The Library retains the right to end the play of music at any time if a request to reduce the volume levels is not obeyed. The Library retains the right to determine reasonable volume, amplification, and bass levels.
5. DJs, musicians, and any other performer must keep the music/sound volume levels within City of Stillwater Noise Ordinance compliance. All requests for reduction of music/sound levels from the Venue Coordinator, on-site Security Officer, Library Staff, or Stillwater City Police must be obeyed.
6. All outdoor amplified music/sound must end no later than 10:00 p.m. on Friday and Saturdays. On Sundays through Thursdays, all outdoor amplified music/sound must end no later than 8:00 p.m. unless a special allowance has been approved by the Library Board.
7. All vendor vehicles must be parked in the designated area for efficient loading and unloading of event materials. Noise from carts, dollies, and hauling of equipment should be done as quietly and respectfully as practical.
8. Vendor staff will be instructed that the Library is located in a residential neighborhood and they need to conduct themselves accordingly.
9. The Library is not responsible for the noise or activities of the Renter and their guests outside the Stillwater Public Library premises.

Agenda Items Details

<p>AGENDA ITEM NAME & BRIEF DESCRIPTION: Director Evaluation Task Force Update</p>	
<p>OWNER: Director Evaluation Task Force</p>	<p>PRESENTER: Bell, Lockyear</p>
<p>REQUESTED AGENDA TYPE (A, I, D): D</p>	<p>IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1st READ, 2nd READ/FINAL APPROVAL:</p>
<p>IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:</p>	
<p>BACKGROUND/CONTEXT: <p>This draft, which is presented for board review and comment, is the result of a review of the evaluation practices of other libraries, a meeting with Donna Robole HR Director for the City of Stillwater, and Task Force discussions. Mark Troendle and Mike Keliher joined Task Force members at some meetings.</p> <p>The Task Force contacted Anoka County Library, Bayport Public Library, and Dakota County Library to gather information about how they evaluate their directors. A standard set of questions was presented to each library with follow-up questions as needed. The Task Force also met with Donna Robole to learn how the City evaluates the City Administrator. Donna shared expertise gained in her extensive HR experience in various settings, including UW-River Falls.</p> <p>The attached documents are designed to meet these goals:</p> <ul style="list-style-type: none"> • Develop a collaborative process that works well for the Board, Director, and SPL. • Focus the annual evaluation more on the future than the past, more on goals than subjective numerical ratings. • Streamline the process to make the evaluation more useful and meaningful in supporting library goals and the director’s professional growth. • Build the evaluation based on strategic plan goals with ongoing board/director conversations to assess progress. • Align the director’s goals with strategic plan goals as long as other more intangible goals, such as leadership and developing staff potential, are considered. </p>	
<p>ATTACHMENTS/SUPPLEMENTARY DOCUMENTS: Goal Review Guide Goal Development Worksheet</p>	
<p>PREVIOUS ACTION ON ITEM:</p>	
<p>REVIEWED BY COMMITTEE?:</p>	

Performance — Goal Review Guide

A brief progress review of goals should occur every four months at a full Board meeting. The final review will occur during the Director’s anniversary month. The reviews are designed to be conversational in nature and conducted mutually with the Director and Trustees. The periodic reviews will be noted in Board minutes as having been completed with barriers and successes noted.

Upon completion of the Annual Review, the Director and Board Chair should sign this document noting that the review occurred and was completed in a satisfactory manner for the Director and the Board of Trustees.

The following questions may serve as a structure for conducting the progress discussions.

Review and update position description (annually only):

Changes needed:

Position description accepted as accurate.

Review current year’s goals and your progress in obtaining them.

Goal #1

Goal #2

Goal #3

What areas are/were particularly challenging and why?

How might the board have helped you be more successful in achieving your goals?

What goal or accomplishment has been the most satisfying for you?

What is going well with the job and why?

Director’s Signature

Date

Board Chair

Date

Goal Development Worksheet

Director's SMART GOAL Proposal	Trustee comments/suggestions/ideas	Goal to be used in Performance Evaluation
Director's SMART GOAL Proposal		Goal to be used in Performance Evaluation

Goal Development Worksheet

Director's SMART GOAL Proposal		Goal to be used in Performance Evaluation

S.M.A.R.T. goals are defined as specific, measurable & meaningful, achievable, results-focused, and time-bound.

Specific: Goals should be simplistically written and clearly define what you are going to do.

Measurable: Goals should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Additionally, goals should have meaning and value for the Director.

Achievable: Goals should be achievable; they should stretch you slightly so you feel challenged, but defined well enough so that you can achieve them. You must possess the appropriate knowledge, skills, and abilities needed to achieve the goal.

Results-focused: Goals should measure outcomes, not activities.

Time-bound: Goals should be linked to a timeframe that creates a practical sense of urgency, or results in tension between the current reality and the vision of the goal. Without such tension, the goal is unlikely to produce a relevant outcome.

Agenda Items Details

<p>AGENDA ITEM NAME & BRIEF DESCRIPTION: Strategic Plan</p>	
<p>OWNER: Mike Keliher, President Mark Troendle, Director</p>	<p>PRESENTER: Mike Keliher</p>
<p>REQUESTED AGENDA TYPE (A, I, D): A</p>	<p>IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1st READ, 2nd READ/FINAL APPROVAL:</p>
<p>IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION: Action is requested to: (1) Identify a shortlist of consultants, and (2) Determine the process for interviewing consultants on the shortlist.</p>	
<p>BACKGROUND/CONTEXT: Respondents to the library’s request for proposal (RFP) for strategic plan development are included with this packet.</p> <p>To adhere to the timeline of awarding a contract at the July 10 board meeting, the following actions are recommended for your consideration:</p> <ul style="list-style-type: none"> • Identify a short list of consultants to interview • Determine the process for interviewing shortlisted consultants 	
<p>ATTACHMENTS/SUPPLEMENTARY DOCUMENTS: RFP submittals from 7 consultants, plus the RFP released on May 7 and one addendum made available to all proposers</p>	
<p>PREVIOUS ACTION ON ITEM:</p>	
<p>REVIEWED BY COMMITTEE?:</p>	

Strategic Planning Proposal

for

The City of Stillwater Public Library



May 27, 2018

Mark Troendle
Library Director
City of Stillwater Public Library
224 Third Street North
Stillwater, MN 55082
651-430-8753

Dear Mark,

We are delighted to submit the following strategic planning proposal to the City of Stillwater Public Library. Our mission is to strengthen your team and organization through our work together so that you can best fulfill your mission to *promote the power of knowledge, encourage the discovery of ideas, and instill the joy of reading.*

We're two people who love making a difference in the lives of our clients. We believe in the power of thoughtful evaluation, strategic planning, and leadership development. And we are ready to help you do that work.

At Aurora, our values guide our work.

- **Practicing generosity:** Investing in relationships. Volunteering in the sector.
- **Working collaboratively to achieve a common goal:** Leading participatory planning processes. Adapting to changing circumstances.
- **Leading with honesty, humility, and joy:** Inviting, exploring, and honoring diverse perspectives.

We are hopeful for the opportunity to put these values into practice with Stillwater Public Library. Thank you for inviting us to submit this proposal. Should you have any questions, Sarah or Al is happy to answer them either by phone, email or in person.

Sincerely,

Sarah Cohn and Al Onkka

scohn@auroraconsult.com, 612-315-4350
aonkka@auroraconsult.com, 612-584-3953

Aurora Consulting, 1229 Tyler St. NE, Suite 285, Minneapolis, MN 55413

www.auroraconsult.com

OUR EXPERIENCE

At Aurora Consulting, we have extensive experience working with nonprofits facing unique challenges across Minnesota, the region, and nationally. We work with nonprofits of all sizes and across sectors.

The majority of our work falls into three broad and overlapping categories: evaluation, strategic planning, and organizational leadership development.

Within these broad categories, we have worked with organizations on projects related to:

- Strategic planning and action planning
- Environmental scans
- Organizational assessment
- Program and impact evaluation
- Evaluation capacity building
- Board development
- Organizational identity – mission, vision, values, outcomes
- Leadership development



Our Clients Include

Arts Midwest
Association of Children's Museums
Explora, Albuquerque
Epilepsy Foundation of Minnesota
Family Services Rochester
Family Tree Clinic
Minnesota Alliance on Crime
Minnesota Coalition Against Sexual Assault
Minnesota Elder Justice Center
Minnesota River Area Agency on Aging
Museum of Science, Boston
Northwest Minnesota Foundation
Propel Nonprofits (formerly Nonprofits Assistance Fund)
Office of the Vice President of Research, University of Minnesota
Science Museum of Minnesota
Somali American Parent Association
Toledo Community Foundation
University of Wisconsin, Superior
Urban Boatbuilders
Women's Health Center, Duluth

AURORA'S APPROACH

Aurora Consulting is dedicated to boosting your capacity to lead your nonprofit into the future. We understand the nuance and complexity of mission-driven organizations from different sectors, of different sizes, and at various points in their lifecycle.

We take a holistic approach to our work with nonprofits, understanding the interplay of governance, leadership, management, operations, strategy, and impact. Our approach is collaborative and participant-focused. We embed the skills and expertise within our client organizations and help develop leaders along the way.

Strategic Planning

Strategic planning is about intentionally learning, changing, adapting, and growing. Strategic planning helps you answer five short but important questions:

- Where are we now?
- Where do we want to be?
- What is holding us back?
- How can we move forward?
- What actions will we take?



Aurora does participatory strategic planning. We don't create a strategic plan for you. We facilitate a process that allows your team to create it. That way, it really is your plan, not ours. But, we'll be right there at your side, coaching you through the process as you wrestle with your challenges, envision your opportunities, and identify realistic steps to address both. We'll be your guides, your support system, and your cheering squad!

Our processes are guided by the Technology of Participation® facilitation and strategic planning processes. These processes incorporate best practices developed by a worldwide network over 40 years in strategic thinking, change management, organizational development, community development, innovation, and adult learning.

Relevant experience

Recently, Al and Sarah have facilitated participatory strategic planning for Epilepsy Foundation of Minnesota, Land of the Dancing Sky Area Agency on Aging, Arts Midwest, Minnesota Alliance on Crime, Somali American Parent Association, Minnesota River Area Agency on Aging, Women's Health Center – Duluth, One

Voice Mixed Chorus, Science Museum of Minnesota Department of Evaluation and Research.

Arts Midwest Strategic Planning Case Study:
<https://www.auroraconsult.com/client/arts-midwest/>

Facilitation

As facilitators, Aurora Consulting brings deep expertise in adult learning styles, group dynamics, consensus building, managing competing priorities and conflict, and outcome focused processes. Our facilitation is guided by the following values:

- Everyone in the room has wisdom.
- Everyone has a chance to listen and speak.
- Strength comes from the connections between perspectives.
- Together, our team is greater than the sum of its parts.

We've completed a number of strategic planning processes. Al Onkka's facilitation stood out as incredibly efficient and meaningful, resulting in an ambitious, yet attainable strategy.

Martha Faust, Executive Director, Minnesota Brownfields

Leadership Development

At Aurora, we believe that all aspects of reflection and planning projects should support the development of leaders throughout an organization. In our work, we rely on the expertise of the participants, model facilitative leadership practices, and promote ownership of the results.

PROJECT CONTEXT

We understand that the Stillwater Public Library is preparing to undergo a participatory strategic planning process with the board, staff, volunteers, and community members, and that the organization is reflecting on who it is and what its future can be.

Project Goals

We understand the goals of this project to include:

- Develop a shared understanding of the Library's past and present, including recent accomplishments and initiatives.
- Share the experiences and reflections of the Library's community with the organization.
- Establish a shared vision for the Stillwater Public Library's future.
- Develop a strategic plan to span 3 years.
- Revisit and revise the organization's mission, vision, and values.

Furthermore, this work will be conducted in a way that:

- Promotes broad, authentic participation by board, staff, clients, community members, and other stakeholders.
- Engenders board, staff, and stakeholder commitment to the Library's future.
- Models positive and productive collaboration.
- Develops the leadership capacity of all participants.
- Reflects the multiple perspectives and voices of the individuals and communities that support and are supported by NMP.

Participants

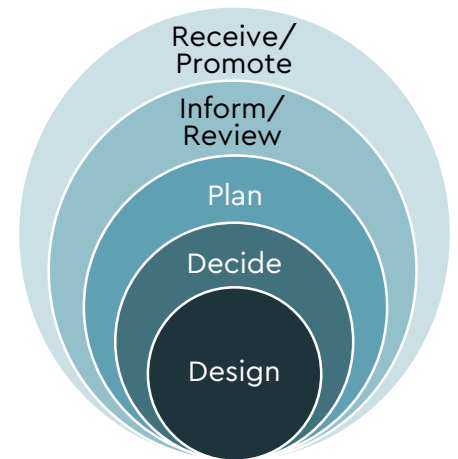
This project will include, at a minimum, the board, staff, and key volunteers or other stakeholders. Aurora will work with a small group of Library staff and board members (the design team) to define the roles of these various stakeholders in the project. A number of possible roles are included below.

Design. This group, the design team, participates in regular meetings with Aurora to design and adapt the project process. *Typically, this group is about 3-4 members of the board and staff.*

Plan/Decide. This group plans and/or makes final decisions. *We recommend that NMP's full board and full-time staff participate in planning.*

Inform/Review. This group contributes ideas or feedback to the planning team. *Key informants and groups of clients, partners, and key community groups will inform the planning.*

Receive/Promote. This group is informed of the project, receives the results, and spreads the word.



SCOPE OF WORK

A strategic planning process for the Library will follow the basic framework laid out below with room for flexibility in scheduling, logistics, and changing needs. We will customize and focus the process to best meet the needs of the Library.

Aurora will be responsible for facilitating the environmental scan, conducting the strategic planning process, and guide the Library through a Year One implementation planning process.



Process Management

Aurora works with a design team to customize the project, ensure its goals are clear, and facilitate a process that moves smoothly. The design team is made up of 3-4 organizational representatives from the leadership team, board, staff, or other key internal stakeholders. The design team provides critical input, guidance and feedback to the consultants throughout the process on stakeholder engagement, process design, organizational knowledge, and context.

Process:

The design team typically meets at critical junctures in the process, such as before and after each key strategic planning and research development point.

Deliverable:

Process management for a co-created and adaptable strategic planning process with strong buy-in and engagement from the organization.

Environmental Scan

An environmental scan focuses on gathering internal and external information to help the Stillwater Public Library explore guiding questions that seek to unpack the overarching question: "Where are we now?" These key questions guide both what information is collected and how it is collected. These key questions may include:

1. What are the organizational strengths and challenges that can be leveraged or addressed in order to be successful?
2. What programs are meeting the needs of our patrons, community, and other stakeholders?
3. Are there additional needs or concerns that should be addressed?
4. What changes or anticipated changes in the external environment must the Library pay attention to in order to successfully support the community?
5. What changes must the organization consider in order to best advance its mission?

In addition to the guiding questions, this process is guided by a deep understanding that information gathering is also a form of stakeholder engagement.

Recognizing the variety of partners, patrons, and community stakeholders the Stillwater Public Library engages with and serves, the environmental scan will include a number of strategies for gathering data to best inform the strategic planning process. Aurora will partner closely with the Library to co-design the environmental scan process so that we collect the right information, from the right sources, at the right level. Below are examples of information sources and tools used to gather information:

Possible Sources of Information	Possible Information Gathering Tools
<ul style="list-style-type: none"> • Clients • Partners • Funders • Health providers • Donors • Staff 	<ul style="list-style-type: none"> • Surveys • Interviews • Focus groups • Research • Document review of existing information

Process:

Based on the provided RFP, Aurora submits a draft environmental scan outline to include two data collection methods:

1. Interviews with key sector leaders and Stillwater Public Library supporters, and
2. Stillwater-wide online survey OR three focus groups with key Library stakeholders.

Pairing focused interviews with library experts and knowledgeable Stillwater Public Library champions with a broader yet shallower community-wide data collection process will allow the environmental scan to provide the Library with field-wide trends and activity as well as a snapshot of the community's perception of the Library as it is today. Each method has its strengths and drawbacks, so focusing first on what information the Library wants and needs to best engage in the strategic planning process will finalize and focus the data collection processes we pursue.

Aurora will work with the design team to identify the guiding questions and participants of the environmental scan. Aurora will coordinate with the Library and manage the process of developing instruments, conducting data collection training, and collecting data to engage and learn from the participants. Aurora will organize, analyze and summarize information from the environmental scan so that it can be used by the Stillwater Public Library in strategic planning.

Deliverable:

Data collection instruments and protocols, trainings, and evaluation project management. A final environmental scan report and resources for facilitating discussions and developing understanding of the findings.

- *Environmental scan reports are typically not public. For examples of our evaluation style reports see the link at the bottom of:*
<https://www.auroraconsult.com/client/nonprofits-assistance-fund/>

Strategic Planning

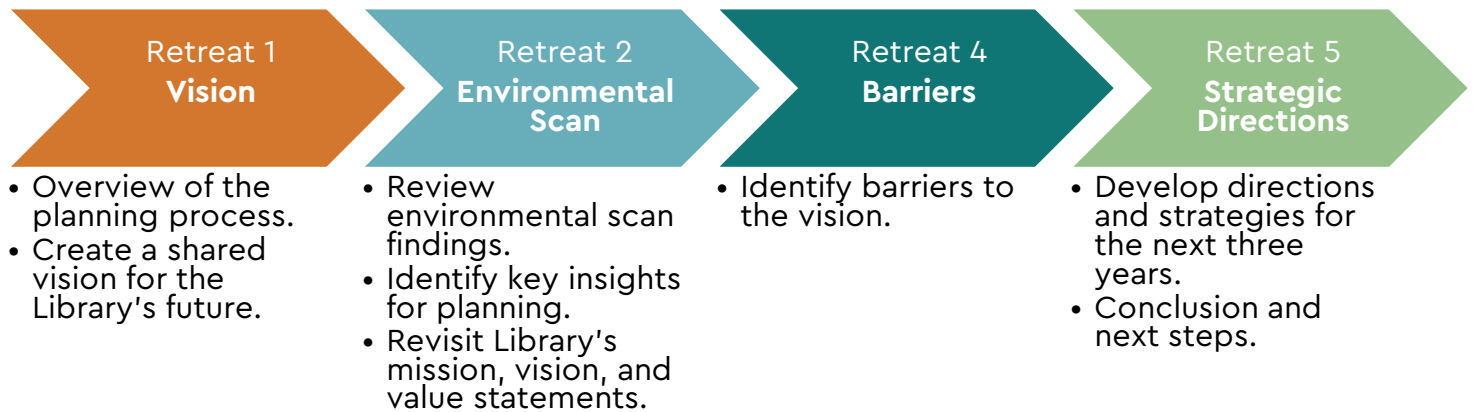
Aurora Consulting will facilitate strategic planning retreats designed to help the organization:

- Engage in deep discussion of the organization, environment, and field.
- Create a shared vision of the organization's future.
- Identify barriers that are holding the organization back.
- Determine strategic direction for the next 3 years.

Process:

Aurora will work with the design team to identify the best ways to involve as many staff, key community members, and board members as possible in creating the

strategic plan. Because we recommend that the full board and full-time staff be involved in the process, we have proposed the strategic planning process as a series of workshops to best fit the Library's schedule.



Vision Workshop – “Where do we want to be?”

Aurora will facilitate a half-day vision workshop with board members, staff, and volunteers. This workshop will focus on identifying and creating consensus on the vision that will guide participants in creating a three-year strategic plan.

Environmental Scan Workshop – “Where are we now?”

Aurora will facilitate a half-day workshop with board, staff, and community members to review the environmental scan findings presented in summary. Participants will assess how their vision (from the previous workshop) aligns with the results of the environmental scan and identify key insights that will be important for strategic planning. Based on the group's vision of the Library's future and the environmental scan feedback, Aurora will facilitate a review and draft rewrite of the Library's mission, vision, and value statements with the group.

Barriers Workshop – “What is holding us back from achieving our vision?”

Aurora will facilitate a half-day barriers workshop with board, staff, and community members. Participants will work together to identify the barriers to their vision – things that must be addressed to move forward as an organization.

Strategic Directions Workshop – “How can we move forward?”

Aurora will facilitate a half-day strategic directions workshop with board, staff, and volunteers. Participants will work together to identify the strategic actions that will move NMP toward its vision and address the barriers along the way. The result of this workshop is a set of directions and strategies that will comprise the bulk of the strategic plan document.

Design Team Revision

Aurora will facilitate a meeting (or series of meetings) with the design team to revise the work of the group. Aurora will facilitate the design team in wordsmithing and finalizing the language of the strategic directions, strategies, and public document of the process that will go to the board for approval before being rolled out internally and externally.

Deliverable:

A strategic plan document ready for final review and board approval. Recent examples of our work:

- <https://www.auroraconsult.com/client/arts-midwest/>
- http://www.epilepsyfoundationmn.org/files/6715/1363/2269/EFMN_Strategic_Plan_2018-2020.pdf

TIMELINE

All dates are approximate. Final schedule will be determined with the design team.

July-August

Initial meetings with the design team. Environmental scan planning.

August-October

Environmental scan.

October-December

Strategic planning retreats.

January 2019

Final design team meetings. Strategic plan submitted. Celebration event.

REFERENCES

Heidi Fisher, Executive Director, Epilepsy Foundation of Minnesota.

651.287.2314, hfisher@efmn.org

Aurora provided comprehensive environmental scanning, strategic planning, and implementation planning to EFMN in 2017.

Darla Waldner, Executive Director, Land of the Dancing Sky Area Agency on Aging.

218.745.9109, darla@nwrdc.org

Aurora worked with LDSAAA in 2017 to create a theory of change, update mission and vision statements, and a develop three-year strategic plan.

Bobbi Holtberg, Executive Director, Minnesota Alliance on Crime.

612.940.8090 ext. 101, bobbi@mnallianceoncrime.org

Aurora led board development, strategic planning, mission revision, implementation planning, and impact evaluation with MAC in 2016 and 2017.

WORK SAMPLES

Attached:

- Epilepsy Foundation Strategic Plan
- Land of the Dancing Sky Strategic Plan

MEET THE TEAM

Sarah Cohn and Al Onkka will provide the services for this project.

Sarah Cohn – Principal Consultant



Sarah Cohn helps her clients discern their audience's needs; think about their roles and opportunities as departments, organizations, and within broader networks; and build their internal capacity to measure the impact of their organizations and programs. In her experience, complex collaborations with diverse partners succeed when they build in time for listening and honest reflection. She sees her clients as the content experts and herself as the facilitator of nuanced conversations.

Sarah co-developed Team-Based Inquiry, a practitioner-focused form of evaluation, co-writing *Team-based inquiry: A practical guide for using evaluation to improve informal education experiences*. Since 2012, Sarah has been training organizations of all kinds in integrating Team-Based Inquiry, including the Natural History Museum of Utah, Sciencenter, and the Detroit Zoological Society.

Sarah managed the Science Museum of Minnesota's Evaluation and Research in Learning Department, one of the largest museum evaluation and research departments in the country, from 2009 to 2014. She left the museum to engage more organizations in audience research, evaluation, facilitation, and strategic planning in 2016. Sarah has supported the work of a variety of organizations, from the Minnesota Zoo and Imagine Children's Museum to University of St. Thomas' Center for Pre-Collegiate Engineering Education and Minnesota State Arts Board.

Al Onkka – Principal Consultant



Al works at the leadership level to help nonprofits plan for the future and evaluate their impact. He has worked in the field of evaluation, promoting data-based decision making and organizational learning, since 2009. He is inquisitive, analytical, good at connecting ideas, practical, and affable.

Al uses, and builds the capacity of others to use, an outcome perspective to help organizations learn, plan, and improve. An outcome perspective helps nonprofits focus on the purpose of their work, be adaptable to changing circumstances, and communicate with clarity and vivacity.

Previously, Al was an evaluator and researcher at the Science Museum of Minnesota. As a member of one of the largest informal education evaluation departments in the country, he led internal, local, and national evaluation and research projects. Al served as a board member and programs chair of the Minnesota Evaluation Association and also chaired the board of Rainbow Rumpus, a Minneapolis publishing and social justice nonprofit.

Al has a master's degree in Evaluation Studies from the University of Minnesota's Department of Organizational Leadership, Policy, and Development. He studied English and Philosophy at Luther College in Decorah, Iowa.



7236 River Road, Wilmington, NC 28412 (919) 444-1092 karen@karendashconsulting.com

June 2, 2018

Mr. Mark Troendle
Library Director
Stillwater Public Library
224 Third Street North
Stillwater, MN 55082

Dear Mr. Troendle,

Thank you for the opportunity to bid on your Strategic Planning initiative.

With over twenty years of expertise in conducting outcome-driven strategic plans, community assessments, and other analytical assessments for governments, libraries, universities, and nonprofits, we are excited to offer our proposal for Strategic Plan Development Services for the Stillwater Public Library.

Our firm has provided consulting services to the State Library of North Carolina, county library systems, and the New-York Historical Society, including developing a Master Strategic Plan for a county library system. We are currently working with a cooperative library system in central California and four library consortia considering a merger/restructuring in northwest Pennsylvania.

We have also developed Strategic Plans for divisions of state and county government and private educational institutions and conducted over 40 Community Needs Assessments. In our work, we have surveyed over 12,000 stakeholders, conducted nearly 200 interviews, and facilitated 50+ focus groups.

Please visit <http://www.libraryconsultants.org/> to review a profile of our firm on the Spotlight (Home) page.

Please let me know if I can provide additional information.

Thank you again for your consideration.

I wish you a lovely day!

Best,
Karen Dash



7236 River Road, Wilmington, NC 28412 (919) 444-1092 karen@karendashconsulting.com

STRATEGIC PLAN DEVELOPMENT

Proposal Prepared for Stillwater Public Library Board Stillwater, Minnesota

June 2, 2018

Karen Dash, President

919.444.1092

Fax: Please call ahead

karen@karendashconsulting.com

www.karendashconsulting.com

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EXECUTIVE SUMMARY OF PROPOSAL HIGHLIGHTS

With over twenty years of expertise in conducting outcome-driven strategic plans, community assessments, and other analytical assessments for governments, libraries, universities, and nonprofits, we are excited to offer our proposal for Strategic Plan Development Services for the Stillwater Public Library (SPL). Our clients have included the State Library of North Carolina, the New-York Historical Society, Duke University, county library systems, and the US Department of Education. We have conducted Strategic Plans for a county library system, a state agency, a county School Board, and nonprofits agencies. We are also avid readers and fans of public libraries, and appreciate any opportunity to support them. We would enjoy the opportunity to partner with your team.

Stillwater Public Library seeks a Strategic Plan during a time of growth for the library and significant change in the role of libraries and their delivery of services. According to our analysis of SPL's annual data, from 2010-2016, revenues have increased 22.4%. From 2014 to 2016 alone, SPL operating revenues increased 8%, visits to the library increased nearly 21%, program attendance grew 21.3%, and circulation of downloadables increased 53.4%.

To meet the exciting challenges ahead for Stillwater Public Library, we propose an 11-step process to partner with SPL in conducting a 3-4 year outcomes-based Strategic Plan that will result in an ambitious but achievable multi-year plan. The steps below are discussed further within our proposal and correspond to the timeline as well.

1. Meetings with SPL to coordinate schedule, finalize priorities, identify key stakeholders, request data
2. Identify Key Stakeholders and Finalize Community Assessment Plan to gather stakeholder opinions
3. Conduct Environmental Scan of SPL's Operating Environment – political, economic, technological, etc.
4. Develop Questions for Community Assessment Focus Group Meetings, Interviews, and Surveys
5. Conduct Community Assessment Stakeholder Surveys, Focus Groups, Interviews
6. Conduct Meetings with SPL Team, including 4-Hour Staff Session
7. Examine SPL Mission, Vision, and Values Statements and Make Recommendations
8. Conduct Analysis of Community Assessment Research in Light of Environmental Scan, Project Goals
9. Develop Recommended Goals, Objectives, Strategies, and Timelines for Strategic Plan
10. Develop and Write Strategic Plan Report
11. Present Strategic Plan Report to Library Board

(OPTIONAL) Review of Library Job Descriptions and Organizational Structure

Along with a discussion of our methodology, we offer a corresponding August 1 – November 30, 2018 timeline of activities, which includes weekly progress updates by email and ongoing calls and meetings as needed.

Our proposed Community Needs Assessment is built around a strategy of stakeholder surveys, 10-12 high-interest stakeholder interviews, and 2-3 focus groups of library constituents; however, we will work with the Board to determine the best methodology for reaching our various stakeholders.

Our firm has conducted over 40 Community Needs Assessments. As with all such projects, our SPL Community Assessment research will be conducted within the library's unique operating environment, which includes a strong community sense of honoring Stillwater's history while embracing its future. To provide an informed context for our Strategic Plan, we will conduct an environmental scan of the library's economic, political, technological, and operating environment and those of comparable and dissimilar libraries. In doing so, we will be able to build on the library's strengths and plan for potential challenges in building a big picture vision for the next 3-4 years.

In our work, we have surveyed over 12,000 stakeholders, conducted nearly 200 interviews, and facilitated 50+ focus groups. We've developed tools that have enriched our Strategic Planning and offer those as options for your consideration, including (1) our Analysis of the Job Descriptions and Organizational Structure; (2) Pre-Meeting Surveys to supplement Focus Group discussions; and (3) A Powerpoint Summary Presentation of the Plan.

ORGANIZATIONAL STRUCTURE

Karen Dash Consulting LLC is a full-service strategic consulting firm specializing in libraries, educational institutions, governmental entities, and nonprofits. Founded in November, 2011 in North Carolina, we conduct Strategic Plans, Community Needs Assessments, Program Evaluations, and other organizational assessments to help organizations make the most of their resources.

Our firm's principal is Karen Dash, MPA, founder, and is supported by consulting colleague Kimberly Leonard, CPA, MPA.

We have conducted work for library clients nationwide, ranging from the State Library of North Carolina to library consortia in California and Pennsylvania, and have also provided consultation services for the New-York Historical Society.

TECHNICAL QUALIFICATIONS

Introduction to Karen Dash Consulting LLC

Thank you for your consideration. We appreciate the opportunity to bid on your Strategic Plan Development project. Strategic Plans are especially fulfilling work for us because they offer an opportunity for a community to collaborate in creating a vision for the next several years. We enjoy facilitating the ongoing discussions of engaged, passionate community members, including patrons, staff, Library Boards and Friends, partners, funders and others about their library's successes and potential opportunities. Additionally, we enjoy the challenge of bringing more quiet community voices into the conversation as well.

In addition to facilitating the development of Strategic Plans, we have also trained 65+ members of Mecklenburg County, NC government to develop their own Strategic Plans. While cost-effective, such in-house Strategic Plans often suffer from concerns regarding the biases and "hidden agendas" of the staff members leading such efforts, leading to a lack of organizational buy-in and unsuccessful implementation. We create plans that organizations and communities can embrace and implement.

Our firm welcomes the challenges of modern Library Strategic Planning as libraries undergo such a significant change in public expectations, as well as in their delivery of services and programs. The Stillwater Public Library's Strategic Plan Development is of particular interest to us because of the positive community spirit that clearly infuses the library.

From the celebration of Stillwater's past to the inspirational quotations by Albert Einstein, J.M. Barrie, Barbara Kingsolver, John Muir, Lao Tzu, and so many others, SPL's social media feels very alive, welcome, and relevant. The library's breadth of services and programs, including children and teen programming, visiting Registered Therapy animals, and meditation classes, is indicative of a vibrant library culture responsive to community needs. Patrons offer wonderful reviews on Google about the library and the welcoming staff.

Our preliminary analyses confirm that the library is growing and changing to meet patrons' expectations. As stated previously, SPL's revenues have increased over 22% since 2010, and from 2014-2016, operating revenues, library

visits, program attendance, and downloadables circulation are on the rise. It is a professional pleasure to work with organizations that are looking onward and upward, constantly growing and experimenting. Even within the RFP, SPL notes that its Library Board and library “are in a very different place – all for the better – and therefore seek a different type of strategic plan.” We would be honored to contribute to SPL’s growth.

General Qualifications: Karen Dash Consulting LLC

With over twenty years of expertise in conducting outcome-driven strategic plans, community assessments, and other analytical assessments for governments, libraries, universities, and nonprofits, we approach Strategic Planning in a methodical, comprehensive way that efficiently utilizes an organization’s time and resources. KDC specializes in providing excellent, accurate, actionable results within compressed timeframes.

Our clients have included the State Library of North Carolina, the New-York Historical Society, Duke University, county library systems, the US Department of Education, and numerous government and nonprofit agencies. Within our work, we have developed and conducted over 100 opinion research initiatives, including surveys of over 12,000 stakeholders; nearly 200 interviews; and over 50 focus groups. In 2017 alone, we developed instruments to collect data from over 830 library stakeholders and analyzed that data to prepare a Strategic Plan, a Feasibility Study, and a Library Job Analysis.

Special Qualifications

Working in such a dynamic and changing field, our library clients have told us that they appreciate our significant strategic planning and organizational consulting services outside of the library field. We have been working with governmental, nonprofit, and educational organizations at the city, county, state, and federal level for over 20 years, and Ms. Dash spent 13 years as a Senior Risk Manager at American Express, a Fortune 100 company; and as a Director of Institutional Research for a constituent campus of the University of North Carolina. We have had the privilege of applying lessons learned and best practices from other industries to libraries for 2.5 years.

Throughout our work, we have interviewed or conducted focus groups with dozens of governmental officials, funders, board members, staff, and citizens. We’ve met county commissioners who don’t understand the modern library, who ask why we need libraries when we have Google. We understand how to listen to and partner with all community members in order to (1) educate them on the tremendous community value of libraries and (2) add their ideas and their “buy-in” to our community vision.

Staff Qualifications

Karen Dash, MPA, and Kimberly Leonard, CPA, MPA, will support the Stillwater Public Library team in conducting the Strategic Plan, with Ms. Dash leading and managing the project.

About Karen Dash, MPA

President Karen Dash is an award-winning Strategic Planner with 20+ years in government, library, nonprofit, and corporate settings. Ms. Dash brings a proven track record of synthesizing complex information to develop strategic plans and organizational assessments encompassing a variety of stakeholders. Most recently, she served as the first Director of Institutional Research at the North Carolina School of Science and Mathematics (NCSSM),

a campus of the University of North Carolina, and previously served for 13 years as a Senior Risk Manager at American Express.

Ms. Dash holds an undergraduate degree from Harvard University in English and a Masters of Public Administration with a concentration in Advanced Analytical Techniques from Columbia University. She has twice been awarded with the American Express Chairman's Award for Quality, and a JP Morgan Internship Fellowship. She is an avid reader and loves every opportunity to visit the library.

About Kimberly Leonard, CPA, MPA

Senior Analyst Kimberly Leonard, CPA, offers 25 years of analytical experience, including both data and financial management skills. Her policy expertise and attention to detail has strengthened strategic planning stakeholder research and library operations and systems analyses. She will support the project as a researcher/ analyst. Ms. Leonard holds a Bachelors in Accounting and a Masters Degree in Public Administration from the University of North Carolina-Wilmington.

Karen Dash

7236 River Road • Wilmington, NC 28412 • 919-444-1092 (c) • karen@karendashconsulting.com •
www.karendashconsulting.com

SUMMARY

Award-winning Strategic Planner with expertise in library planning, operations, and programming.

Core competencies include:

- Library Operations & Systems
- Library Facility Trends
- Strategic Planning
- Mixed methods analytics

CAREER ACCOMPLISHMENTS

KAREN DASH CONSULTING, LLC

Wilmington, NC

President

1993-present

Owner of full-service management consulting firm providing Strategic planning and organizational development services. Clients include the New-York Historical Society, State Library of North Carolina, Duke University, West Ed, Harnett County (NC) Public Library, Braswell Memorial Library (NC) and Pennsylvania and California library systems.

NORTH CAROLINA SCHOOL OF SCIENCE AND MATHEMATICS, Durham, NC

Director of Institutional Research and Extended Programs

2008 - 2011

Maximized effectiveness of 40+ educational initiatives by conducting complex quantitative/qualitative assessments analytics. Surveyed 700+ stakeholders for Strategic Plan.

AMERICAN EXPRESS, New York, NY

1995-2007

Senior Manager, Risk Fast Path Team, 1995-2007 (telecommuter)

Primary leader of numerous initiatives to evaluate new systems processes and strategies and increase operational efficiencies through robust data analysis.

EDUCATION

Columbia University School of International and Public Affairs, New York, NY

Masters of Public Administration and Management, 1992

- Statistics Teaching Assistantship

Harvard University, Cambridge, MA

Bachelors in English and American Literature and Language, 1987. Deans List, 1983-87

AWARDS

American Express Chairman's Award for Quality

JP Morgan Internship Fellowship

Kimberly Howell Leonard, MPA, CPA

7551 Ireland Court, Wilmington, NC 28411 | H: 910-319-7976 | khleonard@ec.rr.com

Professional Experience

Nonprofit Consultant, Kimberly Leonard (part-time, August 2013 – present)

Certified Public Accountant, Windham & Henderson (part-time, February 2012- present)

Accounting Manager, Worsley Operating Corporation (November 2008 - September 2009)

CFO, Controller, Southeastern Nephrology (December 2006 - October 2008)

Certified Public Accountant, Kimberly H. Leonard, CPA (September 1997- December 2004)

Administrator/Controller Helen Alice Higgins Montessori School (June 1992 - September 1997)

Certified Public Accountant, Earl Swinson, CPA (December 1990 – June 1992)

Education

University of North Carolina at Wilmington

Master of Public Administration, May 2014 – GPA 3.9

Bachelor of Science in Accounting, May 1985

Audited all Classes for Montessori Teaching Certification, 1993 – 1994

Continuing Education classes on Teaching through NCHE Homeschool Association, 2004- 2010

Certifications

North Carolina Certified Public Accountant, #19418

Competent Toastmaster Certification, May 2010

Analytical

- Conducted in-depth statistical analysis of research data, consisting of over 3,000 pediatric parents and 18 subgroupings, to test the correlation of the research hypothesis, among each subgroup, and to the research group as a whole.

Verbal and Written Communication

- Listened and resolved parental complaints with nonprofit school system.
- Presented rare disease research study at 2014 NCPHA and NCSOPHE conferences.

Management and Nonprofit Leadership

- Conducted and lead strategic planning initiatives with various nonprofits.
- Designed strategies to effectively and efficiently accomplish organizational mission, based on analysis of environment, organizational processes, resources, and stakeholders' perspectives.

Previous Experience/References

Below please find a sample of similar projects and/or utilization of similar analytical skills/tools and contacts.

Angela McCauley

Library Director
Harnett County Public Library
amccauley@harnett.org
601 South Main Street
PO Box 1149
Lillington, NC 27546
Work 910.893.3446
Mobile 910.591.8461

Consolidation Feasibility Study

Master Plan and Feasibility Study for Harnett County Public Library, Lillington, NC

Our firm developed a Master Strategic Plan that was formally adopted by the Harnett County Commissioners in March, 2018. We also developed a Consolidation Feasibility Study to determine how the county's libraries might consolidate into a unified system. For both projects, we conducted extensive stakeholder feedback, including soliciting the opinions of 700 community members and community leaders, through surveys, and interviews. We facilitated three library patron focus groups, as well as three meetings each of the Internal/Staff Strategic Planning Committee and the Strategic Planning Advisory Board, composed of Board members, Library Friends, and other public stakeholders.

Molly Westmoreland

Director, Wilson County NC Library (former Consultant for Public Library Management, State Library of North Carolina)
249 Nash St W
Wilson, NC 27893
252-237-5024 phone
mwestmoreland@wilson-co.com

Feasibility Study of North Carolina Regional Library System

In 2016, our firm conducted a feasibility study of the NC Regional Libraries System, comprised of 12 regional libraries supporting 42 county libraries. The study included 25 analyses of the North Carolina Library System's financial and operating environments and sustainability, as well as interviews of 12 regional library directors and a Salary and Job Classification analysis of 138 library job descriptions.

Raye Oldham (retired, former Federal Programs Consultant, State Library of North Carolina)

raye.oldham@gmail.com

919-744-7250
1722 Peninsula Glen Court
Fuquay Varina, NC 27526

Feasibility Study of North Carolina Regional Library System

After attending my presentation of the NC Regional Library Assessment results, Ms. Oldham recommended our consulting services to two North Carolina library systems, including developing a Master Plan and Feasibility Study for Harnett County and a Salary Study for Braswell Memorial Library.

Catherine Roche

Director, Braswell Memorial Library
252-442-1951 ext 227
227 N. Grace St.
Rocky Mount, NC 27804
croche@Braswell-Library.org

Library Salary and Position Study

We conducted a Salary Study of 36 positions for this county library system, based on review of job descriptions, interviews with 22 employees, and 24 employee salary surveys. We also conducted a robust analysis of 17 population, demographic, and economic indicators to identify comparable county systems for context. Our recommendations included a series of modular-based templates for creating job descriptions representative of today's library job functions.

Michael Sanderson, MPH

(former) Manager, Best Practices Unit
Division of Public Health, Children and Youth Branch
North Carolina Department of Health and Human Services

CURRENT CONTACT INFO:

Michael_Sanderson@unc.edu
Research Program Manager
University of North Carolina Center for Environmental Health & Susceptibility
253D Rosenau Hall , Campus Box 7432
Chapel Hill, NC 27599

Phone: (919) 843-9506

Strategic Plan for NC Department of Health and Human Services Children & Youth Branch

In 2014, we conducted a Strategic Plan that included a stakeholder assessment of over 700 stakeholders.

Valita S. Quattlebaum, APR

Chief Communications Officer
New Hanover County Schools
6410 Carolina Beach Road
Wilmington, NC 28412
Office (910) 254-4221 Cell (910) 368-8133
Twitter: @NewHanoverCoSch

valita.quattlebaum@nhcs.net

Strategic Plan for New Hanover County, NC Schools

From 2015-2016, we conducted a Strategic Plan that included a Community Needs Assessment of nearly 1,800 stakeholders.

We have also conducted Strategic Plans for the following organizations.

- Wilmington Academy of Arts and Sciences (2013, 2014)
- Phoenix Employment Ministry (2012, 2013)

WORKPLAN -- DESCRIPTION OF METHODOLOGY, TASKS, TIMELINE, AND TIME ESTIMATES

We offer the following brief description of KDC's proposed methodology for conducting the Stillwater Public Library (SPL) Strategic Plan. For each step we link the appropriate item from the RFP Scope of Services and Tasks, Section 3.1. Our proposed timeline follows on page 16.

GOAL: In partnership with the Stillwater Public Library Board of Trustees to develop a suitably ambitious but achievable multi-year Strategic Plan for the library.

1. Meetings with SPL to coordinate schedule, finalize priorities, identify key stakeholders, request data, and report on progress

RFP Scope of Services 3.1.d. -- Communicate with key stakeholders throughout the planning process.

We envision our work with the Stillwater Public Library Board of Trustees, library administration and staff, and other key stakeholders as an ongoing partnership. We propose several introductory/kickoff meetings with the SPL team in order to coordinate our schedule, finalize goals and priorities, identify key stakeholders, and develop a list of requested background materials.

We value the input of the Board and would suggest ongoing meetings with the Board or a Board subcommittee in order to share progress updates, present information from our environmental scan and research, and request Board insights regarding issues that arise. As a baseline, we would offer weekly progress updates via email with occasional conference calls as needed.

2. Identify Key Stakeholders and Finalize Community Assessment Plan

RFP Scope of Services 3.1.g: -- Recommendations for Community Assessment that will inform a strategic planning process

We approach all strategic planning efforts through a 360 degree, data-driven review of the organization's operating environment through as many diverse groups of stakeholders as possible. Our rigorous Assessment of Community Needs will seek to capture not only the opinions of community members vested in SPL, but also potential library users not currently aware of the library's programs and services.

For SPL, we will solicit the feedback of library patrons, potential patrons, employees, SPL Board members, community partners, government officials, and other stakeholders through surveys, interviews, and community meetings/focus groups. Our proposed Community Needs Assessment is built around a strategy of stakeholder surveys, 10-12 high-interest stakeholder interviews, and 2-3 focus groups of library constituents. Together with the SPL Library Board, we will determine which opinion research methodology(ies) is most effective for reaching the various stakeholder constituencies.

3. Conduct Environmental Scan of SPL's Operating Environment – political, economic, technological, etc.

RFP Scope of Services 3.1.b. -- Inform the board about issues, trends, opportunities, challenges, etc. affecting libraries both similar to and different from Stillwater's.

All KDC projects are informed by extensive situational analyses of a particular organization's operating environment, similar to those scans espoused by Coffman (2007)¹. Some organizations refer to such analyses as Environmental Scans, SWOT analyses, SLOT analyses, or Situational analyses.

In the case of the Stillwater Public Library, we will review federal, state, and local political, economic, technological, legal, demographic, and socioeconomic trends that affect the library system and its stakeholders. We will gather the opinions of key stakeholders (discussed further below.)

¹ Coffman, Julia (2007). A Framework for Evaluating Systems Initiatives.

In our work with libraries across the United States, we find some common challenges (e.g., maintaining sustainable funding in times of economic challenges) and certain local issues of importance to a community (e.g., whether to form a joint library with the local YMCA.) We will identify comparable libraries to Stillwater, as well as those serving different communities under different financial or structural arrangements (e.g., a branch of a county library system.) Interviews with library directors across the U.S. will help us to place Stillwater's challenges in context and inform our discussions with the Library Board.

The analysis of factors related to SPL and its current operating environment will lay the groundwork for considering how to leverage SPL's strengths to maximize perceived opportunities, and how to strengthen the library to meet its challenges in an ambitious but sustainable manner.

We will also review research regarding modern library trends, including the recommendations of The Aspen Institute's 2014 report, "Rising to the Challenge: Re-Envisioning Public Libraries" and the Pew Center's "How Americans Value Libraries in their Communities."²

4. Develop Questions for Community Assessment Focus Group Meetings, Interviews, and Surveys

RFP Scope of Services 3.1.c: -- Gather input from key stakeholders to guide the board's planning.

RFP Scope of Services 3.1.g: -- Recommendations for Community Assessment that will inform a strategic planning process.

The Community Assessment serves two key functions: (1) to gather the input of community stakeholders regarding their aspirations, priorities, and needs regarding library services and programs; (2) to create buy-in and support among community members for the Strategic Plan. Properly-conducted Community Assessments can educate the public regarding the library's vital role as well as elicit feedback regarding the library's future role. Less successful Community Assessments can set unrealistic expectations for the library services/offerings.

To assess Community Needs, we will develop interview, focus group, and survey questions by intensively "drilling-down" to the key concepts of SPL interest. For example, KDC will seek to identify community needs and priorities for library programming and services within a limited budget. Additionally, our questions will seek to identify demand for those programs/services which might generate income for the library, such as the demand for holding weddings or other public events at the library (pending a zoning change/Special Use Permit, per SPL Board Packet, May 2018.) Where appropriate, questions will align to previous stakeholder research, to provide some basis for comparison over time.

As company practice, KDC's questions meet research-based standards for internal and external validity and reliability.³ Further, to make the most efficient use of stakeholder time, questions must provide data that is measurable and actionable, so that the Library team can take concrete actions based on stakeholder feedback. Our survey sampling methodology will be as inclusive as possible, taking advantage of technology-based dissemination (discussed further below) and old-fashioned paper-based surveys, including optional pre-meeting surveys.

² http://libraries.pewinternet.org/files/legacy-pdf/PIP_Libraries%20in%20communities.pdf

³ Wybo Wiersma, "The Validity of Surveys: Online and Offline," *Oxford Internet Institute*, (2011), http://wybowiersma.net/pub/essays/Wiersma,Wybo,The_validity_of_surveys_online_and_offline.pdf

5. Conduct Community Assessment Stakeholder Surveys, Focus Groups, Interviews

RFP Scope of Services 3.1.c: -- Gather input from key stakeholders to guide the board's planning.

RFP Scope of Services 3.1.g: -- Recommendations for Community Assessment that will inform a strategic planning process.

Working with the SPL team, we will develop a survey dissemination strategy to reach as many members of the community as possible, exploring avenues of electronic and hardcopy dissemination. While Polco might be an option, we utilize our own survey software which will be made available to this project. We will also conduct 2-3 focus groups, which we will schedule to maximize participation, and 10-12 stakeholder interviews that includes online, in-person, and telephone research.

(OPTIONAL) We generally recommend an additional **Pre-Meeting Survey** to help acclimate focus group participants to the topic while providing an additional feedback forum, especially for participants who may be shy in groups.

6. Conduct Meetings with SPL Team, including Four-Hour Staff Session

RFP Scope of Services 3.1.h: -- Facilitate a staff session of at least 4-hours with all library staff to be conducted in Stillwater.

As previously stated, the success of our project depends on our partnership and sharing of information with the SPL Board Strategic Planning team. Additionally, the insights of the SPL staff will be critical to the success of the Strategic Plan. We look forward to facilitating a 4-6 hour session with all Library staff in Stillwater. Working with the SPL Board Strategic Planning Team, we will set an agenda for the meeting, with overall goals of sharing the progress of the Strategic Plan thus far and eliciting library staff feedback and insights.

7. Examine SPL Mission, Vision, and Values Statements and Make Recommendations

RFP Scope of Services 3.1.j: -- Examination of current SPL Mission, Vision, and Values Statements

The SPL's Mission, Vision, and Values Statements – especially those related to Intellectual Freedom, Community Strength, and Stewardship -- are inspiring, inclusive, and welcoming; further, they are strong articulations of the staff and Board's passionate advocacy for literacy and community engagement. These values form the basis for the library's strategic focus on Investing in Facility and Collections, Organizational Relationships and Structures, and Community Engagement in its 2014-2017 Plan.

As we consider the next 3-4 years of the library's future, the SPL's Mission, Vision, and Values Statements may need to be adjusted in light of the Community Assessment results. We will partner with the SPL Board Strategic Planning team to review and potentially adjust these statements in light of library stakeholders' feedback about community needs and priorities.

8. Conduct Analysis of Community Assessment Research in Light of Environmental Scan, Project Goals

RFP Scope of Services 3.1.e: -- Develop a thoughtful, clear and purposeful strategic plan. In analyzing the large set of stakeholder Community Assessment feedback within the context of our Environmental Scan research, KDC will look for trends, themes, and anomalies in the data regarding stakeholder assessments, expectations, and visions for SPL, including the views of specific stakeholder groups.

9. Develop Recommended Goals, Objectives, Strategies, and Timelines for Strategic Plan Implementation

RFP Scope of Services 3.1.e: -- Develop a thoughtful, clear and purposeful strategic plan.

Based on the results of our Stakeholder Opinion Research and Environmental Scan, we will report to the SPL Board Strategic Planning Team on the emerging themes, goals, and priorities of the library's various constituencies. With the Strategic Planning Team's input, we will develop recommended Goals, Objectives, and Strategies, as well as a Timeline and Milestones, for the Strategic Plan that will most efficiently and sustainably use limited budget resources.

RFP Scope of Services 3.1.f: -- Gauge the success of the plan's implementation with tangible goals and objectives.

As previously stated, the Strategic Plan must be appropriately ambitious but also achievable. Providing the team with tangible goals and objectives is critical to ensuring that the Strategic Plan plays an active and dynamic role in library board, administration, and staff decisions over the next 3-4 years. To those ends, the goals and objectives must be clear, relevant, and straightforward. This plan will not sit on a shelf.

Our recommendations will include proposed strategies to implement the Strategic Plan's goals and objectives, along with associated timelines. Our timelines will include periodic "checkpoints" to monitor the progress of the plan's implementation.

KDC recognizes the importance of the sustainability of organizational assessment/strategic planning efforts and the need to practice and hone effective strategies beyond the development of our final deliverable. Many organizations implement a Continuous Improvement Process to monitor project implementation, evaluate roadblocks, and make adjustments as needed to goals or implementation practices. We will prepare the Library Board to develop their own Continuous Improvement Process to guide implementation of the 2018-2021 plan.

(OPTIONAL) If requested, KDC will provide additional consulting with the Stillwater Library Team around strategic planning and implementation of recommendations and/or evaluation of progress toward program goals.

A separate proposal at a project or hourly rate can be provided for this work if requested.

10. Develop and Write Strategic Plan Report

RFP Scope of Services 3.1.e: -- Develop a thoughtful, clear and purposeful strategic plan.

The writing of the Strategic Plan is an exciting culmination of the hard work that the library and the community have invested in considering the library's vision for the next 3-4 years. We will summarize the Community Assessment results and provide recommendations, timelines, milestones, and recommended resources for the library's board and staff to consider.

(OPTIONAL): If requested, we would also create and present a **Powerpoint Summary** of the results to key library decisionmakers.

11. Present Strategic Plan Report to Library Board

RFP Scope of Services 3.1.i: -- Completed strategic plan to be delivered to the Library Board on a timeline consistent with and guided by the strategic planning process.

In the following section, we offer a working timeline that envisions a 3-4 month process for completion of the Stillwater Strategic Plan, with a scheduled delivery of the final plan for late November, 2018. In working with the Library Board, administration, and staff, we would set a finalized timeline that best met the goals of the SPL team.

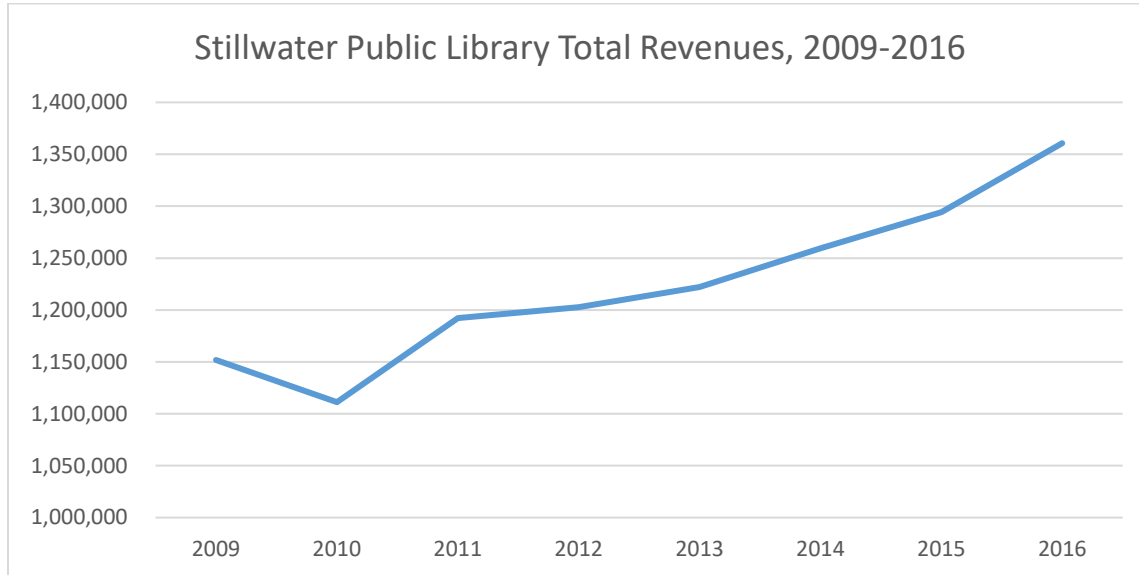
RFP Scope of Services 3.1.k: -- (OPTIONAL) Review of Library Job Descriptions and Organizational Structure to assess ability to meet strategic objectives

If requested, we will review the current SPL organizational structure and job positions to assess their ability to meet the Strategic Plan's objectives. We have conducted two Job Analyses studies of approximately 170 total positions for the North Carolina Regional Library System and a North Carolina county library.

WORKPLAN – UNDERSTANDING OF THE PROCESS AND BACKGROUND/CONTEXT

In 2016, the Stillwater Public Library served 20,768 people through its renovated Carnegie Library building, which hosted 149,618 visits. Over 9,000 people attended library programs that year, and nearly 324,000 items were checked out or downloaded from the library’s collection.ⁱ

As is the case with many public libraries across the country, SPL has faced fiscal challenges; unlike many libraries, the decline in revenues in 2010 has been followed by a generally steady increase through 2016, the last year for which data was available.



The SPL Library Board recognizes the possibilities for its library in a time of tremendous innovation and change within the library field. The opportunity to learn from the experiences of similar and different libraries as they navigate both evolving patron demands and evolving methods of library delivery can benefit SPL patrons and staff tremendously. This Strategic Plan offers an opportunity not only to meet traditional goals of identifying and meeting patron, staff, and community needs, but also to incorporate the best practices of innovative libraries within the context and history of Stillwater’s operating environment.

Our plan will help the SPL Board and team to develop a vision for the next 3-4 years that offers a forward-thinking roadmap, with ambitious yet achievable “checkpoints” of objectives, strategies, and timelines along with way.

WORKPLAN – PROPOSED TIMELINE

Below please find a proposed timeline of project activities with expected completion dates and responsible parties, abbreviated as Stillwater Public Library team (SPL) and Karen Dash Consulting LLC (KDC). We have used an August 1 start date and a November 30 end date, but we are flexible.

Proposed Timeline -- Activity	Group	Begin Date	End Date
1. Meetings with Stillwater Public Library (SPL) Planning Team to: <ul style="list-style-type: none"> Meet, coordinate schedule, and finalize goals and priorities (#2) Identify Key Stakeholders Discuss and request specific background data; Provide progress updates 	SPL, KDC	8/1	8/21
Provide weekly email updates of progress and any issues for SPL Team review	KDC	weekly	
3. Conduct Environmental Scan/Background Research, including review of: <ul style="list-style-type: none"> Trends in library budgets, funding sources, staffing, attendance, books, etc. Similar and different libraries' best practices/lessons learned Confer as needed with Library Planning Team and partners/funders to understand the local political, community, and economic environment 	KDC, with SPL input as needed	8/11	9/30
Periodic conference calls with SPL team to provide updates, discuss issues	KDC	ongoing	
4. Development of Questions for Community Assessment Focus Group Meetings, Interviews, and Surveys	KDC	8/1	8/15
4b. Obtain feedback from SPL re questions in order to finalize Community Assessment meeting/focus groups scripting, interviews, and surveys	SPL, KDC	8/15	8/22
5. Conduct surveys and/or interviews of library stakeholders through variety of channels (SPL Logistics support)	KDC	8/23	9/25
5b. Conduct two focus groups of library stakeholders (SPL Logistics support)	KDC	Sept 18	Sept 18
6. Prepare presentation and conduct meeting with full library staff to apprise of progress, discuss preliminary stakeholder feedback, and seek input	KDC, SPL	TBD	TBD
7. Examine CPRL Vision, Mission, and Values Statements and provide recommendations	KDC, SPL	8/1	9/30
8. Conduct analysis of results of Community Needs Assessment surveys, interviews, focus group meetings; Environmental Scan; background research and data	KDC	9/15	9/25
9. Develop draft goals, objectives, strategies, timelines for discussion with SPL	KDC	9/25	9/30
9b. Finalize goals, actions, and strategies based on SPL feedback	KDC, SPL	9/30	10/15
10. Develop and Write Strategic Plan Report, including recommendations, suggested timeline, milestones, and recommended resources	KDC	10/15	10/30
Receive feedback from SPL team on Strategic Plan draft	SPL	11/1	11/14
With feedback from SPL team, prepare final Strategic Plan report	KDC	11/15	11/29
11. Present final report to SPL Library Board	KDC	11/29	11/29
(OPTIONAL) Develop Pre-Meeting Surveys for Focus Groups	KDC	8/1	8/15
(OPTIONAL) Develop/present Powerpoint Summary of final report to SPL team	KDC	TBD	TBD
(OPTIONAL) Review of Library Job Descriptions and Organizational Structure	KDC	TBD	TBD

Thank you for your consideration!

PLEASE NOTE: RFP Addendum, etc. in 2nd attached file

ⁱ Stillwater Public Library 2016 Annual Report, p 2.

Consensus

“We put the *public* in public policy.”

RFP: Strategic Plan Development

Consensus Proposal to the Stillwater Public Library

Consensus contact person

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Proposal submitted to

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Organizational structure

Consensus is a nonprofit consulting firm, incorporated in 1984 in Missouri. The mission of Consensus is to put the *public* in public policy. We do that by providing the information, process, and neutral space where people can find common ground on even very difficult issues. From 1984-2003, Consensus was a traditional, grants-funded nonprofit. In 2004, we began serving clients in metro Kansas City and around the U.S., with a focus on public libraries.

Consensus is led by Jennifer Wilding, executive director, and has an engaged and active board of directors led by Kim Gile, community reference manager for the Kansas City Public Library. Consensus contracts with other individuals based on their skills and the needs of client- or grant-funded projects.

Consensus and library consulting

In 2004, Consensus released a study on library structure and governance called “Making Book: Gambling on the Future of Our Libraries,” written by Jennifer. The study received significant national attention, including placement on the OCLC recommended reading list and articles in several national publications. Tom Hennen served as consultant on that project; his research on wider units of service provided an invaluable framework for the Kansas City study.

Consensus and Hennen Library Consulting have since joined forces on studies for libraries in Iowa, Washington State, Oregon and Indiana. Tom

was the publisher of the HAPLR Index, a rating system for public libraries. Since 2010, he has provided customized reports for libraries and groups of libraries. The consulting emphasizes graphic visualizations of library data that allows libraries to compare their performance to peers. National library periodicals have published more than 50 of his articles on topics including library standards and accounting, and Neal-Schuman published his *Hennen’s Public Library Planner* in 2004. Tom recently retired as director of the Waukesha County Federated Library system in Wisconsin. Under his leadership, the system won nine National Association of Counties Achievement Awards in seven years for innovative programs and long-range planning efforts.

Tom provides extensive background on library structure and governance as well as data collection and analysis that illuminates the major issues the client is facing. Jennifer contributes skills in stakeholder and public engagement, research, public policy and communications. She teaches government leaders and others through a certificate program on public engagement for the University of Kansas Public Management Center.

Consensus’s work for libraries is informed by other projects for a range of clients.

The services we offer our clients

Consensus also works on behalf of local governments and nonprofit organizations, with the occa-



sional for-profit thrown in to keep things interesting. Among our (non-library) clients have been the U.S. Institute for Environmental Conflict Resolution, the Health Care Foundation of Greater Kansas City, the Mid-America Regional Council, Park University, the Mayor's Office and the Convention & Visitors Bureau of Kansas City, Kansas, the City of Roeland Park, and many others.

Our services include:

- Action planning using deliberation and other processes that allow groups to find common ground for action, sometimes at events for several hundred residents;
- Strategic planning using the future search process and other methods;
- Stakeholder engagement using traditional methods such as focus groups and interviews as well as small-group discussions facilitated by text and other models;
- Research and analysis; and

Many samples of our work are available at <http://www.consensuskc.org/services/>.

Grant-funded and pro bono work

Consensus also works with national leaders in deliberative democracy, partnering with groups such

as MacNeil/Lehrer Productions, the Kettering Foundation, and the National Institute for Civil Discourse.

For example, in 2013, Consensus led an effort to have Kansas City selected as a lead city in the national dialogue on mental health that the White House launched in response to the Sandy Hook shootings. Jennifer served as project director for Creating Community Solutions-KC, one of six lead cities selected. The project began with a day-long action-planning session attended by more than 300 citizens, including two mayors, and dozens of volunteers. Work since then has focused on implementing the community's action plan.

Consensus also conducts The Civility Project, a pro bono effort to encourage people to work across boundaries to make progress. The project began after the 2009 health care town hall meetings, where poor meeting design led to anger and acting out. Consensus and other public engagement leaders around the U.S. worked to draw the connection between process and behavior. As part of that, we began offering awards to individuals, groups and events that show how to reach across boundaries of any sort in order to find common ground.



Technical qualifications

1. Introduction to the consultant

The Stillwater Public Library strategic plan is an opportunity to propel an adept, successful institution into an even more impressive future. The Consensus team is excited about the opportunity to work with the library at this pivotal point in its history, to help create a fresh start that also respects the library's history and traditions.

The Consensus team includes skill sets that are ideal for this library at this moment. The Stillwater Public Library is an independent municipal library that operates as an associate of the Washington County Library system. That can be a challenge, as we know well. Our backgrounds, as detailed in this proposal, demonstrate our experience with helping libraries navigate the often-tumultuous waters of organizational structures. We also have substantial experience helping libraries meet the challenges that are inevitable when a long-term director leaves and is replaced

by a new leader.

Our work plan includes the best of both quantitative and qualitative techniques, and our qualifications are on point. Tom Hennen, himself an award-winning library leader, has decades of experience helping libraries find and learn from the best practices of other libraries. Jennifer Wilding is skilled at communicating with laypersons and at engaging stakeholders and community members in ways that build trust, identify common ground, and find creative new solutions. ETC Institute is the nation's premier survey research firm, helping thousands of government entities take action through clear, credible customer feedback.

At Consensus, we do not respond to every request for proposals for every library strategic planning project. We pick and choose, based on where we feel we can make a difference. We chose to submit a proposal to the Stillwater Public Library because we felt we were the right team for the library, at the right time. We hope you agree.



2. General qualifications

Thomas Hennen has been a librarian for more than 40 years. In 2013, he retired as the director of Waukesha County Federated Library System in Wisconsin. He previously directed library systems elsewhere in Wisconsin and Watonwan County in Minnesota. Waukesha County Federated Library System won nine National Association of Counties Achievement Awards in the last years of Tom Hennen's leadership for innovative programs and long-range planning efforts. Hennen is a thought leader on library issues. Library periodicals such as *Library Journal* and *American Libraries* have published more than 50 of his articles on a wide range of topics, including library futures, standards, and accounting. His book for Neal-Schuman, *Hennen's Public Library Planner*, was published in April 2004. Hennen has addressed professional library associations in 15 U.S. states, five Canadian provinces, and in Australia. Hennen developed Hennen's American Public Library Ratings (HAPLR), which used data provided by 9,000 public libraries in the United States to create comparative rankings. The rankings gained media notices in hundreds of communities from their first publication in *American Libraries* magazine in January of 1999. Hennen discontinued the HAPLR ratings in 2010 but continues to use his methodology to provide individualized reports for library planners. He has developed an extensive database of library statistics, which he has kept current and used for the statistical reports for client projects.

Jennifer Wilding has more than 30 years of experience in public policy, civic engagement and project

management. She has led many teams of volunteers and associates as they completed projects on time and on budget. She has a track record of leading regional efforts that were valued additions to high-profile national efforts, most recently the national dialogue on mental health. As a facilitator, she is adept at planning and leading meetings that get results, while keeping people engaged and enthusiastic about the task at hand. As a researcher and public policy analyst, her reports have received national attention. She is known as an exceptional communicator, able to translate complex topics for laypersons. Jennifer also serves as principal for Wilding & Associates, WBE/DBE.

ETC Institute – Jason Morado and Ryan Murray.

ETC Institute is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. The major areas of emphasis include citizen satisfaction surveys, parks and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities and counties than any other firm.

ETC Institute Tools and Methods

Benchmarking Analysis (Normative Comparisons)

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of city streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

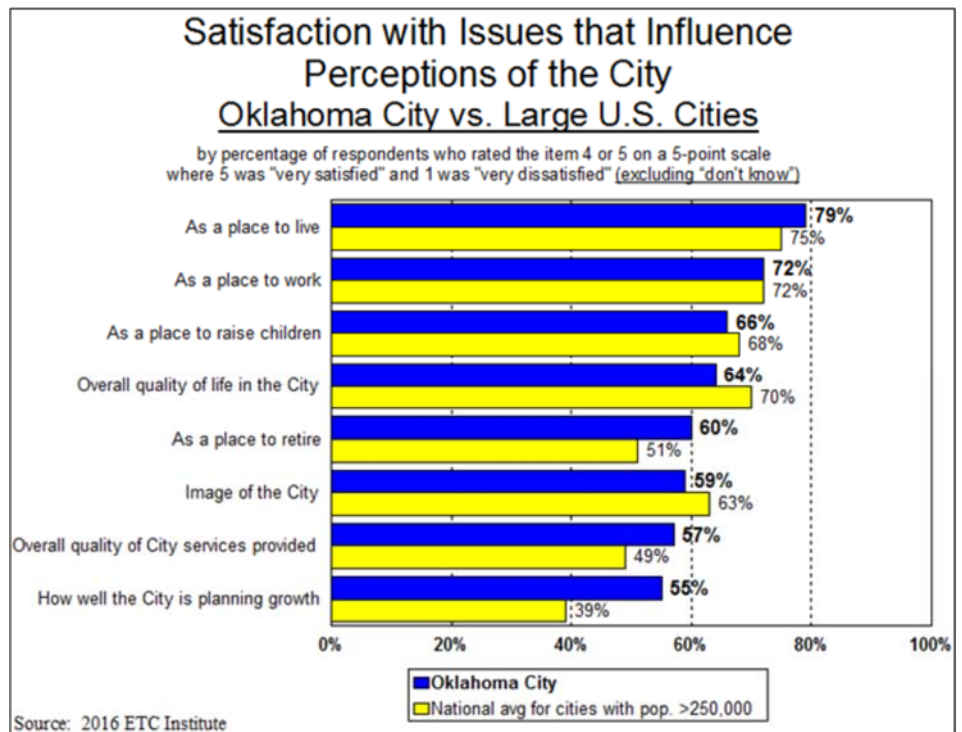
- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities (water, sewer, etc.)
- Public health services
- Library services

Benchmarking data can help local governments understand how their results compare to similar communities. For example, 57% of the residents in the City of Oklahoma City were “very satisfied” or “satisfied” with the overall quality of City services. Without comparative data, City leaders might have wondered whether 57% was an acceptable rating. As the chart shows, 57% is a relatively good rating for this issue among large cities in the U.S. Based on

the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall quality of services provided by the City was 49%.

Since November 1999, more than 250 cities and counties in more than 40 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating city and counties conduct the survey on an annual or biennial basis.

ETC Institute's experience with customer satisfaction research for city and county governments provides our clients with a unique capability for interpreting the meaning of survey results.



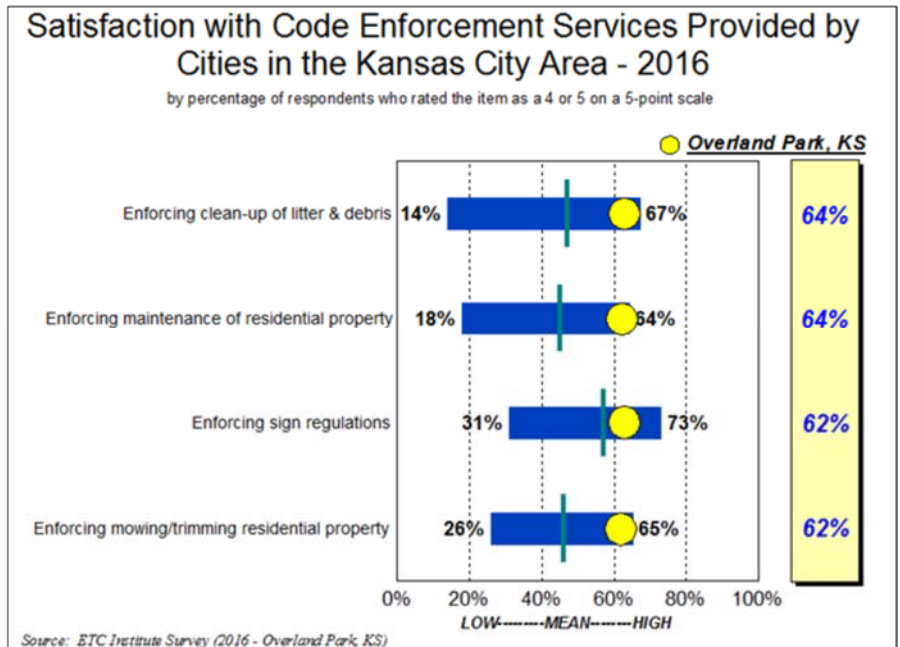
Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. Compared to other communities in the Kansas City Metro Area, ETC Institute’s benchmarking

data showed that Overland Park was performing very well. The Metro average for satisfaction with the enforcement of the maintenance of residential property in the City was 45%, which meant that Overland Park rated 19% above the Metro's average set a new high in our database. The dots on the chart to the right show the ratings for the City of Overland Park. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute's database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the Metro average based on the results surveys that are administered annually by ETC Institute.

Our research has shown that cultural norms often influence customer satisfaction survey results on city services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of city streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public perceptions about local governmental services, which can lead to faulty conclusions and recommendations.

Benchmarking Performance Over Time

ETC Institute can also help organizations develop composite customer satisfaction indices that can be used to track overall performance in more than

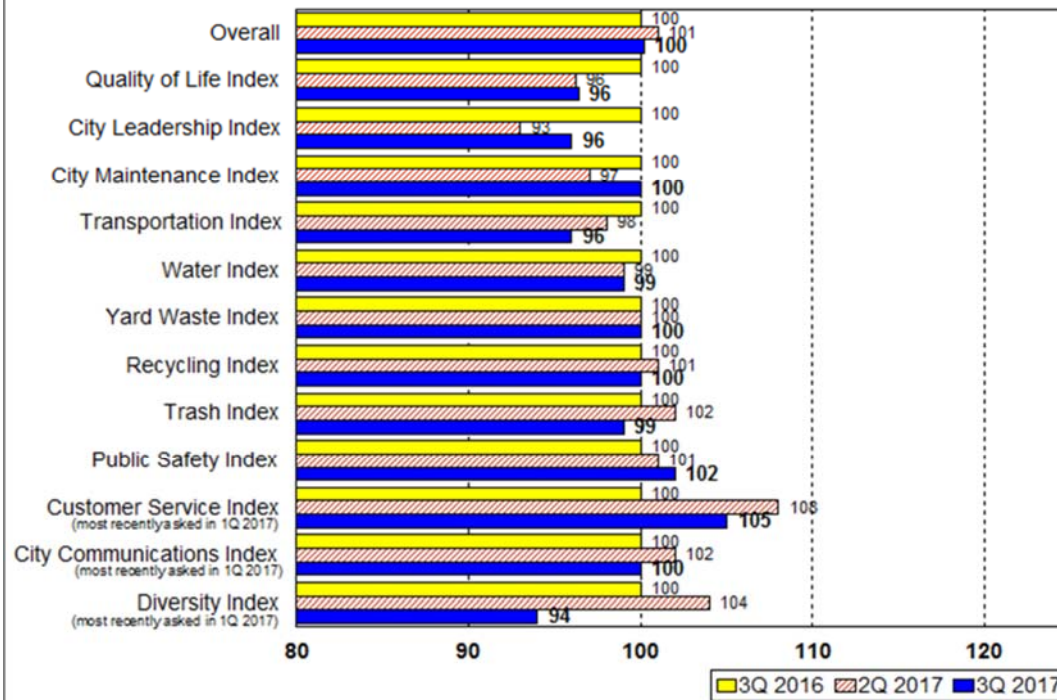


50 categories of service delivery. The index works like the Consumer Price Index (CPI). The index is a function of the City's composite performance in selected areas relative to the Base Year. Changes in the index from one year to the next shows how overall satisfaction with city services has changed relative to the base year. The data is compared to regional trends which are shown as a composite index for the region. This allows the City or County to see how its performance changes compared to other cities in the area.

An example of composite satisfaction indices that ETC Institute has developed to help city and county governments track performance over time is shown in the chart that follows. These indices were developed for the City of Olathe, KS to track performance in 13 major service areas. The chart shows how the City has performed on a quarterly basis.

Departmental Indices: 3Q 2016, 2Q 2017, 3Q 2017

derived from the mean satisfaction rating provided by residents in 3Q 2016=100



Source: ETC Institute (3rd Quarter 2017 Results)

Importance-Satisfaction Analysis

Importance-Satisfaction (I-S) Analysis is a tool that allows public officials to use survey data as a decision-making resource. The Importance-Satisfaction analysis is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Importance-Satisfaction Rating is a tool that is used by ETC Institute to help public officials use survey data to establish organizational priorities. More than 200 governmental agencies currently use ETC Institute's I-S Rating. The Importance-Satisfaction Rating is based on the concept that

organizations will maximize overall customer satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

ETC Institute began using Importance-Satisfaction analysis in the 1980's to allow governmental organizations the ability to assess the quality of service delivery. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool. The methodology for calculating the Importance-Satisfaction Matrix and the Importance-Satisfaction Rating will be provided if ETC Institute is selected for this study.

The table that follows offers an example of

the I-S Rating from the 2016 City of Durham Direction Finder Survey. The table shows that the City of Durham could maximize resident satisfaction with parks and recreation services by investing in greenways and trails and a larger variety of City recrea-

tion opportunities. Investments in the length of commutes to desired recreation amenities would have the least impact on overall satisfaction with the City’s parks and recreation system.

2016 Importance-Satisfaction Rating City of Durham Parks, Recreation, and Open Space						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS 10-20)						
Greenways & trails	31%	1	63%	1	0.1144	1
Variety of City recreation opportunities	20%	3	48%	7	0.1047	2
Medium Priority (IS <10)						
Cultural programming	24%	2	61%	2	0.0925	3
Recreation Center programs	16%	4	48%	8	0.0844	4
Outdoor athletic fields & courts	16%	5	55%	4	0.0728	5
Aquatic programs	11%	6	40%	9	0.0662	6
Customer service provided by City's Parks & Recreation staff	7%	7	54%	5	0.0338	7
Athletic programs	6%	8	49%	6	0.0286	8
Length of your commute to your desired recreation amenities	6%	9	56%	3	0.0245	9

ETC Institute can also develop **Importance-Satisfaction matrices** to display the perceived importance of core services against the perceived quality of service delivery. The two axes on the matrices will represent Satisfaction and Importance. The I-S (Importance-Satisfaction) matrix allows public officials to analyze the survey data as described and shown below.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer’s overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.

- **Exceeding Expectations (below average im-**

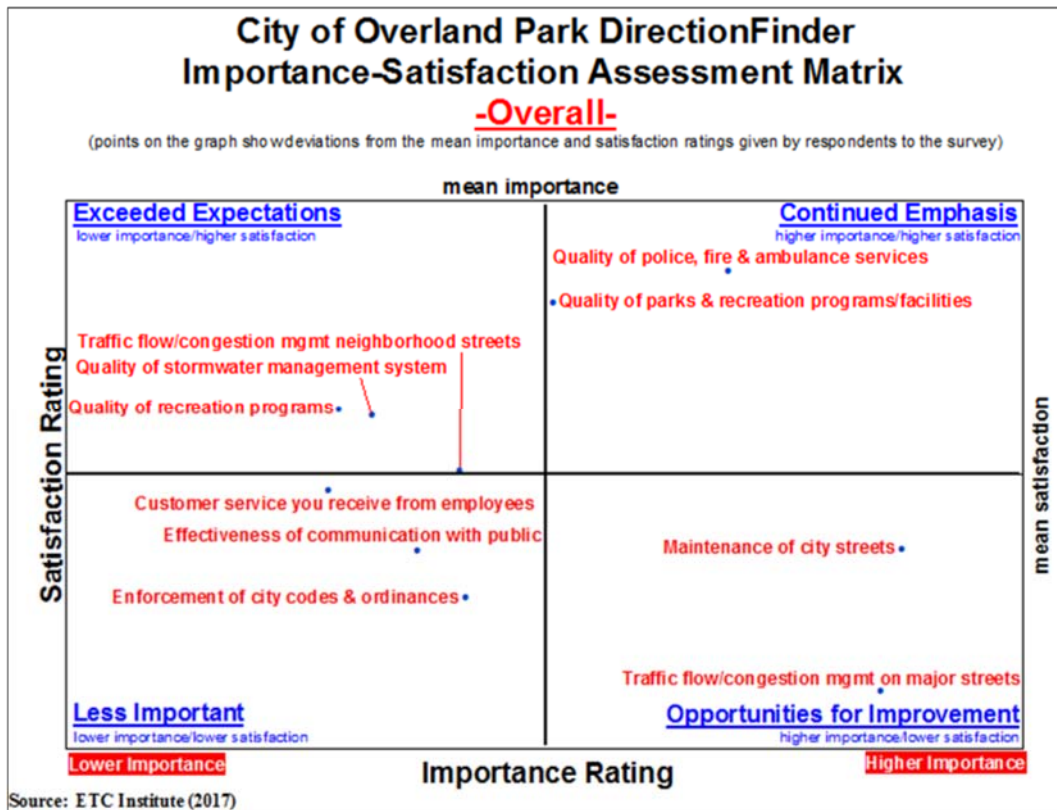
portance and above average satisfaction). This area shows where the City is performing significantly better than customers expect the organization to perform. Items in this area do not significantly impact the customer’s overall level of satisfaction. The City should maintain (or slightly decrease) emphasis on items in this area.

- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction. The agency should DEFINITELY increase emphasis on items in this area.

- **Less Important (below average importance and**

below average satisfaction). This area shows where the City is not performing well relative to the agency's performance in other areas; however, this area is generally considered to be less important to residents. This area does not

significantly affect the customer's overall level of satisfaction because the items rated are less important to residents. The City should maintain current levels of emphasis on items in this area.



3. Special qualifications

The Stillwater Public Library is at a pivotal moment. After a combined 60 years of service, the director and assistant director retired in 2017, and this will be the first strategic planning process conducted under new leadership. And, like any library, the Stillwater Public Library cannot rely on the past to provide a road map for the future. It needs to put its attention on the trends shaping library services, including technology but also new roles for libraries in building community. There are opportunities available today that are brand new and exciting.

The Stillwater Public Library, an independent municipal library, is funded by and provides library service to nearly 19,000 residents of the City of Stillwater. While independent, the library is affected by its city and

county, and the strategic plan must be informed by what is happening there. For example, the City of Stillwater is creating an updated 20-year comprehensive plan, its communities' guiding document, which will be completed by the end of the year. At the county level, the Washington County Library completed an extensive strategic planning process in 2016, and it also has fairly new leadership. The

Consensus team knows the importance of understanding the context within which the Stillwater Public Library operates.

The Consensus team's work plan follows the instructions provided in the RFP, and the team has the skills needed to offer other options to meet any of the library's needs.

Thomas Hennen was the award-winning leader of a federated library system and one of the very few national thought leaders on how libraries should be governed and funded. He has deep knowledge of what it means, not just to run a li-

brary, but to run a library that is connected to other entities. He has deep knowledge of the benefits and difficulties of different ways to structure the provision of library services, which means that he is able to help the library diagnose and find solutions to a range of challenges.

Jennifer Wilding ex-

cels at community engagement that builds trust between the institution and the people it serves. Along with studies related to structure and governance, the Consensus team has conducted strategic planning processes distinguished by the scale and quality of public engagement. Most recently, we worked with a library in Iowa to expand engagement beyond the usual focus groups to a half-day



session with a diverse group of community members. Prior to that, we worked with the library in Bloomington, Indiana, to conduct a two-day future search conference, and with the Washington State

Library to conduct four, one-day future searches at sites around the state. Jennifer has shaped and led community meetings that included anywhere from a handful to hundreds of participants, with minimal to extensive technology. The Stillwater Public Library work plan includes focus groups,

a perfectly appropriate way to engage the community. Depending on the wishes of the library board, the Consensus team could certainly include more extensive community involvement.

Our survey partner, ETC Institute, helps government and other clients achieve their short- and long-range objectives. A good measurement of ETC's ability to help clients implement their goals and objectives involves the values of new projects

that have been funded as a result of its work. During the past five years, the results of ETC market research have led to more than \$3 billion in new funding for state, municipal and county govern-

ments as well as numerous nonprofit organizations. Projects that have been funded include a wide range of transportation improvements, community redevelopment projects, improvements to schools and health care institutions, water and electrical utility improvements, tourism attractions,

neighborhood improvements, downtown revitalization projects, open space acquisition and park improvements, and the development of numerous specialized leisure facilities such as community centers, aquatic centers, and sports facilities. ETC's ability to help clients integrate survey research with community planning decisions helps our clients maximize the value of their investment in ETC services.



4. Staff qualifications

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thennen@hennenlibrary.com

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Summary

Hennen has been a librarian for over 40 years. In 2013 he retired as the director of Waukesha County Federated Library System in Wisconsin. He previously directed library systems elsewhere in Wisconsin and Minnesota. Library periodicals such as *Library Journal* and *American Libraries* have published more than 40 of his articles on a wide range of topics, including library futures, standards, and accounting. His book for Neal-Schuman, *Hennen's Public Library Planner*, was published in April 2004. Hennen has addressed professional library associations in 15 U.S. states, five Canadian provinces, and in Australia. He developed the now discontinued Hennen's American Public Library Ratings (HAPLR). It used data provided by 9,000 public libraries in the United States to create comparative rankings. Thousands of libraries ordered reports on their libraries from 1999 to 2010. He is a library leader internationally known for his work on library planning, governance options, and statistical comparison of libraries. During his career, he has addressed library groups on library evaluation, planning, and services in a dozen U.S. states, 3 Canadian provinces, and Australia. He played a leading role in legislative development in the Wisconsin Library Association. Since 2000, he has provided consulting to libraries on library planning and evaluation. He is skilled at presenting statistical and demographic data in graphic formats as well as interpreting what large amounts of data mean about library service.

Consulting Experience

2004 - present: Hennen Library Consulting

- Provide independent library evaluation and planning to libraries, governments, and other organizations using the methods outlined in his book, Hennen's Public Library Planner. Work has included clients throughout the U.S. Provides statistical data to decision makers that is combined with professional judgement for library evaluation and planning.

Work Experience

1999-2013: Administrator, Waukesha County Federated Library System.

- Waukesha County Federated Library System is a single county federated library system serving 345,000 residents through 16 independent libraries in Waukesha County.
- Brought substantial peace to what was nearly open warfare among the system's 16 independent libraries. The libraries voted unanimously to recommend to the Board a revised plan for funding and services. Prior to that there had been threats to dissolve the system and the state library agency had been called in to conduct a performance audit demanded by the local library boards.
- Led Waukesha County to become only the second county in the state to adopt required public library standards for its 16 libraries.
- County received 9 National Association of Counties (NACO) Achievement Awards during his tenure.

1983–1999: Administrator, Lakeshores Library System, Racine, WI

- Led a two-county federated library system serving 243,000 residents through 15 independent libraries in Racine and Walworth counties.
- Organized this new system when it was founded in 1983, overcoming severe animosities between some of the library participants.

- Increased county funding to make counties better partners with city and village libraries.

1975–1982 - Director, Watonwan County Library, St. James, MN

- Managed consolidated county library system with a headquarters and four branches in a county with 13,000 population.
- Achieved the highest per capita circulation in the state, increased funding substantially, but retained low cost per circulation and high staff output.
- The library's successful service to farmers program was nationally recognized during his tenure there.

Education

1983-2013 Wisconsin Librarian Certification

- Renewed library certification every 5 years by earning the state required Continuing Education Units required for all Wisconsin library directors.

1966–1975, University of Wisconsin-Milwaukee.

- Master of Library Science, 1975. Beta Phi Mu, Library Science Honor Society
- Bachelor of Arts, Sociology, 1972

1962-66, Marquette University High School, Milwaukee, Wisconsin

- **Graduated 1966.**
Attended competitive college prep school on partial work-study scholarship.

Publications

1. **Hennen's Public Library Planner: A Manual and Interactive CD-ROM.** Neal-Schuman Publisher (now American Library Association) ISBN: 1-55570-487-5 . 2004 . 8 1/2 x 11 . 300 pp. Available at: <http://www.alastore.ala.org/detail.aspx?ID=10295>
2. **Hennen's American Public Library Ratings** Published annually in American Libraries magazine from 1999 to 2008
3. **Making Book: A Kansas City Consensus Study.** Jennifer Wilding and Thomas J. Hennen Jr. In 2003 Tom Hennen assisted Jennifer Wilding of Consensus in a project to investigate the need for wider units of service in the greater Kansas City area. The results were published in spring of 2004. Stable URL:<http://www.jstor.org/stable/27770841>
4. **Libraries Together.** In January 2006 Hennen Library Consulting finished working with a team headed by Jennifer Wilding of KC Consensus on forms of library governance in the Quad Cities area of Iowa.
5. Building Bridges through Consensus, in American Libraries. August 2006. pg. 34-35
6. Trends and Issues in State Libraries: Balancing Books and Bytes in Book of the States. Pg 489-494. Council of State Governments. 2005. Available at:
7. Is There a Library Consolidation in Your Future? in American Libraries, October 2005, pg 49-51.
8. Best (and Worst) Averages in the Library Majors, in American Libraries, October 2005, pg 52-53.
9. Stand Up for Libraries, in American Libraries, June/July 2005, pg 46- 48.
10. The Challenge of Wider Library Units, in Library Journal. September 15, 2004. Pg. 36-38.
11. Library Impact Fees, in Public Libraries, May/June 2005, pg. 169- 175.
12. The Normative Data Project: Just What We Need? in American Libraries, Apr2005, Vol. 36 Issue 4, p81, 1/2p
13. The Challenge of Wider Library Units, in Library Journal. September 15, 2004. Pg. 36-38.
14. Restore Our Destiny: Full not Plural Funding, in American Libraries, August 2004. Pages 43-45.
15. Performing Triage on Library Budgets in the Red, in American Libraries. March 2003, pg. 36.
16. Are Wider Library Units Wiser? in American Libraries. June/July 2002, pg. 65+
17. Do You Know the Real Value of Your Library? in Library Journal, 6/15/2001, Vol. 126 Issue 11, p48, 3p
18. Catalog as Community: A Metadata Meditation by Thomas J. Hennen Jr. in Library Computing (Formerly Library Software Review) March/June 2000; v 18, n 1/2.

19. Essay Adjunct to "Why We Should Establish a National System of Standards," in American Libraries, March 2000. Page 43+
20. Why We Should Establish a National System of Standards, in American Libraries, March 2000. Page 43+
21. Index Rates Wisconsin Libraries Highly, in Communique, a publication of the Wisconsin Library Association. Spring 1999. Page 5.
22. Building Benchmarks to Craft a Better Library Future, in APLIS (Australasian Public Libraries and Information Services) June 1999, pages 52 to 59.
23. Invited Introductory Testimony to the Wisconsin Legislative Study Committee on Libraries - October 3, 1996.
24. OCLC Invitational Conference on the Future of the Public Library: Public Librarians Take Cool View of Future, in American Libraries magazine. Volume 19, Number 5, May 1988. Pages 390-392.
25. Seeds of Power, Self-published pamphlet, 1980, 1981. 1985. Sold to over 3,000 libraries in 50 states and 6 Canadian provinces.
26. Bylined Book Review Column: Quarterly column in American Library Association's Booklist magazine from 1980 to 1986.
27. Attacking the Myths of Small Libraries, in American Libraries magazine. Volume 17, Number 11, December 1986. Pages 830-834.
28. The Effect of Publisher's Book Promotions on Interlibrary Loan, in Research & Reality: Library Services to Rural Populations. Published by the American Library Association, 1982. Pages 48- 57.
29. Library Services to Farmers. American Library Trustee's Association Publication Number 3. Published in 1981 by the American Library Association. 6-page pamphlet.
30. Catalog Stores, Smoky the Bear, Stone Soup and Libraries, the main paper in Occasional Papers of the Minnesota Library Association 1981. Pages 1-6.
31. Popular Farm Magazines, in Serials Review. Volume 7, Number 3. July/September 1981. Pages 12-14.
32. Publicity for Rural Areas, in Library P.R. News. Volume 13, Number 6. November/ December 1980.
33. Using the Minnesota Statutes, Code of Agency Rules, and State Register, in Minnesota Libraries magazine. Spring 1980. Pages 48-56.
34. Serving the Last Minority, in Library Journal Special Report Number 6. 1978. Pages 46 to 50.
35. Let There Be Peace in Children's Literature, in Language Arts. Volume 54, Number 1. January 1977.

Conference Presentations

1. Is there a Consolidation in Your Library's Future? Rhode Island Library Association, June 6, 2008. Salve Regina University, Newport, RI
2. An Explanation of HAPLR Ratings. Cuyahoga County Library System and area libraries. June, 2008.
3. [Panel Discussion on Library Governance Options and Wider Units](#)
Hennen and Wilding were panel members in this Wisconsin Library Association Annual Conference program in November of 2006
4. HAPLR Rating System and Ohio Libraries. Ohio Library Council, October 6, 2005.
5. Wisconsin Library Association, Fall, 2003, 2004, 2005. Legislative Updates.
6. HAPLR Library Rating System, Tennessee Perspective. Tennessee Library Association Conference March 26-28, 2002 Nashville Convention Center Nashville, TN
7. The Great GASB 34 Auditing Challenge. Tennessee Library Association Conference March 26-28, 2002 Nashville Convention Center Nashville, TN
8. Presentation on HAPLR Ratings to the Long Island Library Conference, May 2001.
9. The Best Libraries in America? An Explanation of the HAPLR Index, at the Public Library Association Annual Conference April, 2000 in Charlotte, NC USA
10. Presentation on HAPLR Ratings to North Suburban Library System (Illinois, USA). February 15, 2000.
11. Online Library Computing Consortium (OCLC) Awards Luncheon in Columbus, Ohio, USA. Tribute to the five libraries in Ohio that finished number one in their respective population categories in the HAPLR Index
12. Explaining the HAPLR Index. Wisconsin Library Association Annual Conference. October 1999.
13. Getting Library Help from Local, County, and State Legislators – Wisconsin Library Association Annual Conference. Wednesday, October 28, 1999.
14. To Count or not to Count: Measuring Library Use in a Wired Age. Wisconsin Library Association Presentation. October 30, 1998.
15. Invited Introductory Testimony to the Wisconsin Legislative Council Study Committee on Libraries - October 3,

1996. The committee wrote the biggest revision to Wisconsin Library Law in 25 years.
16. Public Library Association Annual Conference, St. Louis, MO, USA. 1986. Main speaker for program titled "Positively Main Street; library services to retail businesses."
 17. American Library Association Annual Conference, Philadelphia, PA, USA. 1982. Panel member for program titled "Library Services to Rural Populations."
 18. American Library Association Annual Conference, New York, NY, USA. 1980. Speaker for program titled "Publicizing Rural Library Services."
 19. "Sowing the Seeds of Power" workshops. 1979-87. Conducted a total of 22 sessions of this continuing education workshop for library associations and systems in twelve U.S. states and three Canadian provinces.
 20. University of Wisconsin Extension Lecturer 1981-83. Conducted two "Focus on the Small Library" courses for a total of 16 hours.

Honors, Awards, and Professional Activity

1. Chair of Wisconsin Library Association Library Development & Legislation Committee, 2004. Member 2001-13.
2. Served on the 2002 Wisconsin Department of Public Instruction Library Legislative Task Force.
3. Authored the HAPLR Index. It was featured annual issues of American Libraries magazine from 1999 to 2008. Thousands of libraries ordered reports for their libraries during this period. It received newspaper, magazine, and television coverage all over the country.
4. Appointed in 2000 by State Superintendent of Public Instruction to chair the Library Services and Technology Act Advisory Committee.
5. Dr. Alan Bundy, the 2001 president of the Australian Library and Information Association, called for the creation of an Australasian index similar to the HAPLR Index in his address, "How Far They Have Come - How Far They Must Go: Australian Public Libraries at Century's End," at the National Public Library Conference, Perth 14-17 November 1999. At:
6. John Berry, III in his April 15, 1999 Library Journal Editorial entitled "On the Uses of Recognition," citing the author's HAPLR Index, says that whenever any library is honored, every library benefits.
7. Elected President of the System and Resource Library Administrators' Association of Wisconsin (SRLAAW) for an unprecedented four terms, 1992 to 1996. Worked on numerous SRLAAW committees, including the one that revised state aid formula proposal for 2000-01.
8. Invited to provide keynote testimony to the Wisconsin Legislature's Legislative Council Study Committee on Libraries in 1996. Frequently provide testimony on other bills as well.
9. 1988 OCLC Invitational Conference on the Future of the Public Library in the 21st Century. -- One of 50 national library leaders selected.
10. Article on "Attacking the Myths of Small Libraries," selected by peer jury for annual publication in Best of Library Literature: 1986.
11. April 15, 1986 Library Journal Editor Karl Nyren cited him as one of three national leaders in rural library service development.
12. 1980 Library Public Relations Council Award received at American Library Association Annual conference for innovative services to library users.
13. 1977. Elected to Beta Phi Mu International Library Science Honor Society.

Jennifer Wilding

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Kansas City, MO 64110

816.531.5078

jenwilding@consensuskc.org

Public engagement and project management

- In 2013, over four months, raised \$200,000 and led a planning team in producing a 21st Century Town Meeting on mental health that drew a capacity crowd of 360, including two mayors, for a day-long action planning session. Led the planning team and oversaw other teams working to connect the event to community action.
- As a leader in deliberative democracy, have earned a reputation for performance that led to work with national leaders such as the Kettering Foundation, MacNeil/Lehrer Productions and AmericaSpeaks.
- On contract with the University of Kansas Public Management Center, train government officials and others on how to effectively engage the public.
- Identified libraries as a growth opportunity, built a team and produced large-scale engagements for libraries in Iowa, Oregon, Indiana and Washington State. One Iowa study was profiled in national library and public participation journals.
- Was selected by the U.S. Institute for Environmental Conflict Resolution as Missouri convener for eight-state NEPA study. Based on the success of that work, was chosen by ECR to represent conveners at its national conference.
- Engaged civic leaders and regular folks on task force studies and on COMPASS, a regional visioning effort that involved some 5,000 persons.
- Founding director of youth-empowerment project. Merged two distinct organizational cultures into one successful team.

Facilitation, training and meeting design

- Trained moderator corps to lead deliberative discussions on contract with the Ewing Marion Kauffman Foundation. The foundation later moved the project to Consensus largely on the strength of that and other work.
- Facilitated strategic planning processes for nonprofits, libraries and a state library system that helped them identify important opportunities to pursue.
- Moderated focus groups for client and civic projects. On team that presented results of focus groups on civility at the Robert S. Dole Institute.

- Training topics include: public participation methods, youth/adult partnerships, beginning and advanced facilitation.
- Produced and facilitated eight future search conferences.
- Custom designed and led scores of meetings for thousands of participants.

Communications, research and analysis

- Author of policy reports. The most recent was covered in three national library publications and was on the recommended reading lists of OCLC and Americans for Libraries Council.
- Author of deliberative discussion guides for clients and the community. The guides help groups identify what they value most and common ground for action.
- Author of magazine articles, editorials, newsletters, speeches, news releases and brochures for various clients. Nonfiction published in national and local magazines.
- Grant writer for Consensus and other organizations.
- Author of children’s story used as theme for a family entertainment center in Venezuela, and sold in book and CD form. Audio theatre scriptwriter, with one produced by the National Audio Theatre Festivals and another aired on KCUR.

Nonprofit leadership

- Identified markets and led board in implementing business plan that grew earned income from 10 percent of the organization’s budget to 70 percent in three years.
- Engaged board in identifying new areas of business and new civic endeavors.

Employment history

- 2018 - Principal, Wilding & Associates, WBE, DBE, SLBE
- 2003 - Consensus. Executive director.
- 1999-2003 Consensus. Senior associate.
- 1998-1999 YMCA of Greater Kansas City. Project director, Promise Project.
- 1986-1998 Consensus. Project director, Promise Project. Assistant director, COMPASS.
- 1982- Freelance writing, PR, and facilitation for business and nonprofit clients.

Education

B.A., Urban Affairs, University of Missouri-Kansas City. 1982.

Community involvement

- Member, National Audio Theatre Festivals Board of Directors (2014-2018)
- Member, Kansas Leadership Center “Community Collaboration Academy.” (2010-2011)
- President, UMKC Arts & Sciences Alumni Board. (2010-2012)
- Vice president-Governance and Secretary, YWCA of GKC. (2004-2010)

Jennifer Wilding - Clients

Public participation & stakeholder engagement

Altoona Public Library
AmericaSpeaks
Creating Community Solutions (national dialogue on mental health)
Health Care Foundation of Greater KC
Johnson County (Kansas) Library
Kansas City Kansas Community College
Kansas Department of Transportation
Kettering Foundation
Libraries Together in Scott County, Iowa
MacNeil/Lehrer Productions
Mid-America Regional Council
Mid-Continent Public Library
Midwest Democracy Project / The KC Star
Monroe County (IN) Public Library
NCM Associates
NewsHour with Jim Lehrer
Roeland Park, KS, City Council
Rockhurst University
The Civility Project
Truman Presidential Library
U.S. Institute for Environmental Conflict Resolution
Washington County (Oregon) Cooperative Library Services
Washington State Library

Facilitation, training and meeting design

Athenaeum
City of Kansas City, Missouri, Health Commission
City of Topeka
Columbia (Missouri) Public Schools
Draper Communications
Economic Opportunity Foundation
Ewing Marion Kauffman Foundation
In Focus

Kansas City Free Health Clinic
Kansas City (Missouri) School District
KCRsearch
Mayor's Office, City of KC, Kansas
MOARC
Negro Leagues Baseball Museum
Park University
Swope Health Services
Truman Medical Center
United Community Services of Johnson County
United Way of Greater Kansas City
United Way of Wyandotte County
Univ. of KS Public Management Center

Communications & grantwriting

City of Kansas City, Missouri
Johnson County (Kansas) Library
Kansas City Magazine
Kansas City Minority Suppliers Council
Savvy Magazine
Star Magazine
Sun Publications
Swope Health Services
White Hutchinson Leisure & Learning

Public speaking

Alliance for Innovation
Dole Institute
Illinois Library Association
Kansas Association of City/County Managers
Kansas Association of Community Foundations
Missouri City/County Managers Association
Missouri School Boards Association
United Neighborhood Centers of America
Wisconsin Library Association

JASON MORADO

Senior Project Manager

ETC Institute

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EDUCATION

M.B.A., Webster University, 2009

B.S. in Business Administration – Marketing, Avila University 2000

SUMMARY OF EXPERIENCE

Mr. Morado has over 15 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 300 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics. Mr. Morado has planned, coordinated and supervised the administration of transportation studies, and has served as an on-site supervisor for the administration of transportation surveys in over a dozen states.

RELEVANT PROJECT EXPERIENCE

Citizen Satisfaction Surveys

Mr. Morado has served as a project manager for over 100 citizen satisfaction surveys for local governmental organizations. Some of these organizations include:

- Auburn, CA
- Austin, TX
- Bensenville, IL
- Cabarrus County, NC
- Casper, WY
- Cedar Hill, TX
- Chapel Hill, NC
- Clayton, MO
- Chickasha, OK
- Columbia, MO
- Dallas, TX
- Davenport, IA
- Des Moines, IA
- Durham County, NC
- Fort Lauderdale, FL
- Gardner, KS
- Glencoe, IL
- Glenview, IL
- Greenville, NC
- Hallandale Beach, FL
- High Point, NC
- Hyattsville, MD
- Johnston, IA
- Johnson County, KS
- Jonesboro, AR
- Kansas City, MO
- Kennesaw, GA
- King County, WA

- Kirkwood, MO
- Las Vegas, NV
- Lawrence, KS
- Louisville, KY
- McAllen, TX
- Midwest City, OK
- Missouri City, TX
- Montrose, CO
- Mountain Brook, AL
- Mount Prospect, IL
- Newport, RI
- Oklahoma City, OK
- Olathe, KS
- Pinehurst, NC
- Plano, TX
- Raymore, MO
- Rolla, MO
- Saint Joseph, MO
- San Antonio, TX
- Shawnee, KS
- Shoreline, WA
- Sugar Land, TX
- Tempe, AZ
- Vancouver, WA

Parks and Recreation Surveys

Mr. Morado has served as a project manager for more than 100 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Atlanta, GA
- Arlington County, VA
- Bend, OR
- Blue Springs, MO
- Burleson, TX
- Casa Grande, AZ
- Cedar Rapids, IA
- Champaign, IL
- Cincinnati, OH
- Columbus, OH
- Denver, CO
- Des Moines, IA
- East Baton Rouge Parish, LA
- Eau Claire, WI
- Edmonds, WA
- Iowa City, IA
- Henderson, NV
- Geneseo, IL
- Kent, WA
- Kettering, OH
- Lake St. Louis, MO
- Las Cruces, NM
- Lenexa, KS
- Longview, TX
- Los Angeles, CA
- Lubbock, TX
- Mesa, AZ
- Mecklenburg County, NC
- Miami, FL
- Milwaukee County, WI
- Naperville, IL
- Oakland County, MI
- Orlando, FL
- Overland Park, KS
- Peoria, AZ
- Raleigh, NC
- Redmond, WA
- Richland County, SC
- Round Rock, TX
- Salvation Army (numerous locations)
- San Diego, CA
- San Francisco, CA
- Southlake, TX
- St. Paul, MN
- U.S. Army Installation Management Command
- U.S. Marine Corps
- U.S. National Park Service
- Valparaiso, IN
- Virginia Beach, VA
- Washington D.C.

PUBLICATIONS

Cicerone, B., Hekele, A. and Morado, J. Strengthen Your Competitive Position – Apply Continuous Process Improvement To The Process For Managing Customer Loyalty. *Management World* (published on-line [www.icpm.biz] by the Institute of Certified Professional Managers, Harrisonburg, VA), 2009 (November/December).

Cicerone, B., Hekele, A., and Morado, J. Manage Customer Satisfaction Proactively! *FEMSA News* (published by The Fire and Emergency Manufacturers and Services Association, Lynnfield, MA). 2009 (Summer). Pages 16 and 19.

Cicerone, B., Hekele, A., and Morado, J. Applying Continuous Process Improvement To Your Market Research Increases Customer Loyalty. *Marketing Times* (published in the website of the Sales & Marketing Executives International, www.smei.org). 2009 (June/July). Pages 6 – 8.

Cicerone, B., Hekele, A., and Morado, J. Stop Managing Customer Satisfaction Reactively. *Industrial Management* (published by the Institute of Industrial Engineers, Norcross, GA), 2009 (May/June). Pages 27 – 30.

Cicerone, B., Hekele, A., and Morado, J. Gain A Competitive Advantage. *The Magazine* (published by the Printing Industries of America, Sewickley, PA), 2009 (May). Pages 15 – 17.

Cicerone, B., Hekele, A., and Morado, J. Use Continuous Process Improvement To Better Manage Customer Loyalty. *Alert! Magazine Online* (published in the website of the Marketing Research Association, www.mra-net.org), 2009 (April).

Cicerone, B., Hekele, A. and Morado, J. Gain A Competitive Advantage: Apply Continuous Process Improvement To The Process For Managing Customer Loyalty. Published in the website of the Business Marketing Association, (www.marketing.org), 2009 (February).

Cicerone, B., Hekele, A., and Morado, J. Keep Customers Coming Back By Inspecting What You Expect. 2009 (January 20). Posted to the Resource Portal section of the website of The Greater Kansas City Chamber of Commerce (www.kcchamber.com).

RYAN MURRAY

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EDUCATION

B.S., Public Administration, The University of Kansas

SUMMARY OF EXPERIENCE

Mr. Murray has over 10 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as Senior Researcher includes quantitative and qualitative research, report writing, benchmarking research, survey development, and statistical analysis. Mr. Murray has also held a supervisory role within the firm. In his previous role he planned, coordinated and supervised the administration of large scale origin-destination transportation studies on multiple projects across the country. Over the past two years, Mr. Murray has worked as a Senior Researcher on projects for over 50 state, county, local, and private sector clients. Below are some examples of the clients Mr. Murray has worked for.

PROFESSIONAL EXPERIENCE

Transportation Clients

- **Columbus, Ohio** – Central Ohio Transit Authority
- **St. Louis, Missouri** – East West Gateway Council of Governments
- **Salt Lake City, Utah** – Utah Transit Authority
- **Dallas, Texas** – Dallas Area Rapid Transit
- **Las Vegas, Nevada** – Regional Transportation Commission of Southern Nevada
- **San Francisco, CA** – Bay Area Rapid Transit

Community Survey and Needs Assessment Clients

- Aberdeen, South Dakota
- Auburn Alabama
- Augusta, Georgia
- Austin, Texas
- Blue Springs, Missouri
- Cape Coral
- Cary, Illinois
- Chapel Hill, North Carolina
- Dallas, Texas
- Denver Regional Council of Governments, Colorado

- Des Moines Area Regional Transit Authority, Iowa
- Des Moines, Iowa
- Des Plaines, Illinois
- Doral, Florida
- Durham, North Carolina Police Department
- EMBARK, Oklahoma
- Fauquier County Parks, Virginia
- Flower Mound, Texas
- Genessee County, Illinois
- Geneva, Illinois
- Grand Prairie, Texas
- Houston Metro, Texas
- Johnson County, Kansas
- Kansas City, Kansas
- Kansas City, Missouri
- Kennesaw, Georgia
- Kettering, Ohio
- Las Vegas, Nevada
- Maricopa Association of Governments, Arizona
- Miami Dade County, Florida
- Missouri City, Texas
- Oklahoma City, Oklahoma
- Olathe, Kansas
- Palm Beach, Florida
- Pearland, Texas
- Rowan County, North Carolina
- Shoreline, Washington
- St. Joseph, Missouri
- St. Louis, Missouri
- Tacoma, Washington
- Tucson, Arizona
- Valparaiso, Indiana
- Washougal, Washington
- Wauwatosa, Wisconsin
- Webster Groves Library, Missouri
- Winnetka, Illinois
- Wyandotte County, Kansas

5. Previous experience

Waukesha County Library System

Contact: Jane Ameel, retired director, Waukesha Public Library

Address: Murrells Inlet, South Carolina

Phone: (262) 565-8703

Email: janeameel@hotmail.com

Jane Ameel was the director of Waukesha Public Library, the largest library in the 16-member federated Waukesha County Library System, during the time that Tom Hennen served as the system's director. She can speak about Hennen's experience with the frequently difficult nature of dealing with changing library roles, analyzing governance structures, and dealing with local and county officials. We partnered in resolving the establishment of Pewaukee Public Library, establishing county library standards, and developing an acceptable funding formula for a federated library system.

Porter County Library System

Contact: Phyllis Nelson, Interim Director, Porter County Library System.

Address: 103 Jefferson St., Valparaiso, IN 46383
PO Box 10252.

Phone: 219.462.0524

E-mail: pnelson@pcpls.org

The Porter County Library System hired Hennen Library Consulting to evaluate how the system compares to similar libraries throughout the country. The report uses the most recent federal Institute of Museums and Library Services dataset, published in September of 2017. The reports move from the historical to the more general and then to the very specific. Hennen began by looking at 25-year-trends in library data for more than 900 of the na-

tion's libraries of a size comparable to the Porter library. Next, he narrowed the focus to consider the average input and output statistics for broad groupings, which allows comparison of items such as staffing and which allows seeing patterns of strengths and weaknesses. Finally, Hennen narrowed the field to just 12 and then chose three as "best practice peers." The reports are available at <https://hennenlibrary.org/porter-best-practice-library-summary/>

Washington County Cooperative Library Services

Contact: Eva Calcagno, director

Address: 111 NE Lincoln Street, #230L, Hillsboro, OR 97124-3036

Phone: (503) 846-3222

Email: calcagno@wccls.org

Consensus worked with WCCLS and its 14 member libraries to consider new ways to structure, fund and govern themselves. We gathered and analyzed data, conducted extensive outreach with member libraries and deliberative forums with the public. Through this effort, the libraries were able to identify areas of tension that prevented collaboration and identified (and later implemented) a variety of actions to overcome them. Simultaneously, we worked with the libraries to create a shared strategic plan. Previous WCCLS strategic plans had one set of goals for central services and another set of goals for member libraries, but this process broke from the past. Instead, libraries created county-wide goals that would involve everyone working together. The changes were the centerpiece of the next local option levy campaign in 2010, which passed.

We conducted the project in 2008-2009.

Altoona Public Library Strategic Plan

Contact: Kim Kietzman, director,
Altoona Public Library
Address: 700 8th St. SW, Altoona, IA 50009
Phone: (515) 967-3881
Email: kkietzman@altoona.lib.ia.us

The Altoona Public Library, situated in a rapidly growing community just outside of Des Moines, wanted to engage more of its community more deeply than is typical for strategic planning. It asked Consensus to help. The library director pulled together a core committee, composed of community and board members, to oversee the project. The Consensus team analyzed the results of the previous strategic plan and analyzed the library's input and output measured compared to libraries of a similar size. It produced a trends report that explained how the role of public libraries was changing, and how it was staying the same, and it conducted interviews with key stakeholders. After that, the core committee selected three service areas that it felt were most vital for strategic planning. The committee identified an interesting mix of local residents – business leaders, young people, teachers, and more – who could help the library identify innovative steps for action related to the service areas. The library brought together some 40 residents for a Saturday morning session where they worked in small groups, led by local facilitators, to agree on goals and objectives.

We completed the project in 2017.



Libraries Together in Scott County, IA

Contact: Kim Kietzman, director,
Altoona Public Library
Address: 700 8th St. SW, Altoona, IA 50009
Phone: (515) 967-3881
Email: kkietzman@altoona.lib.ia.us

Four libraries in Scott County, Iowa, wanted to be proactive in considering how best to structure, fund and govern themselves. At the time, the governor was calling for consolidation of government services as a cost-sharing measure. The directors of the Bettendorf, LeClaire, Davenport and Scott County libraries wanted a thorough study of library operations and the potential impact of being independent, collaborating more, and consolidating. Consensus completed a ten-month study that included extensive research into library operations, engagement of staff members from all four libraries, and deliberative forums and surveys with library patrons. The library directors viewed the study as a model for libraries around the state.

We conducted the project in 2005-2006. Wilding and two of the directors presented at the Public Library Association conference in Chicago in 2006, and the study was featured in *American Libraries* and in the quarterly newsletter of the International Association for Public Participation.

6. Work plan

Describe how the proposer will develop a process for formulating the strategic plan and, once complete, how it will be implemented, monitored and evaluated, updated and replicated.

Formulating the strategic plan

The Stillwater Public Library seeks a strategic, long-range plan. A strategic plan should be a living document that tells the reader in simple, jargon-free terms, where the library is and where the planners intend to take it in the future. And it must be truly strategic. Given that time, attention and budget are limited, library planners must identify those internal improvements and external opportunities that, when completed, will position it well for the future.

The plan should outline **internal shortcomings** and indicate where improvements are needed. Since no organization can do everything at once, a good plan must set priorities and indicate timelines. Identifying shortcomings can be painful for staff and board members. If the library is missing a materials selection policy or if it is woefully out of date, it can be difficult for some library planners. Still, those who cherish the library will be willing to acknowledge its shortcomings in the hopes of making the library better.

The strategic plan should also consider the **external trends** that are having an impact on the library's community and the field of library services. It is important to provide the information about trends to library staff and board members, and to stakeholders and the community. Otherwise, the tendency with library planning is for people to create a future for the library that is rooted in the library of the past or that is specific to the only li-

brary they know well. Sharing information about best practices, new technology and new kinds of roles and partnerships can help widen people's vision and lead to exciting new possibilities.

It is often said that the single most important document for any agency is its **budget**. No matter all the planning and projecting we do, unless something is translated into a budgeted item, it does not ordinarily get done. This simple fact explains why too many plans gather dust on shelves rather than accolades from the public. Library planners must have the resolve to not only plan, but to budget for and implement the plans.

Planning never takes place in a political vacuum. Libraries, by definition, operate in the political arena. Communication is essential to assure that the plan engages **stakeholders** such as the city council, public groups, library staff or trustees not on the planning committee, library friends and other stakeholders. Interviews, meetings, written progress reports and oral briefings by library planners to stakeholders will be critical before, during and after the formal planner process.

Communication must inform, but it must also **engage**. The planning process is an opportunity for the Stillwater Public Library to learn from its residents and from its key stakeholders. Beyond saying what they like or don't like about the library, engagement can offer creative new ideas for partnerships and roles for the library to play to respond to changing community needs.

To formulate the strategic plan, the Consensus team has developed a work plan that addresses the specific situation facing the Stillwater Public Library, within the context of best practices in library planning. We provide our reasoning for the

various elements in the process below.

- **Engage staff members in planning.** It appears from the RFP that the library board would want to serve as the strategic planning committee, rather than form a separate planning team. We suggest that, given the change in top leadership, the board add some staff members to the team for the purposes of conducting the strategic planning effort.
- **Examine state and regional plans.** The Stillwater Public Library strategic plan should be congruent with, or at least aware of, various city, county and state planning considerations, including MELSA. Our comparisons will include consideration of how Washington County Library planning affects Stillwater. Registered borrower rates from outside the city, for example, are higher than the norm. This is probably because the Washington County Library lacks good branches near Stillwater, but that could all change in the future. Good plans consider possible new buildings as competition. This close to the Wisconsin border, the process should consider use by residents there, as well.
- **Consider library standards.** While it appears that Minnesota has no state library standards, comparing Stillwater Public Library to the standards used nearby, in Wisconsin, would be useful. It would be especially relevant to planning for collection development related to the mix of books, magazines, and types of online/electronic materials.
- **Review the policy manual.** Working with library administration, the Consensus team would review the library's policy manual and identify elements that are missing or not optimal. We will provide a brief report on revisions we suggest the board consider.
- **Build upon previous plans.** A good plan should assess how the last plan worked, what the library wants to continue and what it wants to drop or add. Based on the review of the previous strategic plan, the Consensus team would be able to provide advice on how to update the succession plan, marketing plan, website redesign and plans for the St. Croix collection, if requested by the library board.
- **Consider governance options.** It is important to clarify the Stillwater Public Library's position with the Washington County Library, at the very least. Every strategic plan Tom Hennen conducted with the Waukesha County Federated Library System included an affirmative statement about options and about the intent to remain federated and have its individual libraries stay independent. Stillwater would also benefit from being specific on this.
- **Conduct a building assessment.** Every strategic, long-range plan should include a building assessment that includes a capital budget, ADA review, and technology infrastructure. That doesn't mean the library is committing to a new or remodeled building. Rather, it is an assessment of where the library is and what it needs to plan to do to keep the physical infrastructure

up to date and useable by both the public and staff members.

- **Conduct a best practices comparison.** Using Hennen Library Consulting’s extensive datasets, we will identify a limited number of libraries of a similar size that have better outcomes than the Stillwater Public Library and reach out to them for clues about how to improve service.
- **Share information on library trends.** The planning process is an opportunity to share the latest information on creative ways that libraries are serving their communities. A brief report, written for laypersons, helps increase awareness and encourage incorporation into the strategic plan.

Along with sharing the information, we will ask library board and staff members to apply the information to the Stillwater Public Library. We will use a process tool called a mind map to learn what trends in the region and in the field of library services are likely to have an impact on the Stillwater Public Library, and those that the board and staff think most need to be addressed in the strategic plan.



long-range plan should consider the funding environment. The Consensus team will consider the options for the Foundation and other revenue sources. A good plan should also include statements about how the Friends and Foundation fit into the budget picture – what they can and should do. This is helpful because it’s common for boards, administration, Friends and Foundations to work at cross purposes on budget development, and having them at the table for planning assures they accept the big picture of who funds what, when.

Budget planning should also include city personnel. It is important to build trust and shared expectations so that city personnel understand that Foundation money does not reduce the need for municipal tax dollars. Budget planning should include impact fees if applicable under state law and overall city planning, as well as statements on how grant funding will be incorporated into the overall operations.

Finally, we should consider what to do when there are blue skies versus stormy weather. What that means is, the plan should take the visionary items that come out of the process and say what the Stillwater Public Library will do if it obtains new funding and resources because the skies are bluer than expected. It should also say, if we face stormy weather,

- **Address budget considerations.** A strategic,

here is where we will reduce funding.

- **Engage stakeholders.** The process includes extensive interviews with stakeholders reflecting key partnerships with the library, from city staff, to nonprofit leaders, to city and county elected officials and more. The interviews will help build an understanding of how key individuals view the library's internal strengths and weaknesses, and the external threats and opportunities. We will maintain an email list of key stakeholders and work with the library staff members to communicate with them throughout the process.



- **Engage the public.** A dozen years ago, the library reopened after a major renovation. In 2017, the director and assistant director retired after a combined 60 years of service. In the future, according to the comprehensive plan, Stillwater expects continued commercial and residential growth, with an aging population that has more discretionary income. The time appears ripe to conduct a thorough, statistically valid survey of the Stillwater public to determine how it sees the public library today and how it would like to see the library grow and change. ETC Institute and Consensus would work closely with the Stillwater Public Library to

craft a survey that produces actionable results.

In addition, Consensus would conduct a series of focus groups with sets of library users such as parents, older residents, businesspersons, teens, and more, to help understand where the library is and is not meeting their needs, and to gather their creative ideas for change.

We considered also including a public meeting to involve local residents in creating the strategic plan's goals and strategies. It did not appear from the RFP that the library was looking for that level of public engagement. If we are incorrect about that,

we can certainly add that element to the process.

- **Plan for technology.** The Consensus team would identify priorities for planning for social media and website development, and suggest methods for completing a technology plan.
- **Implementing the strategic plan.** When institutions develop strategic plans, they often develop a great deal of detail around objectives and tactics in the first year, with way too much work expected early on and very little detail towards the end of the planning process. We will work with the library board and staff to make sure that the Stillwater Public Library's strategic

plan has good bones. By that, we mean that it is paced appropriately, and it contains strategies, goals and objectives evenly placed throughout the plan.

After that, we will work with the staff to set a series of review dates throughout the length of the plan. The review dates will trigger them to review the plan and their progress towards the outcomes, and to develop the short-term tactics for the coming three-to-six months. This process will assure that the library keeps the plan in front of board and staff members and keeps the plan fresh. It also assures that tactics – the detailed, short-term action steps – are developed at the right time, rather than trying to develop them at the beginning of a multi-year process.

- **Monitoring and evaluating the strategic plan.**

Establishing a protocol for regular review of the strategic plan, and development of short-term tactics, will assure that the Stillwater Public Library maintains the plan as a living, changing document.

In addition, to help assure that board members are not asked to wade into the weeds of implementation, we will establish a report card template for the major objectives in the strategic plan. The report card will specify in a con-

sistent manner how, when, and by whom the implementation of the objectives will be assessed. The report card format will also allow for unanticipated additions, subtractions or alterations to the goals and objectives based on unforeseen circumstances.

- **Updating and replicating the strategic plan.**

The report card format and the protocol for regular reviews of the strategic plan will build the habit of updating the document.

Some elements of this process will be possible for the library board and staff to replicate in-house, and others will not. The library will not likely ever have the capacity to do a statistically valid customer survey, or to conduct the data-driven analysis of best practice peer libraries. At the start of the process, the Consensus team will work with the library board and staff to identify the elements they would want to replicate on their own. We will create learning objectives and implement training throughout the project, with a final review and training at the end of the project.

The following work plan shows how the pieces fit. Not every element is included in the chart, for ease of use, but major elements appear here.

Month	Category	Activity
One	Preliminary	Consensus team planning.
		Phone meeting with library director.
		Review written materials on current circumstances, relevant regional plans, etc.
		Develop shared Google Docs folder.
		Work with board and staff to identify key stakeholders; schedule interviews.
		Phone meeting with ETC Institute and library board and staff.
		Prepare for site visit.
	Site visit #1 – 3 days plus travel time	Meet with library board & staff. Review what they want to learn from stakeholder and citizen engagement. Find out what they liked and didn't like about the past plan, and what they want from this plan. Identify what they wish to replicate in-house, and develop learning objectives.
		Conduct stakeholder interviews – elected officials, county staff, selected county libraries, state library staff, local key leaders and local library leaders.
		Staff team meeting. Work with staff members who will assemble focus groups.
Two	Overview	Trends. Develop report and presentation on future trends and community needs.
		Partners. Identify community partner possibilities, such as county library, foundation, friends, schools, etc.
		Historical metrics. Develop presentations on historical metrics related to Minnesota, US, and peer libraries.
		Current metrics. Develop presentations on current metrics related to Minnesota, US and peer libraries.
		Peer libraries. Identify best practices peer libraries and interview the directors via phone or email. Draft reports on county, city, district operations with recommended best practices.
		Survey. ETC Institute deploys survey.
	Site visit – 3 days plus travel time	Focus groups. Jennifer Wilding conducts series of focus groups.

Three	Overview	Current model. Consider the current form of the Stillwater Public Library and possible changes. Consider Washington County strategic plan, interview state library staff, and compare to other independent libraries in Minnesota.
		Building analysis. Conduct building program analysis.
		Governance options. Consider statutory, capital, contracts, staffing, standards.
Four	Survey	ETC Institute and Consensus team review results of survey, prepare reports.
Five	Board team	Consensus team: Prepare materials, Powerpoint presentations and meeting plans for site visit.
	Site visit – 3 days plus travel time	Hold half-day session with staff members, then half day for documentation. Share brief Powerpoint presentations on trends and metrics, hold conversation about internal strengths and weaknesses, build mind map and discuss future trends.
		Hold all-day session with board members, and half-day for documentation. Agree on strategic plan elements related to internal strengths and weaknesses. Build mind map and agree on strategic plan elements for future trends. Identify “blue sky” and “stormy weather” elements – what they want and what they can’t live without. Draft mission, vision and values.
		Meet with administration team to review results of staff and board meetings.
Six	Draft plan	Develop first draft of the strategic plan, which contains goals and strategies, but not objectives or tactics.
	Site visit – 2 days plus travel time	Conduct review meeting with board team. Agree on final goals and strategies.
		Meet with staff members to develop objectives for the goals and strategies.
Seven	Final plan	Revise plan based on site visit. Develop report card format for goals, strategies and objectives. Develop regular dates for review and development of short-term tactics.
	Site visit – 2 days plus travel time	Present final plan to the library board and staff. As needed, conduct training with library staff members on skills needed to replicate elements of the planning process.

7. Understanding of the process

The Stillwater Public Library, an independent municipal library, is funded by and provides library service to nearly 19,000 residents of the City of Stillwater. Known as "The Birthplace of Minnesota," Stillwater has a rich history and strong sense of community. Located on the St. Croix River, less than 30 minutes northeast of St. Paul, Stillwater offers a high quality of life and the convenience of easy access to the amenities of the Twin Cities.

The 2016 strategic planning process conducted for the Washington County Library found that the Washington County Library, in comparison to comparable library systems, is an average to good system. Overall, the Washington County Library fares better in comparison to national peers, whereas it lags somewhat behind metro area library averages. In comparison to peer libraries, the Washington County Library is funded at a rate of \$77,000 less annually than national peers, and \$410,000 less annually than metro area peers.

The study also found that the associated but independent libraries in Stillwater and Bayport provide quality library service primarily to the residents in those communities as well as to other County residents. This arrangement is a positive for



all County residents but there is disparity of service between these libraries and the rest of the County libraries in the system. The Stillwater strategic planning process will want to take this plan into account.

Both the long-time director and assistant director of the library retired in February 2017. Stillwater Public Library Director Lynne Ber-

talmio retired after 42 years in that position. Also joining Bertalmio in retirement was assistant director Carolyn Blocher, who had been with the library for 19 years.

The library announced that it had hired Mark Troendle on September 1, 2017. He brings experience as a human

resources manager and arrives in Stillwater from Eau Claire, where he served as assistant director. In the news article announcing his move to Stillwater, Troendle noted that the role of libraries and the pace of technological advancement have both changed, with libraries going out into the community more and not being confined to the four walls of the library building.

Our sense of the current situation is that there are no major conflicts, but likely some areas related to the relationships with the Washington County Library that could use some thought and attention. It appears that the library board wants to

take the major role in the development of the strategic plan, but also that the staff has an important role to play. After a strategic planning process where the board was deeply involved in implementation, the board would rather focus on strategy and delegate the responsibility for implementation to staff members. The library appears to be interested in a plan that is truly strategic, focusing on a limited number of goals and strategies rather than a laundry list of action items.

The Consensus team has reviewed and included the following scope of services from the request for proposals in its plan for the Stillwater Public Library:

- Establish a strategic planning process that will result in a suitably ambitious but achievable multi-year plan for the library.
- Inform the board about issues, trends, opportunities, challenges, etc., affecting libraries both similar to and different from Stillwater's.
 - Gather input from key stakeholders to guide the board's planning.
 - Communicate with key stakeholders throughout the planning process.
- Develop a thoughtful, clear and purposeful strategic plan.
- Gauge the success of the plan's implementation with tangible goals and objectives.
- Proposals will include recommendations for community assessment that will inform a strategic planning process.
- The proposals must include a facilitated staff session of at least four hours with all library staff to be conducted in Stillwater.
- The completed strategic plan will be delivered to the library board on a timeline consistent with and guided by the strategic planning process.
- Examination of current mission, vision and values will be included.
- Review of the library's job descriptions and organizational structure to assess ability to meet strategic objectives may be included as an option for additional cost.

8. Time schedule

A rough time schedule is included below.

Month	Category	Activity
One	Preliminary	Plan for site visit, gather and review information, talk with staff members.
	Site visit #1 – 3 days plus travel time	Meet with library board & staff. Conduct stakeholder interviews. Meet with staff team.
Two	Overview	Develop reports on trends, community partners, historical and current metrics and peer libraries. ETC Institute deploys customer survey.
	Site visit – 3 days plus travel time	Conduct series of focus groups.
Three	Overview	Develop reports on the current model, building analysis, and governance options.
Four	Survey	ETC Institute and Consensus team review results of survey, prepare reports.
Five	Board team	Consensus team: Prepare materials, Powerpoint presentations and meeting plans for site visit.
	Site visit – 3 days plus travel time	Hold half-day session with staff members, all-day session with board team conducting strategic planning. Half-day meeting with administrative team.
Six	Draft plan	Develop first draft of the strategic plan, which contains goals and strategies, but not objectives or tactics.
	Site visit – 2 days plus travel time	Conduct review meeting with board team. Agree on final goals and strategies. Work with staff to develop objectives.
Seven	Final plan	Revise plan based on site visit. Develop report card format for goals, strategies and objectives. Develop regular dates for review and development of short-term tactics.
	Site visit – 2 days plus travel time	Present final plan to the library board and staff. As needed, conduct training with library staff members on skills needed to replicate elements of the planning process.



Stillwater Public Library Strategic Plan Development

Proposal by Wisconsin Library Services (WiLS)

June 6, 2018

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Organizational Structure

WiLS is a non-profit membership organization, originally formed in 1970, that facilitates collaborative projects and services to save our members time and money and to advance library service. Most of our members are libraries, but we also work with cultural institutions, government agencies, and other non-profits to develop partnerships and projects.

WiLS is governed by a thirteen-member board of representatives from WiLS members. Representatives are chosen by represented consortium or by the general membership. WiLS is also governed by an eight-person Finance Committee, made up of members of the board, WiLS staff, and citizen members.

With a staff of ten, WiLS focuses its services in four main areas.

- Our **Consulting Services** are tailored to our members' needs and budgets and help turn ideas into action. Our primary consulting focus is strategic planning, but we also provide consulting related to workflow analysis, ILS, digitization, website design and other areas.
- Our **Consortium Management Services** are an effective way for our members to work together to provide services and resources while saving time and money. WiLS assists libraries and organizations with forming a consortium, managing the day-to-day business, and finding new directions for the consortium to grow.
- WiLS **Cooperative Purchasing** provides members with access to negotiated discounts and manages the complete life cycle of electronic content purchases, from trials to invoicing.
- Through **Events and Education**, we aim to be responsive to our members' professional development needs. In addition to helping our members grow skills and learn about new trends and ideas, our events also build relationships and foster collaboration.

Technical Qualifications

Introduction

As part of the library community, we bring strong relationships, a solid understanding of the library landscape, and an awareness of techniques and processes employed throughout the country. We see the strengthening of relationships between the library and the community as key outcome to a successful strategic planning process and, thus, our planning process has the community as the central focus of the process.

We work with each library to identify opportunities, needs and issues through data gathering and community engagement to create the framework and vision of their strategic plan. We also provide tools to empower the library to continue to assess opportunities and engage with the community on an ongoing basis.

We see a strong alignment of our planning philosophy and processes with the objectives the Stillwater Public Library Board has identified for the strategic plan development. We thank the library board for

the opportunity to submit our proposal to provide our consulting expertise to help develop the next strategic plan for the library.

General Qualifications

Over the past five years, WiLS has developed its consulting services to match our members' needs. We learned from our members that they needed strategic planning and process implementation support so we designed processes that can be tailored to each individual library. WiLS has completed planning processes with different sized libraries as well as with many library systems.

We are skilled at facilitating planning meetings, gathering demographic information, library statistics and usage data and survey data as well as visualizing and sharing that data to help libraries craft strategic plans rooted in strong data. We are also experienced in facilitating community conversations that bring members of the community together to share their thoughts and experiences in the community and with the library. Our process includes drafting the plan and if desired by the library, we help library staff and/or boards prioritize plan activities during an implementation session.

We are closely attuned to the challenges public libraries face today. Our many opportunities to work with public libraries has shown us that while every community and every library is unique, there are certain themes that are nearly universal. Perhaps no challenge is more common than trying to find the right balance between existing resources and desired services, spaces, and collections. There is no limit to the dreams that library staff, trustees and Friends have for improving or adding to a library's function. But, there are limits to the funds and staff available to realize those dreams. A strategic planning process is a very effective way to decide priorities with concrete information, allowing libraries to make changes where they will have the biggest impact.

Public libraries face more and more competition. Some people can purchase books with a single click or can use a device in their homes to search online resources for information. How many library directors hear from patrons and even local officials that libraries are not necessary since we have the internet? Showing that the public library is a vital resource in a community is incredibly challenging but necessary.

Libraries from large to small and from rural to urban are figuring out how to connect with community members to make sure they are aware of all the library is doing and providing. While library staff and boards know that the library is far more than books on the shelves, many community members have no idea that libraries have e-books, subscriptions to important (and expensive) research tools, lend equipment and provide wonderful spaces for community gatherings. It is critical for libraries to show all that they do and provide for their community to make the case for continued community support.

Special Qualifications

Columbus Public Library (Wisconsin) was one of 10 libraries selected to be a part of ALA's Libraries Transforming Communities cohort. As part of this initiative funded by the Gates Foundation, the grant team from Columbus included Bruce Smith from WiLS. Bruce and the Columbus library director worked

together to integrate the Harwood Institute’s Turning Outward community engagement process with a parallel strategic planning process. WiLS’ has modified some of these practices for strategic planning efforts that center the community’s voice in the process outcomes. Over the past three years, we have facilitated dozens of conversations that are invaluable to the planning process.

We have fine-tuned our community survey and community conversations to deeply understand the needs and aspirations of the communities we work with. Using annual library data, we can offer libraries an understanding of trends in their own library as well as how they compare with similar libraries. We offer an understanding of how communities are made up and how they have changed over time using demographic information from the federal Census and the American Community Survey. We work to continually refine and improve the data we collect and share the biggest impact and greatest meaning.

In addition, we have crafted a phased strategic planning process that allows libraries to decide how much assistance they need to create an actionable plan that matches the needs of the community with the needs of the library. These phases include data gathering, community assessment, strategic plan development (including articulating foundational elements, plan development, and plan writing), leading to the final phase of plan implementation. We constantly work to make sure our strategic planning process, as well as the tools we employ, are both useful and manageable for the library partners.

Staff Qualifications

Two dedicated consulting staff members, Bruce Smith and Melissa McLimans (See Appendix A for résumés), will take part in the full process. We divide our work and support of the various steps to eliminate unnecessary redundancies and allow for specialization. For this project, Bruce will act as the main point of contact, arranging meeting times, facilitating the overall process and answering questions. However, both Bruce and Melissa will attend planning meetings, facilitate a staff Strengths, Weaknesses, Opportunities and Threats session and the community conversations along with collectively doing the drafting of the strategic plan. The survey work and data analysis will largely be done by Melissa and one other WiLS’ staff member, Kate Clark.

Previous Experience

Public Libraries

Columbus Public Library (WI), Strategic Plan for 2015-17

CINDY FESEMYER 920-623-5910 cindy@columbuspubliclibrary.info

Community Public Library (Salem, WI), Strategic Plan for 2017-22

LEEANN BRIESE 262-843-3348 LBRIESE@COMMUNITYLIB.ORG

Dwight Foster Public Library (Fort Atkinson, WI), Strategic Plan for 2016-20

AMY LUTZKE 920-563-7790 alutzke@fortlibrary.org

Fitchburg Public Library (WI), Strategic Plan for 2018-23 (currently being developed)

WENDY RAWSON 608-729-1764 WENDY.RAWSON@FITCHBURGWI.GOV

Fond du Lac Public Library (WI), Strategic Plan for 2017-22

JON MARK BOLTHOUSE 920-322-3959 BOLTHOUSE@FDLPL.ORG

Jack Russell Memorial Library (Hartford, WI), Strategic Plan for 2018-23

JENNIFER EINWALTER 262-673-8240 JENNIFERE@HARTFORDLIBRARY.ORG

Jefferson Public Library (WI), Strategic Plan for 2016-19

LEANN SCHWANDT LEHNER 920-674-7733 LLEHNER@JEFFERSONWILIBRARY.ORG

Johnson Creek Public Library (WI), Strategic Plan for 2015-18

LUCI BLEDSOE RETIRED DIRECTOR

Karl Junginger Public Library (Waterloo, WI), Strategic Plan for 2017-2020

KELLI MOUNTFORD 920-478-3344 KMOUNTFORD@WATERLOO.LIB.WI.US

L.D. Fargo Public Library (Lake Mills, WI), Strategic Plan for 2016-20

GERARD SAYLOR 920-648-2166 GERARDSAYLOR@LAKEMILLS.LIB.WI.US

L.E. Phillips Memorial Library (Eau Claire, WI), Strategic Plan for 2016-20

JOHN STONEBERG RETIRED DIRECTOR

MARK TROENDLE PAST ASSISTANT DIRECTOR

Menomonee Falls Public Library (WI), Strategic Plan for 2017-22

KAROL KENNEDY 262-532-8931 KKENNEDY@MENOMONEE-FALLS.ORG

Muskego Public Library (WI), Strategic Plan for 2017-19

PETE LOEFFEL DIRECTOR - NO LONGER AT THE LIBRARY

Pauline Haass Public Library (Sussex, WI), Strategic Plan for 2017-19

KATHY KLAGER 262-246-5180 KBKLAGER@PHPL.LIB.WI.US

Platteville Public Library (WI), Strategic Plan for 2018-23

JESSIE LEE JONES 608-348-7441 DIRECTOR@PLATTEVILLEPUBLICLIBRARY.ORG

Shorewood Public Library (WI), Strategic Plan for 2018-23 (currently being developed)

RACHEL COLLINS 414-847-2676 RACHEL.COLLINS@MCFLS.ORG

Sun Prairie Public Library (WI), Strategic Plan for 2017-22

SVETHA HETZLER 608-825-0900 SHETZLER@SUNLIB.ORG

Waukesha Public Library (WI), Strategic Plan for 2018-23 (currently being developed)
BRUCE GAY 262-524-3681 BGAY@WAUKESHA-WI.GOV

Public Library Systems

Milwaukee County Federated Library System (WI), Strategic Plan for 2015-17
BRUCE GAY DIRECTOR - NO LONGER AT THE SYSTEM

Nicolet Federated Library System (WI), Strategic Plan for 2015-17
MARK MERRIFIELD RETIRED DIRECTOR

Waukesha County Federated Library System (now Bridges Library System, WI), Strategic Plan 2015-17
CONNIE MEYER 262-896-8081 CMEYER@BRIDGESLIBRARYSYSTEM.ORG

Winding Rivers Library System (WI), Strategic Plan for 2016-17
KRISTEN ANDERSON 608-789-7119 KRISTEN@WRLSWEB.ORG

Work Plan

The basis of the work plan is a collaboration between WiLS and the Strategic Planning Committee, formed at the beginning of the process and led by the director. WiLS will fully facilitate and coordinate the planning process, however, it is vital that this group from the library is formed to support and guide the process by providing local knowledge and expertise, both of the library and the community. WiLS will work with the library director to discuss how this committee may be formed and what participant qualities will be most beneficial to the planning process.

Communication and connection to information are key components to a successful planning process. In partnership with the director, WiLS handles scheduling, logistics and communication during the different steps in the process and among the various participants. Also, WiLS will organize a file-sharing platform so all members of the planning committee are connected to accurate and up to date information and documentation as the plan is developed. This includes sharing documentation used for the various steps of the process as part of instituting an ongoing planning process the library can follow once the plan is complete.

The strategic planning activities we recommend for the Stillwater Public Library's planning process are divided into four phases. The four phases each align to meet the different objectives of the planning process while involving the right stakeholders at the appropriate times.

Phase 1 – Project Start and Initial Information and Data Gathering

- *Web-Based Planning Committee Meeting #1*
 - WiLS and the planning committee will meet via a web-based meeting platform for 1.5 hours to begin planning the implementation of the first planning activities. This includes the following:

- Overview of planning process and roles
 - Review of an Issues and Needs Assessment Questionnaire and determining whom the questionnaire will be sent to
 - Establishing a community mapping and community conversation invitation processes that the planning committee will do to identify possible participants for community conversations
 - Setting dates for community conversations and a 4-hour Strengths, Weaknesses, Opportunities and Threats (SWOT) facilitate meeting with all staff
- *Issues and Needs Assessment*
 - WiLS will administer a questionnaire to the library board and other stakeholders as determined by the director and planning committee to develop an understanding of library and community aspirations, issues and needs. This questionnaire will also ask for input regarding current and future library capacities and potential trends and opportunities to be considered. This serves to set the base narrative for the planning process to ensure we identify important questions we want to explore through the process.
- *Demographic and Economic Data Assessment*
 - Using data and tools from American Fact Finder, WiLS will identify and assess relevant demographic and economic information in the library's community.
- *Annual Library Data Comparison*
 - Using data and information available from the library and state, WiLS will do a comparison with up to five other libraries with comparable population and revenues to assess service results, costs and trends.

Phase 2 – Community and Staff Assessments

- *Two-Day, In-Person Consultant Site Visit*
 - Community Conversations
 - WiLS, with coordination assistance from the director and library planning committee, will facilitate up to four 1.5-hour community conversations during this two-day visit to gather information about how the library can align its resources and services to best support community aspirations and needs. WiLS will also provide the library with tools and documentation to facilitate their community conversations in the future.
 - SWOT analysis with all library staff
 - WiLS will coordinate and facilitate a 4-hour in-person meeting of the library staff to perform a Strengths, Weaknesses, Opportunities and Threats analysis. WiLS will work with the director to plan logistics for this SWOT session. WiLS will document and theme information gathered during this process.
- *Web-Based Planning Committee Meeting #2*
 - WiLS and the planning committee will meet via a web-based meeting platform for 1.5 hours to plan the implementation of the next planning activities. This includes the following:

- Review of major questions and themes identified from information gathered to date (issues and needs questionnaire, demographic and economic data, library data comparisons, community conversations and staff SWOT session).
 - Review of a draft community survey to further develop the survey based on information gathered to date and details specific to the Stillwater Public Library. In addition, WiLS and the planning committee will develop a survey implementation plan.
 - Review a form for the library board and other stakeholders, as determined by the director and planning committee, to fill out to begin gathering ideas and possible language for the library’s mission and vision statements and organizational values.
 - *Community Survey*
 - WiLS will administer a survey to the community based on determinations made by the director and library board as part of the process to develop and approve a final strategic planning proposal and agreement. WiLS can administer a survey to the community in the following ways:
 - **Base Survey:** This is a survey of convenience, meaning it is not sent to a randomly selected group, but rather is available for anyone to complete. WiLS works with the library to finalize the survey. The library, with survey marketing support from WiLS, promotes the survey to area residents through channels that will likely result in getting a high response rate. The survey focuses on the broader community and its perceptions of the library, in addition to specific service and usage questions. The base community survey WiLS has developed has a certain level of standardization that allows for comparison to other libraries and national surveys about libraries.
 - **Random Survey:** In addition to making the survey conveniently available for anyone to complete, the Base Survey is sent to a purchased list of randomly selected local email addresses or local email and mailing addresses to better reach non-users and improve the potential for responses to better reflect the demographics of the community. With the Random Survey, WiLS will provide a more granular level of analysis of the responses according to different demographics.
 - **Other Language:** WiLS can also administer the Base or Random Surveys in a different language than English. Based on the desire of the library and the number of responses, WiLS can either do a separate analysis of responses to the survey in another language or just provide the raw data from the responses should there be a low number of responses.

Phase 3 – Strategic Plan Development

- *Data and Information Webinar Review*
 - WiLS will develop a 1.5-hour webinar to review the data and information gathered in Phases 1 & 2 with the library planning committee. This meeting serves to familiarize the planning committee with the data and information gathered to allow both WiLS and the

planning committee to identify and discuss emerging themes. Following the meeting, WiLS will facilitate a process via email and shared documents for the planning committee to document ideas about major themes from the information and activity ideas gathered during the process.

- *Two-Day, In-Person Consultant Site Visit*
 - Develop Foundational Elements of Strategic Plan
 - Based on information previously gathered related to potential ideas and language, WiLS will facilitate a 2-hour in-person meeting to develop foundational plan elements, including mission and vision statements and the organizational values that will guide the development of strategic goals and objectives.
 - Strategic Plan Development Meeting
 - Using the ideas of major themes and potential activities gathered from the planning committee, WiLS will facilitate a 4-hour in-person strategic plan development meeting of the library strategic planning committee. The result of this meeting will be the strategic plan framework of the goals, objectives and activity ideas the library will pursue in its plan.
- *Writing the Strategic Plan Document*
 - WiLS will compile the results of the planning meetings to include with other documentation, including, when relevant, the data and information gathered, assessed and summarized during the course of the planning process report, to develop and write a strategic plan document. WiLS will coordinate a schedule with the director and planning committee to complete writing the plan for presentation to the library board.

Phase 4 – Implementation and Ongoing Planning Process Development

- Following the completion of the strategic plan, WiLS can facilitate the development of a framework for an annual ongoing planning assessment, prioritization, implementation and communication process. This includes a 4-hour in-person session to develop the framework and a toolkit for the library to use for project planning and tracking and assessing and re-prioritizing goals and activities on an annual basis that aligns with the library's annual budget planning cycle.

Understanding of the Process

As noted in the beginning of the work plan, we see this process as a collaboration between WiLS and the library. We see three important objectives to this process.

1. Data and information form the bedrock of this process. This includes gathering information internally (staff, board, and other stakeholders) and externally (community and partners).
2. The result is a strategic plan that is future-focused to provide the library board and staff with the tools needed to provide the community with both needed services and amazing experiences. The goals and objectives of this plan will allow both the board and staff to assess and communicate progress and success.

3. Instituting the planning activities outlined in the work plan so strategic planning becomes an ongoing process for the library and not an event held once every three to five years.

Time Schedule

Pre-Phase 1 – July/August 2018

- Work with Library Director to develop a Strategic Planning Committee

Phase 1 – Project Start and Initial Information and Data Gathering – September/October 2018

- *Web-Based Planning Committee Meeting #1* – September
- *Issues and Needs Assessment* – September/October
- *Demographic and Economic Data Assessment* – September/October
- *Annual Library Data Comparison* – September/October

Phase 2 – Community and Staff Assessments – November 2018 to February 2019

- *Two-Day, In-Person Consultant Site Visit* – November
 - Community Conversations
 - SWOT analysis with all library staff
- *Web-Based Planning Committee Meeting #2* – December
- *Community Survey* – January/February

Phase 3 – Strategic Plan Development - March to May 2019

- *Data and Information Webinar Review* – March
- *Two-Day, In-Person Consultant Site Visit* – April
 - Develop Foundational Elements of Strategic Plan
 - Strategic Plan Development Meeting
- *Writing the Strategic Plan Document* – April/May

Phase 4 – Implementation and Ongoing Planning Process Development – June 2019

Appendix A

Melissa A. McLimans

Employment History

WiLS, Madison WI

Community Liaison / Service Specialist:

11/16/2015-present

Develop, manage and evaluate new projects, partnerships, and services to benefit WiLS and its members.

- Respond to member and partner requests for information and assistance
- Meet with members, partners and consortia to gain a better understanding of community needs, and translate this understanding into a vision of how WiLS may be able to deliver services to meet their needs
- Participate in community events, including statewide and regional conferences
- Identify opportunities for new partnerships, projects and services by talking with members, interacting with member groups, keeping up with developments in the field and working with other consortia vendors, etc.
- Assess viability, collaborative potential, and need for projects with appropriate member groups and other WiLS staff
- Develop project plans for possible new initiatives, including budget, scope, and assessment measures
- Create and edit content for communication channels
- Gather and interpret data (surveys, focus groups, presentation of data)
- Create and manage strategic planning processes for members and clients, including administering community surveys, leading focus groups, facilitating planning meetings and writing the final plan
- Create documentation for WiLS staff and members, particularly for process related to strategic planning, other consulting work, and digitization

University of Wisconsin Digital Collections Center, Madison WI

Digital Library Services Manager:

08/01/2013-11/01/2015

Manage staff, resources and projects to digitize, for access and preservation, materials that support teaching and research

- Manage metadata, reformatting and web site production work
- Supervise academic, university, and student staff
- Facilitate weekly production group meetings, create production-related documentation to clarify project workflow, and monitor the production process
- Participate in consultation and grant-writing assistance for university and library staff pursuing outside funding for digitization projects as assigned
- Manage large-scale, outsourced, and/or grant-funded projects
- Develop budgets for student assistants and allocate students as needed to support library

priorities

- Develop, implement and oversee digitization processes related to preservation of library and archival materials
- Coordinate and/or develop project assessments, cost and time estimates, briefs, and Memorandum of Understanding for the library's digital collections
- Serve as a resource to librarians and library units interested in exploring the development of digital collections as part of their preservation and/or access strategies
- Collaborate with university faculty to develop digital library resources in support of their teaching and research needs
- Participate in the development and planning of policy and new initiatives aimed at enhancing digital library collections and digital preservation reformatting practices
- Evaluate, plan, and implement workflow processes and structures to meet expanding needs of digital collections, especially as they pertain to preservation reformatting and production.
- Coordinate and implement marketing to promote UWDC resources, tools, and services to campus and external audiences
- Act as the main voice for marketing and outreach, including social media accounts and website
- Present to staff, students, and community members on the resources found in UWDC as well our practices
- Field all reference questions related to UWDC

Digital Services Librarian:

09/01/2006-07/31/2013

- Collaborate with faculty, staff and students throughout UW System to develop and complete digitization projects
- Assess materials for inclusion in digital collections, create cost estimates and project documentation, and maintain a project management database as part of project development work. Inventory, store and return all project materials
- Supervise student workers, library school practicum students and ISIP (Information Services Internship Program) participants and production workflow
- Provide reference service for UW Digital Collections content

Wisconsin Historical Society, Madison WI

10/2002-08/2006

Document Delivery Librarian: Managed the Wisconsin Genealogical Research Service, which includes the Wisconsin Pre-1907 Vital Records Index, the Wisconsin Name Index database, and the Civil War Service Records Research Service

- Managed orders, financial records, customer correspondence, and online database content
- Marketed services to past customers, newspapers, and genealogical groups by crafting marketing emails, information packets, and press releases
- Supervised two genealogical researchers

Digital Services/Research Assistant: Reviewed and indexed first person travel narratives for the *American Journeys* project

- Edited background files for roughly one-third of the 181 works
- Read primary documents, applied subject metadata and used content management software (CONTENTdm) to index digital content for *Turning Points in Wisconsin History*
- Researched other digital collections to add to *Turning Points*, enhancing the collection's usefulness as a portal to Wisconsin history
- Edited and contributed entries to *This Day in Wisconsin History*, a home page feature on the Society website, syndicated content that appears on the sites of more than 300 newspapers, media outlets, schools, and bloggers and was visited about 4,000 times a day
- Scanned original documents, converted and edited digital files and supervised others performing the same tasks

Education

- Master's Degree in Library and Information Studies, University of Wisconsin, Madison—May 2006
- Bachelors of Arts Degree in English, University of Wisconsin, Madison—August 1998

Publications

- "Digital Collections Celebrate the Wisconsin Idea." UW-Madison Libraries Magazine. Fall 2015.
- "Diaries of Discovery: Rare Books Document Indigenous Population of Japan." *Microform & Digitization Review*, Vol. 41, pp. 87–91, June 2012.
- "Preserving the Past and Increasing Access through Digitization." *Federal Depository Library Program (FDLP) Connections*. April 4, 2012.
- "Digital Collections Document Archeological Sites and Landscape History." *Friends of the Libraries Magazine*. Spring 2010.
- "Diaries of Discovery: Rare Books Document Indigenous Population of Japan." *Friends of the Libraries Magazine*. Summer 2010.
- "What's Cooking? Recipes for Success at the UW Digital Collections." *Friends of the Libraries Magazine*. Spring 2009.
- "Featured Collection-University of Wisconsin Digital Collections." *D-Lib Magazine*. Volume 13 Number 3/4, March/April 2007. <http://www.dlib.org/dlib/march07/03featured-collection.html>.

Select Presentations

- *The State of (Wisconsin) Digital Preservation* (2016), moderator. Wisconsin Association of Academic Libraries annual conference in Elkhart Lake, Wisconsin.
- *It's Not Just About the Money: Creating and Sustaining a Positive Work Culture*
 - 2017, WiscNet Connections, Madison, Wisconsin
 - 2016, Wisconsin Association of Academic Libraries annual conference in Elkhart Lake,

Wisconsin

- 2015, Wisconsin Library Association annual conference in Milwaukee, Wisconsin.
- *What's on your mind? A Social Media Workshop* (2015) WiLSWorld 2015, Madison, Wisconsin.
- *Success and Challenges of Using Social Media to Promote Digital Collections* (2013) Featured speaker at UW-Madison SLIS Social Media in Libraries short course.
- *Digitization 101* (2012) Session presented at Council of UW Libraries summer conference in Madison, Wisconsin.
- *Using Social Media* (2012) GLS Staff Development Program.
- *From Concept to Reality: An overview of the University of Wisconsin Digital Collections* (2011). Keynote speech at the South Central Library Systems annual Multi-type Summit in Madison, Wisconsin.
- *The Changing Landscapes of Wisconsin: A Digital Archive of Historic Aerial Photographs* (2010). Session presented at 2010 Wisconsin Association for Academic Libraries annual conference in Milwaukee, Wisconsin.
- *After the Honeymoon: Strategies for Success as a New/Emerging Librarian* (2009). Panel discussion at the Wisconsin Library Association annual conference in Appleton, Wisconsin.
- *Web 2.0 and Our Digital Collections* (2009). Roundtable discussion at the annual Council of University Libraries conference in Madison, Wisconsin.
- *Think Tank: Getting the Best Ideas from your Entire Group* (2009). Session presented at WLA-SSS Annual Professional Development Conference in Madison, Wisconsin.
- *Digital Content Meets Web 2.0* (2008). Session presented at the 2008 Upper Midwest Contentdm User Group Meeting in St. Paul, Minnesota.
- *Using Digital Collections in the Classroom* (2007). Hands-on workshop presented as part of 2007 Teaching and Learning Symposium at the UW-Madison.
- *Using Digital Collections for K-12 Education* (2007). Training session presented at Wisconsin Educational Media Association annual conference in Madison, WLA in Green Bay, and WEAC teacher's conference in Milwaukee.

Honors and Awards

- 2015 UW-Madison General Library System Staff Service Award
- 2013 Featured as the September 5th "Know Your Madisonian" in Wisconsin State Journal, primarily for social media work at the University of Wisconsin Digital Collections
- 2011 Governor's Archives Awards for Archival Innovation; shared award with UW Department of Geography for *Changing Landscapes of Wisconsin*
- 2011 Twitter account (@UWDigiCollec) featured as part of the "In the Mix" section of the May *Madison Magazine*
- 2007 WeLead Protégé, awarded by Wisconsin Library Association
- 2006 Valmai Fenster Award for Outstanding Promise for Exceptional Scholarship in the Profession

Committee Membership and Other Activities

- Digital Public Library of America (DPLA) Service Hub Committee
- (2013-2015) UW Digital Collections Project Development and Assessment Committee, Chair

- (2013-2015) UW-Madison General Library System (GLS) Social Media Marketing Committee, Co-Chair
- (2013-2015) UW-Madison Campus Library Marketing Committee, Co-Chair
- (2010-2015) New Library Catalog Development and Design Teams
- 2015 UW-Madison General Library System (GLS) Digitization Grants Working Group
- 2015 UW-Madison General Library System (GLS) Resource Management Redesign Advisory Group
- UW-Madison General Library System new employee mentor
- 2009, 2011, 2012 Wisconsin Historical Society Book Award of Merit Judge
- 2010 Wisconsin Library Association Conference Co-chair
- 2010 Go Big Read (UW-Madison common book project) Book Review Group

Bruce Smith

Qualifications

- Trained facilitator that includes participation in the American Library Association's Libraries Transforming Communities 18-month community engagement grant program.
- Extensive background as a public service program leader responsible for budget development and personnel management
- Committed to continuous improvement of services and maximizing use of resources through data analysis, research, and testing
- Established reputation in service development, project management, and strategic planning

Professional Experience

Community Liaison and Service Specialist | WiLS (Wisconsin Library Services) ▪ July 2013 – Present

Accomplishments

- Project manager leading a multi-year Public Library System Redesign process funded by the Department of Public Instruction to improve models for coordinated services to 384 public libraries in Wisconsin.
- Designed a new delivery service model for Southwest Wisconsin Library System and Cooperative Educational Service Agency 3 that increased service to their 64 members by 50% while saving each organization more than \$20,000 annually.
- Developed consulting and project management as new service areas for WiLS and have grown annual revenue for these services from zero to nearly \$250,000 in a little over three years.
- Facilitated the merger of two regional public library systems into a single four-county system resulting in improved service efficiency and effectiveness, increased purchasing power, and more resources for library users.

Responsibilities

- Coordinate organizational consulting and strategic plan development for libraries and other institutions by providing process facilitation; gathering and analyzing data; developing, administering, and interpreting surveys; engaging community stakeholders; and establishing metrics for assessing success.
- Provide large-scale project management, facilitation, and collaborative negotiation for local and statewide initiatives involving libraries, governmental agencies, and non-governmental partners; develop and deliver communications, reports, and presentations to stakeholders and decision-makers.
- Perform lean workflow and service cost analysis and provide change implementation planning to improve logistical support systems for library services to increase organizational efficiency, provide more effective services, and maximize use of resources.
- Developed and negotiated cooperative purchasing agreements with vendors for library equipment, supplies, subscriptions and services providing significant annual savings for libraries throughout Wisconsin.

- Coordinated project management for the Wisconsin Public Library Consortium; managed a million-dollar digital book buying budget; led multiple committees; developed reports and made presentations; gathered and interpreted data.

Delivery Services Coordinator | South Central Library System ▪ November 1996 – June 2013

Accomplishments

- Provided high-quality service as demand grew by more than 100% over the course of 16 years doubling the size of the fleet and staff while also navigating the delivery operation through the recession and reduced budgets. This was achieved with the following service changes and innovations.
 - Designed and led the building of a new 15,000-square foot delivery facility to meet long-term service needs and increase operational productivity by consolidating service locations.
 - Continually evaluated the fleet program including developing an in-house vehicle maintenance and repair service that lowered expenses and improved service quality.
 - Researched, tested, and transitioned fleet to new fuel-efficient vehicles and constantly assessed and adjusted fuel purchasing plan to control fuel expenses through market volatility.
 - Designed a customized material-handling cart with a local manufacturer to allow for the maximum use of vehicle capacity resulting in the consolidation of delivery routes that greatly reduced total driver time and miles driven while increasing driver safety.
- Nationally recognized library delivery services leader including being a published writer and editor of *Moving Materials: Physical Delivery in Libraries*: American Library Association Publishing, 2010.

Responsibilities

- Statewide coordinator for a centralized library delivery service, connecting nearly 800 library locations in Wisconsin with direct service to more than 300 stops, transporting over 15 million items annually.
- Responsible for the development and program management of a \$2.4 million-dollar budget; developed service pricing models and cost-sharing formulas for collaborative services; negotiated and maintained service agreements with 115 libraries and library organizations.
- Managed a centralized fleet of 24 trucks; developed long-range purchasing, utilization, and surplus plans; determined vehicle, equipment, and supply purchasing specifications; negotiated and strategized with vendors; set criteria for fleet maintenance program.
- Supervised a team of 28.5 FTE (40-45 employees); directed hiring processes; developed and coordinated employee skill and career development; created and administered organizational and departmental employee policies; prepared annual performance evaluations and set goals for all staff.
- Developed and managed safety program; performed occupational hazard assessments; established protocols for handling of hazardous waste; partnered with insurance and safety professionals to develop and utilize liability risk management tools and strategies.
- Employed data collection strategies and analysis to assess and improve operational functions.

Technical Skills

- MS Office Suite – Advanced in Excel
- Data visualization software – Tableau
- Customer Relations Management software – Sugar
- Project management tools – Smartsheet
- Google applications and other productivity and communication tools

Education

Madison Area Technical College: Microsoft Office Coursework

Lakeland College: Management Information Systems Program

University of Wisconsin – Madison: College of Letters and Science Undergraduate Studies

PROPOSAL FORM

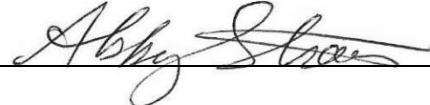
**STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY
STRATEGIC PLAN DEVELOPMENT**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal. By submitting this proposal, I hereby represent that the firm identified below has thoroughly examined the Request for Proposals, is familiar with the Scope of Services, and is fully qualified to perform the services described to achieve the Library Board's objectives in a professional manner.

Name of Firm A. Straus & Associates, Inc. d/b/a Maverick & Boutique

Address 112A State St.

City/State/Zip Shelburne Falls, MA 01330

Signature 

Name (Print) Abby Straus

Title President

Telephone Number 413-687-4433

Fax Number 413-628-2150

E-Mail Address straus@maverickandboutique.com



**PROPOSAL FOR STRATEGIC PLANNING SERVICES
STILLWATER PUBLIC LIBRARY BOARD**



Proposal prepared by:



112A State Street
Shelburne Falls, MA 01370
413-687-4433
www.maverickandboutique.com

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Part 1: Organizational Structure

Maverick & Boutique was founded by Abby Straus and John Findlay to help people deal successfully with the most daunting challenges facing organizations and communities today¹, including how to capitalize on complexity and plan effectively in a world of accelerating change. Located in Shelburne Falls, Massachusetts, the firm serves clients from multiple sectors across the US and around the globe.

Legal corporate name: A. Straus & Associates, Inc. d/b/a Maverick & Boutique

Type of Corporation: S Corp

State of incorporation: Massachusetts

Date of incorporation: March 19, 2002

Size of the corporation: Two principals. Sub-contractors as required.

Primary markets and services: The company provides strategic planning, leadership development, economic development and organization change services to Federal, State and Local Government, the private sector, and not-for-for profit organizations. We have developed our own proprietary app-based collaboration software which we use for our consulting assignments and supply to customers around the world.

Strategic planning for libraries is one our areas of special interest. We usually complete about four library strategic plans per year for city, county and state-wide library systems.

¹ IBM Global Survey of CEOs in 2008, 2010 and 2012



Technical Qualifications

Part 2: Technical Qualifications

Maverick & Boutique (M&B) has developed a program of activities for the City of Stillwater Public Library Board of Trustees (The Board) to develop a comprehensive strategic plan for the next 3-4 years.

1. Introduction to the Consultant

Maverick & Boutique has a special interest in working with your library. We regard libraries as key players in supporting the vitality of our communities, especially as we move into a post-information age society, where the wise application of knowledge is a critical skill for people and a vital capacity for organizations and communities.

We agree with the findings of the 2014 report *Rising to the Challenge: Re-Envisioning Public Libraries*, from the Aspen Institute Communication and Society Program which says that the public library will become a “a key partner in sustaining the educational, economic and civic health of the community during a time of dramatic change.”²

This exciting new view of libraries is also spelled out in detail by Professor David Lanke in his timely book, *Expect More: Demanding Better Libraries for Today's Complex World*,³ whose recommendations are being adopted by libraries to develop new roles in their communities.

Our work has shown that when libraries actively seek to understand the needs of their communities—and collaborate with community partners to develop programs and services to meet those needs—the communities are strengthened and achieve levels of success they never imagined.

It is our mission to help libraries develop the capacity to play a role as a community anchor institution, in new business incubation, job readiness and skills development, emergency preparedness, as a facilitator of crucial community conversations, and contributor to the wise application of knowledge in partnership with community service organizations.

2. General Qualifications

Our work in strategic planning for libraries began as a result of the work we were doing in economic development in Vermont, New York and New Jersey, where we worked closely with the libraries in each region.

We involved the libraries as key partners in the delivery of new value-added services, particularly for workforce/skills development, the establishment of incubators/accelerators and makerspaces, in

² Aspen Institute Dialogue on Public Libraries, *Rising to the Challenge: Re-Envisioning Public Libraries*, Washington, D.C.: The Aspen Institute, October 2014, p. IX

³ Lanke, D. (2015). *Expect More: Demanding Better Libraries for Today's Complex World*

emergency management and in providing meeting places for important civic interaction and deliberation.

We bring to your project robust processes and frameworks that help participants think and interact creatively to make a vibrant future together, and research methods that help reveal and anticipate emerging needs and services to delight patrons. We also leave behind methods your staff can use to undertake future strategic planning processes and make necessary organizational changes.

We have created a set of simple, reliable methods for strategic planning and implementation that help organizations and their people excel in today's rapidly changing world. Originally developed for the complex project management community worldwide, these methods have been extensively and successfully applied to our work in economic and community development, innovation and organization transformation in local communities and regions throughout the US. This includes many libraries and library systems.

3. Special Qualifications

We believe we are the appropriate consultant for your project because we offer the following benefits to your library and your community:

- We have a good working knowledge of your region through recent past assignments in North Dakota, Minnesota and Wisconsin.
- We bring to your library (and your city) our knowledge of what new programs, staffing and management practices that have proven successful elsewhere in the USA.
- Our approach makes it possible for your staff and stakeholders to work well across boundaries that can often divide us and to help your community easily and reliably reach agreement about proposed new directions.
- We engage as many staff and stakeholders as possible and tap into their know-how and ideas, so they have ownership of the plan.
- We help you create new programs, collections and delivery systems that meet emerging needs.
- We help you tap into the existing talent and resources in your community.
- We help you do more within existing financial and resources constraints.
- We have staff who have had a career in libraries, and also staff who bring a fresh perspective from other sectors.
- We help you develop closer partnerships with key stakeholders in the community in order to target service delivery more precisely and reliably.
- The optional task of reviewing the library's organization structure, staff roles and capability to implement the plan is included at no extra charge as part of our standard strategic planning process.
- We offer you the option of mentoring several staff members at no charge, so they can take responsibility for future planning activities and play a role in implementation.

4. Staff Qualifications

The qualifications of our staff that would contribute to your project are:

Abby Straus, M.Div.

President, Maverick & Boutique



Abby is passionate about helping people identify and create the future they want to live. She is a pioneer in leadership and strategy for complex environments, partnering with individuals, organizations and communities as a facilitator, workshop leader and executive coach.

Abby has assembled a cadre of practical tools and practices that—when applied with determination—get profound results. Whether developing leaders, engaging stakeholders or designing and implementing strategy, she brings a no-nonsense, can-do attitude to supporting her clients in creating real change.

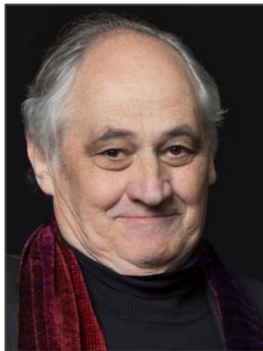
A wide range of organizations benefit from collaborating with Abby, including libraries and library systems, non-profits, educational institutions, communities and their economic development organizations, and the private and public sectors, including defense.

She has a BA in cultural anthropology and a master's degree in divinity and works with tools including Systems Thinking, Polarity Management, Appreciative Inquiry, the Leadership Circle 360, Emergenetics and TED* (The Empowerment Dynamic).

Abby is the President of the Board of the [Northeast Economic Development Association](#) (NEDA). She is also the proud mother of a twenty-six-year-old son and an avid yoga practitioner. She lives in the Pioneer Valley in Massachusetts.

John Findlay Ph.D., M.B.A.

Chief Program Designer, Maverick & Boutique



John has over 30 years of experience in strategic planning, community consultation, futures forecasting, organizational transformation, politics, infrastructure and new business development.

An Australian native now living in Shelburne Falls, MA, John brings an international focus to work with clients in over 20 countries including defense/complex project management (Department of Defense, USA, Boeing, Australia and General Dynamics, USA), school education (over 200 schools around the world), financial services (UBS in Singapore, Japan, China, Switzerland, the United Kingdom and the USA, BUPA Australia and ING Australia), energy (Chevron, USA and Aramco, Saudi Arabia), innovation (Innovatika, Poland, Gemba in Denmark, Hargraves Institute, Australia and Future Centers in England and Saudi Arabia as well as Chevron and Hallmark cards in the USA) and international development (BRAC, Bangladesh, UNICEF in Uganda and Management Science in Health, USA).

His current focus is on helping communities in North America become more capable of adapting to accelerating change and be able to curate and apply their knowledge wisely. He is also designing and delivering executive leadership development and change management programs for the US Department of Defense. He has a Ph.D. from the University of Wollongong in educational psychology and an MBA from Southern Cross University, both Australian universities.

Jane E. Darling, M.A.
Senior Associate



Jane envisions a bright future for libraries as trusted organizations at the heart of their communities. Although technology has dramatically changed the ways in which people access information, she believes libraries are perfectly positioned to provide new methods of acquiring knowledge, enhancing skills, and supporting personal enrichment in the communities they serve.

Her experience includes developing comprehensive strategic plans which enable libraries to reach their full potential. Components of a strategic plan may include staff development and leadership, collaboration with community partners, facility and system improvements, and collection building to meet community needs. As a facilitator, mentor, and coach, she helps libraries and librarians discover expanded possibilities, allowing them to set challenging, yet achievable, goals in uncertain and rapidly changing environments. In addition to guiding her library through multiple strategic planning processes and a major building renovation, Jane served as an active member of the 2015-2016 Strategic Planning Task Force of the Texas Library Association.

She holds a Bachelor of Science degree in Business Administration from Montclair State University. While pursuing her original career in the savings and loan industry, Jane earned her Master of Arts in Library and Information Science from the University of South Florida. With her unique combination of business experience and her passion for libraries, she brings a fresh perspective and a commitment to excellence in library service.

Jane is a member of the American Library Association, the Public Library Association, the Texas Library Association, and the Florida Library Association. An enthusiastic supporter of the performing arts, she enjoys singing, playing the flute, and ringing hand bells. She and her husband live in Ocala, Florida.

5. Previous Experience

We have completed strategic plans for the following libraries and library systems:

Completed during 2013

- LibraryLinkNJ, statewide strategic plan for the future of libraries in New Jersey

Completed during 2016

- Cozby Library and Community Commons strategic plan, Coppell, Texas
- La Crosse Public Library strategic plan, La Crosse, Wisconsin
- Massachusetts Library System strategic plan, Massachusetts
- New Jersey State Library strategic plan, Trenton, New Jersey

Completed during 2017

- Dakota County Library strategic plan, Eagan, Minnesota
- Clifton Park-Half Moon Library strategic plan, Clifton Park, New York
- Kurth Memorial Library strategic plan, Lufkin, Texas
- LibraryLinkNJ, organizational strategic plan, New Jersey (the second of two plans)

Completed in 2018

- East Lyme Public Library, East Lyme, Connecticut
- East Brunswick Public Library, East Brunswick, New Jersey
- Fargo Public Library, Fargo, North Dakota

References: The following clients are pleased to speak for our work in libraries and in strategic planning.

Kathy Schalk-Greene, Executive Director, LibraryLinkNJ

Address: 44 Stelton Ave. Piscataway NJ 08854

Tel: 732-752-7720

Email: kathy@librarylinknj.org

Start date: Project #2 below: October 2016

Completion date: October 2017 and ongoing

Project: 1) Strategic Plan for the Future of Libraries in New Jersey, 2) Strategic Plan for LibraryLinkNJ 3) ongoing facilitation of board and staff development activities

Greg Pronevitz, Executive Director, Massachusetts Library System

Address: 225 Cedar Hill Street, Suite 229, Marlborough, MA 01752

Tel: 508-357-2121 x 303

Email: greg@masslibsystem.org

Start date: December 2015

Completion date: October 2016 and ongoing consulting

Project: Strategic Plan for The Massachusetts Library System (MLS), working with a wide selection of public libraries and other stakeholders across the state.

Vicki Chiavetta, Director, Cozby Library and Community Commons

Address: 177 N. Hartz Rd, Coppell, TX 75019

Tel: 972-304-7030

Email: vchiavetta@coppelltx.gov

Start Date: May 2016

Completion: October 2016

Project: Strategic plan for the Coppell Public Library.

Margaret Stone, Director, Dakota County Library

Address: 1340 Wescott Road, Eagan MN 55223

Tel: 651-450-2930

Email: margaret.stone@co.dakota.mn.us

Start Date: April 2017

Completion Date: October 2017

Project: Strategic Plan for the Dakota County Public Library (nine branches).

6. Work Plan

We propose commencing the project at the end of July 2018 and presenting the completed plan in November 2018.

SUMMARY OF THE WORK PLAN

The planning process will include the following tasks:

- **Kick-off Meeting and Initiation:** To plan the project, meet with the board and senior staff, tour the city, begin the interview process and conduct an initial pilot planning session.
- **Information gathering and review:** National, regional, county and city population and other trends such as emerging services concepts, and impact on the library and the community.
- **Targeted interviews with staff, and key stakeholders:** for confidential input.
- **Surveys and focus groups:** Using up to three surveys to identify new service needs and other key information, up to three partner surveys and up to three focus groups with targeted stakeholders.
- **Facilitated stakeholder workshops using our Zing™ collaboration system:** that guides the staff, community leaders and residents and other stakeholders through a complete planning process in a few hours to create inputs to the plan, including suggestions for action items, and resulting in commitment to the plan, which we call "join in."
- **Report of findings:** Including draft strategic plan framework (goals, strategies and suggested action items) and findings from research and planning processes to date, including recommendations for vision, mission and values/principles.
- **Deep-dive workshop and presentation of findings:** To discuss and integrate findings, finalize strategic plan framework and prioritize action items.
- **Ready-to-Implement projects and programs:** Including new and/or enhanced projects and programs, which are much easier to implement than abstract strategies.
- **Strategic plan:** Including executive summary, goals and strategies, environmental scan, analysis library structure, staff roles and implementation analysis.
- **An on-line review workshop:** to fine-tune the plan.
- **Presentation of the plan:** Once the plan is complete, we will present it to the Board and senior staff for final review and approval.
- **Ongoing evaluation and planning:** We will mentor staff as necessary and leave you with tools and methods to continue planning and undertake implementation.

DETAILED WORK PLAN

The detailed description of the work plan is as follows:

TASK 1: PROJECT KICK-OFF MEETING AND INITIATION

Upon contract approval, Maverick & Boutique will arrange a two-day visit to the Library, during which we will hold a face-to-face project initiation meeting with your representative(s) to review the project's

requirements, clarify the roles and responsibilities of all parties, review and finalize a project plan, and exchange existing data, reports and information.

This trip will also include interviews, data collection and a short version of the strategic planning workshop (outlined in Task 5 below) for the Board and senior library staff to give you an understanding of our approach and to kick-start the process. At this time, we will also review your previous strategic plan with the Board and senior staff to understand what has been successfully accomplished, what might be carried forward into the new plan, and how we might leverage work and enthusiasm to create continuity between plans.

We will also review with you and decide upon a list of stakeholders who will be invited to participate in the strategic planning process and how best to ensure their involvement in workshops or interviews, especially those who might offer critical information, become project champions or otherwise contribute to the strategic plan.

On the day of the kick-off meeting, we would appreciate the opportunity to tour the library, meet key staff and hear their stories and be given a guided tour of the city to gain first-hand insight into the features and resources of the community in geographic relationship to the library.

Deliverable: Meeting notes in electronic form, including an agreed-upon implementation process for the planning activity and preliminary stakeholder list.

Timeframe: End July 2018

TASK 2: INFORMATION GATHERING AND REVIEW

The consultants will review data and other information provided by the library to gain a deep understanding of the library and its community. We will also review reports and other trend data pertaining to the future of libraries and library systems in the United States and internationally. Such materials will include:

- National, state, county and city population, business, government and community population, quality of life and economic statistics, especially in sectors where you may consider establishing new services or expanding existing services.
- Resources such as Aspen Institute reports and others that pertain to the best practices in library management and development, including inputs from journal articles, meta-studies from thought leaders and a range of future scenarios from a variety of sources, recent books on knowledge creation, use/re-use and the future of libraries from a variety of perspectives.
- Trend data on emerging technologies, changes in the roles of libraries and promising practices, shifts in patterns of knowledge management/knowledge creation, as well as changes in how people live, work and interact.
- The Maverick & Boutique Waves of Change Model: We developed this model to help our education, business, government and complex major project clients align strategic thinking and action with rapidly emerging social and technological trends. It has proven very useful in our work with libraries by providing a framework for thinking about disruptive change and how it offers present and future opportunities for libraries and librarians to be leaders in the wise application of knowledge.

Deliverable: Briefing notes in electronic form.

Timeframe: End-July 2018

TASK 3: TARGETED INTERVIEWS

To gain further understanding, we will conduct a series of 10-12 targeted interviews, either in person or by phone with the Board, city officials, staff and administration, Friends, and other designated stakeholders, to:

- Gain a deeper knowledge of the needs and interests of external stakeholders from opinion leaders in the community (especially civic, community organizations and business leaders) as well as senior staff,
- Learn from staff how your library is organized and operated: the organization structure, leadership/management model and coordination approaches, systems and technology, resources, state of collections and proposed collections,
- Test new approaches with key stakeholders and staff, and
- Encourage those external stakeholders interviewed to participate in the strategic planning workshop process, including the project and program development phase, to make suggestions about who else should be involved and/or to use their influence to encourage others to participate.

We anticipate that the interviews will be conducted evenly between internal and external stakeholders.

Deliverable: Outputs from interviews that will inform the strategic plan.

Timeframe: End-July 2018

TASK 4: SURVEYS AND FOCUS GROUPS

We offer a suite of surveys and assessments to assist us in evaluating your library's current performance, and its alignment with emerging technologies, systems, structures and processes. These surveys/assessments are ready-to-go or can be quickly adapted, and can be implemented easily with minimal resources, following the initial visit.

We will undertake up to three surveys to identify new service needs and other key information from the following survey types:

- A **General survey:** The user survey will identify not only the current level and patterns of library use but also what new services will drive future use and traffic. The survey will seek to understand the motivation for frequency of visitation, service or collection popularity and preferred destinations. It will consider current and future demand for print and electronic collections, programming and events (adults, teens and children) as well as current and future library facilities, technologies and tools. The survey will also seek to characterize the overall library experience, what contributes to that experience (both positive and negative), and the adequacy of print collections, Internet access, electronic content, the audio-visual collections and convenience of locations.
- An **On-line Version of the Strategic Planning Process** for stakeholders who are unable to participate in the strategic planning workshops.
- A **Library as Community Anchor Institution** survey to identify which new services offered by the library, or by partners co-located with the library, would be most in demand from your community.
- A **non-user survey** designed to be made available via a county/city newsletter or other official notice. The survey reveals the reasons and/or barriers contributing to non-use by those who

don't use the library, the level of awareness that non-users and new community members have of the library, and the expectations of newer community members.

- A **Review of the Library's Alignment with Technological Change** and stage of development of roles, skills, technologies and methods. This inventory identifies the gap between your current organization structure, strategy, production/delivery methods, roles, procedures, coordination and communications and more optimal arrangements. This survey helps us identify opportunities foregone and how to play catch up.

The surveys will be developed/adapted in conjunction with your staff and/or partners, tested with a small sample, reviewed and then launched via multiple avenues: via email, at terminals in the library, via a rate notice, and/or where appropriate, paper based, in the library, with assistance from a staff member or volunteer.

The consultants will also:

- Undertake up to three **New Partners surveys** to start a process of building relationships with potential community partners, to survey their members or constituency and identify new collection opportunities and delivery mechanisms.
- Conduct up to three **Focus Group workshops** with representatives of community, educational and business groups to develop a good understanding of how they regard and use the library, and test out new program and/or service concepts.

Deliverable: Report on surveys in electronic form, focus group notes and a summary report for the Presentation of Findings at the Deep Dive Workshop and for the plan.

Timeframe: July-August 2018

TASK 5: FACILITATED STAKEHOLDER WORKSHOPS

One of the most valuable ways to develop a deep understanding of your community's needs—and the library's ability to deliver services to meet those needs—is to involve a broad range of internal and external stakeholders as early as possible in the strategic planning process. By engaging everyone in this way, stakeholders develop ownership of the plan and gain commitment to its implementation, making the critical shift from “buy-in” to “join-in”.

We will facilitate four three-hour stakeholder workshops with a mix of staff, board members and stakeholders that will be conducted over two consecutive days. Each workshop can accommodate up to 50 people, seated at tables of 6-8, with representatives of different sectors/groups at each table to encourage maximum diversity of ideas. To provide a variety of meeting opportunities to suit the availability of different stakeholders, we propose holding the workshops at a range of times, for example from 9AM-noon, 1PM-4PM or from 5:00PM-8:00PM during the four-day window. It may also be advisable to hold at least one Saturday workshop as well.

About the workshops: In the workshops, participants contribute their thinking to every step of the process: a review of future trends, analysis of current resources and capacities, identification of stakeholder needs, interests and priorities, and the development of ideas for initiatives that include both internal and external short-term projects and long-term programs.

Our guided-conversation approach is driven by sequences of rich, open-ended questions that Maverick & Boutique regularly employs with great success. It ensures that participants with diverse interests and points of view cultivate a shared understanding of current reality and desired outcomes, and use this platform to

suggest practical, actionable projects and programs to address challenges and take advantage of opportunities.

We will undertake an agile, adaptive version of a SWOT (Strengths, Weaknesses, Opportunities and Threats), which we call a Dynamic SWOT (Keep, Abandon, Invent, Reinvent), because it leads directly to identifying desired outcomes and possible ways forward, rather than identifying the gap and a solution in two or more steps.

Our guided questioning process asks these kinds of questions:

- **The context:** *What's happening globally, nationally and locally that is affecting, or will have an effect, on the library, its patrons and stakeholders? Things to think about: who is doing what right now, technology applications, social and generational trends, consumer patterns, etc.*
- **Stakeholder Interests and Priorities:** *Thinking about the changes that are taking place in the world and our region, what are the interests/needs/priorities of the patrons, partner organizations and other stakeholders of our libraries? How can the library better serve them?*
- **Strategic analysis:** *Thinking about the context and what we want to achieve, what do we want to KEEP that is working well? What isn't working that we want to ABANDON? What might we INVENT or REINVENT that, if we did, would make a big difference to our success?*
- **Envisioning our future:** *Draw a rich picture of a vibrant, successful library of the future. What is happening? Who is involved? What are they doing and with whom? How are the different aspects of the system connected and how do they connect to external systems such as other libraries or stakeholders including, business, school, community groups, etc.?*
- **Taking action:** *Thinking about what we've learned so far, what is a program, project or other initiative we could start today that will contribute to the library becoming even more successful, influential and valuable in the community? This will include a catchy title and a 25-word description of the project including desired outcome(s), who is critical to project success, qualitative and quantitative measures, etc.*
- **Working well together:** *Craft a list of 3-5 principles that will guide us (the Library and its community) in working together successfully to create the future we envision. Please phrase each principle in present action language, e.g. "We welcome and integrate diverse ideas and perspectives."*
- **Vision and Mission:** *Thinking about what we have discussed today, craft a VISION (What we will achieve), a MISSION (How we will achieve it).*

Meeting methodology: For these workshops, we will use Zing™, a computer-assisted, collaborative meeting process, which we developed and use regularly in our strategic planning efforts. Zing™ offers an innovative way to guide groups through a structured process where everyone contributes to the strategy plan and has an opportunity to own it, thus creating the momentum necessary for successful implementation.

This conversation-based methodology integrates small group discussion with large group feedback and reporting, allowing ALL participants to quickly and easily bring their perspectives to the issue. Participants are presented a series of questions or issues that they first discuss in small groups and share with the larger group via wireless keyboards. Contributions appear on a screen visible to the room, allowing ideas to flow synergistically between participants. All ideas are acknowledged, and, in a

final and critical step, participants are guided in integrating their ideas to create a more robust understanding of the situation and to produce outcomes such as plans or project concepts. To learn more about Zing™, please visit our website: <http://maverickandboutique.com/about-zing/>

Deliverable: A transcript of the workshops and notes organized for further work and discussion.

Timeframe: Early September 2018

TASK 6: SYNTHESIZE WORKSHOP OUTPUTS INTO STRATEGIC DRAFT GOAL AREAS

The information collected to date will be reviewed and consolidated by the consultants into a set of recommended themes or strategic goal areas that will be presented to the Deep Five workshop (see Task 7 below).

The goal areas are likely to include variations on these aspects:

- Expanding the role of the library and partnering
- Funding, financial health, capital investments, budgeting
- Governance, coordination and resource sharing
- Leadership, staffing and professional development
- Marketing, stakeholder outreach, awareness of the Library and its relationship with the community
- Programming and events
- Services innovation and collection building
- Technology, systems and future infrastructure needs

Deliverable: Recommendations for goal areas.

Timeframe: Mid-September 2018

TASK 7: DEEP DIVE WORKSHOP AND PRESENTATION OF FINDINGS

The consultants will facilitate a Deep Dive workshop in which they will present their findings to date and engage with the Board, Library Director and senior staff to make collective sense of the information, agree on strategic goal areas and review the library's capacity to implement the plan.

The one-day workshop will be in two parts:

1. **Discuss the Issues and Develop Solutions:** A 2-hour session to discuss the findings revealed in the strategic planning process and develop or refine potential solutions.
2. **Refine Strategic Plan Framework:** A 3-hour session to:
 - A. Agree upon goal areas and draft goal statements comprising clear and compelling statements of what will have occurred when the goal is realized
 - B. Agree up on and refine strategies for each goal area
 - C. Identify and prioritize action items that will be developed to operationalize the strategies for each goal area.
 - D. Develop new draft mission, vision and values statements.

3. **Review the Capacity of the Organization to Implement the Plan:** A 1-hour session to review the organization structure, staff roles and the ability of the library to implement the strategic plan.

Deliverable: Draft strategic plan framework consisting of vision, mission, values, strategic goals and strategies.

Timeframe: Late September 2018

TASK 8: PROJECT AND PROGRAM DESIGN

We believe that the successful implementation of your strategic plan will be based, in large part, on the development of concise, detailed project and program plans with clear accountabilities and measurements for success.

The consultants will support the Board, senior staff and stakeholders in a process to create plans for projects and programs identified in Task 5 to be included in the strategic plan. This will be a one-day workshop, comprising two three-hour sessions, immediately after the Deep Dive Workshop (Task 7).

Participants will self-assign to working groups for the goal area(s) in which they have the most interest/expertise.

The template we provide includes the following, which we are happy to adapt with you as needed:

- **Project Description:** Detailed description of a proposal for solving the problem/issue (50-200 words).
- **Governance:** Roles and responsibilities, who will own the project?
- **Objectives:** What will the project achieve?
- **Stakeholders:** Which stakeholders and their interests will be served by the project? Who will make use of the product/service/program and how? Who will be the suppliers?
- **Time frame(s)** for development, implementation, etc.
- **Estimated cost range and sources of funding:** How much will the project cost and where could we obtain funding, e.g. grants, fund raising?
- **Actions/activities:** List the actions that will be taken to get started, 1..., 2..., 3..., etc. including what will be done, who will be responsible, by when.
- **Measures of success:** What will be the outcomes and how will they be measured? (benefits, measurable, clear, simple, actionable)
- **Professional development:** What new skills will be required and how will they be acquired?
- **Resources, technological or facilities requirements:** What equipment, systems, buildings, etc. will be needed for this project?
- **Integration with other projects/programs:** How could the project integrate with existing or new programs?

The projects/programs will be consolidated into a single report and made available to the Board and senior staff.

Deliverable: A set of fully scoped projects/programs for each strategic goal area to be included in the plan.

Timing: Late September 2018.

TASK 9: DRAFT THE STRATEGIC PLAN

The consultants will provide two formats of the plan, a slide show version in PowerPoint and a Word Document version.

The **Word version of the plan** will comprise:

- **Preferred future: New vision, mission and values/principles statements** – *What is happening in and around the library when we have achieved our goal of providing value and facilitating the highest outcomes for our community? How might we best align with the emerging future, or take an active role in creating it? What values or principles will we choose to guide us on the journey?*
- **Goals and Strategies:** *7-8 goals and the 6-8 strategies for achieving them*
- **Environmental Scan:** *The major trends and emerging issues*
- **Stakeholder Analysis/Needs Matrix:** *This is a matrix of stakeholders and their interests, and how their interests/needs might be served by the library and vice versa.*
- **Dynamic SWOT Analysis:** *What activities should we keep? What should we abandon? What should we invent or reinvent?*
- **Projects/Programs:** *An action matrix of projects or programs to implement the strategies defined in the plan. An appendix of detailed project and program descriptions as generated by participants will be included, as well as a comprehensive list of all action item ideas generated by the planning process for future use*

The **slide show version of the plan** will be a PowerPoint format and will include the Vision, Mission, Goals and Strategies.

We will also provide senior leadership with an **operational plan framework** in an Excel spreadsheet format, that will allow staff to identify the tactics for each strategy, operationalize the plan and set target dates and measure.

Examples of Library Strategic Plans: The following are example of library strategic plans we have created:

1. La Crosse Public Library Strategic Plan: The consultants produced a formal plan and slide show. The formal plan can be viewed at:

http://www.lacrosselibrary.org/sites/default/files/final_la_crosse_public_library_strategic_plan_final_no_page_numbers.pdf

2. Cozby Library and Community Commons: There are two versions of the strategic plan which may be retrieved from:

- **A slide show**

<http://maverickandboutique.com/wp-content/uploads/2017/07/Cozby-Library-Slide-Show.pdf>

- **An extended version of the plan**

<http://maverickandboutique.com/wp-content/uploads/2017/07/Cozby-Library-Strategic-Plan.pdf>

3. East Lyme Public Library Strategic Plan: The consultants prepared a slide show and an extended version of the plan. This is the extended version:

<https://static1.squarespace.com/static/564a2d20e4b0668a082e28d7/t/5aa133e89140b75cb20dd15b/1520514027741/East+Lyme+Public+Library+Strategic+Plan+2019-2023+Main+Plan.pdf>

4. Dakota County Library Strategic Plan: The consultants wrote the plan which was reviewed and artistically rendered by staff.

<https://www.co.dakota.mn.us/libraries/About/StrategicPlan/Documents/LibraryStrategicPlanDevelopment.pdf>

Deliverable: The consultants will provide the Library with electronic files of the draft plans ready for review.

Timing: Mid-October 2018.

TASK 10: REVIEW THE PLAN

An **on-line workshop** will be held with Board members and senior staff to review the final plan using Skype and Google Docs, or our on-line version of the Zing™ collaboration tool. The plan will be circulated in advance of the meeting. Using the following question, participants will be asked to identify any specific opportunities for enhancements and/or make minor adjustments in emphasis where required:

What do we LIKE about the plan, what could be IMPROVED, and how would we CONTRIBUTE or HELP to make it happen?

The consultants will then make any necessary additional changes to the plan to reflect the suggestions by participants. If you wish, the consultants will make a further final online presentation to the Board, although in our experience, such an additional step is unnecessary.

Deliverable: The consultants will provide the Library with electronic files of the final plan in the format(s) agreed upon, and all outputs and reports resulting from this project.

Timeframe: Late October 2018

TASK 11: PRESENT THE FINAL PLAN FOR REVIEW

One of our consultants will present the completed strategic plan to the Board and senior staff for final review.

Deliverable: Final plan as above.

Timeframe: Early November, 2018

TASK 12: ONGOING EVALUATION, PLANNING AND MENTORING

Throughout the strategic planning project, we will be pleased to mentor selected staff, so they can reliably apply the frameworks and methods used in the planning process on an ongoing basis to assess progress and engage in additional planning activities. We will provide you with documents outlining key processes and templates for meetings and measures of progress. These will include workshops the library can run internally and with stakeholders, with instructions for how to do so.

Deliverable: Staff trained in facilitation of selected frameworks and methods.

Timeframe: Throughout the planning process.

PROJECT MANAGEMENT

To facilitate the coordination of our work together, we ask that you designate a specific member of your staff or member of your Board to serve as the project management contact. John Findlay of Maverick & Boutique will serve as project manager.

CLIENT CONTACT: Maverick & Boutique’s project manager will conduct phone or Skype conference calls with the library’s project management contact(s) on an **agreed-upon schedule** to discuss the status of tasks, findings and other project matters.

These meetings help to ensure that the project is completed on time and to your satisfaction. Staff and/or other stakeholders are welcome to join the calls as needed, but it is principally a coordination effort between our project manager and your representative.

We supply a steady stream of documents as they are generated (with the exception of the in-confidence interviews (where we will provide notes) commencing with the initial kick-off meeting presentation, followed by background notes collecting information

7. Our Understanding of the Process

Maverick & Boutique understands that the City of Stillwater Public Library Board of Trustees is seeking a consultant to help the board develop a comprehensive strategic plan with key stakeholder and staff input. The Board is seeking a plan that is truly strategic, but capable of implementation by library staff. The plan should build upon evolving trends, incorporate best practices for libraries similar to Stillwater, and be closely aligned with community needs. The plan will review the library's vision, mission and values, have tangible goals, strategies and clear measures of success. Specific requirements are a staff planning workshop of at least four hours and an optional review of the library's organization structure, job descriptions and ability to meet strategic objectives.

8. Time Schedule

We will be able to complete your strategic plan in four months from the start of the project, with an anticipated completion by early November 2018.

The proposed schedule us as follows:

Task	Timing
Task 1: Initial kick-off meeting, a guided tour of city, a pilot workshop with senior staff and strategic planning committee	End-July
Task 2: Information gathering and review including background notes during initial visit	End-July
Task 3: 12-15 interviews during initial visit	End-July
Task 4: Up to 3 x surveys, 3 x focus groups, and 3 partner surveys	July-August
Task 5: 4 x Facilitated workshops with board, staff and stakeholders	Early September
Task 6: Synthesize findings into strategic goals areas	Mid-September
Task 7: Deep dive workshop and strategic plan framework	Late-September
Task 8: Design projects and programs	Late September
Task 9: Draft the strategic plan	Mid-October

Task 10: Review the plan on-line and make revisions	Late October
Task 11: Presentation of the plan	Early November
Task 12 Ongoing evaluation, planning and mentoring	Throughout

John Findlay would be the Maverick & Boutique consultant primarily responsible for your project, with support from our other consultants as required. He would visit Stillwater on four occasions as follows:

- **First visit:** Tasks 1,2 and 3
- **Second visit:** Task 5
- **Third visit:** Task 7 and 8
- **Four and final visit:** Task 11

SARAH KEISTER ARMSTRONG & ASSOCIATES, LLC

June 7, 2018

Mark Troendle
Library Director
Stillwater Public Library
224 Third Street North
Stillwater, MN 55082

Dear Mr. Troendle:

Thank you for considering our enclosed proposal to provide strategic plan development consulting services to Stillwater Public Library. Your vision for a strategic plan that is responsive to community needs and input from key stakeholders reflects the way I believe today's library must plan for the future. It is the same approach Sarah Keister Armstrong & Associates has advocated in our many successful strategic planning projects with public library clients. Our backgrounds in data and statistical analysis, quantitative and qualitative evaluation, and planning for public libraries provide us with the expertise to lead successful community needs assessment and strategic planning projects.

These community-based final products have greater potential to make a true impact both within library operations and in how the library serves its community. However, to gather valid input, analyze available data, lead thoughtful reflection on the library's place in the community, and synthesize this information into an action-oriented plan requires diligent, end-to-end service from a skilled consultant. As an intentionally small company that brings a wealth of experience in such projects, Sarah Keister Armstrong & Associates holds a distinct position in the library industry to be able to provide these services.

I look forward to speaking more about our process and vision for data analysis as it relates to the strategic planning process with you and the Board of Trustees. We would relish the opportunity to help your library better understand and serve its outstanding community. Please see our detailed proposal on how we plan to facilitate this process. Thank you for your consideration.

Sincerely,



Sarah Keister Armstrong
Principal & Owner
Sarah Keister Armstrong & Associates, LLC



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ORGANIZATIONAL INFORMATION

Sarah Keister Armstrong & Associates, LLC specializes in community needs assessments and strategic planning, program evaluation, and communications for libraries and nonprofit organizations. Our organizational structure is a limited liability company incorporated in Illinois.

Why Us?

We're library people. We understand the challenges facing today's libraries and the changes in how communities interact with them. We also know that every library is different, and our intentionally small size allows us to provide our clients with customized services and solutions.

Our team is well versed in statistical methods and evaluation processes, including both quantitative and qualitative analyses. This comprehensive background has enabled us to complete actionable projects in a variety of fields, including evaluations of nonprofit program management, library service delivery, and educational and training capacity and learning outcomes. The success of our work stems from our ability to design customized evaluation tools, effectively implement them, and analyze results intended to inform decision-making. This end-to-end servicing of client needs reflects our philosophy of working with clients to meet their needs rather than for clients using pre-packaged evaluation tools and methods.

Key Personnel

Sarah Keister Armstrong has worked in a variety of private, state, and federal government offices and nonprofit organizations. She is experienced in statistical analysis, data collection, and using quantitative and qualitative measures to evaluate public policies and programs. Sarah holds a Master of Public Policy and Administration degree and a Bachelor of Arts degree in Political Science and Sociology and was a recipient of the federal government's prestigious Presidential Management Fellowship. Sarah previously served on the Board of Directors of the Reaching Across Illinois Library System (RAILS) and has presented and published the following:

- Engaging Your Board, Staff and Community in Strategic Planning
Presented during Directors University professional development seminar, June 2018
Presented during the Wisconsin Library Association *Trustee Training Week* webinar series, August 2017
- Advocacy From the Top: Spring Your Board to Action
Presentation at the *Wisconsin Association of Public Libraries Conference*, April 2017
Presentation at the *Illinois Library Association Annual Conference*, October 2017
Presentation at the *Michigan Library Association Annual Conference*, October 2017
- Survey Says: Writing Questionnaires and Avoiding Common Pitfalls
Presentation at Madison Nonprofit Day, October 2017
Presentation at the *Wisconsin Library Association Annual Conference*, October 2016
- From Quantity to Quality: How Libraries Can Unearth the Meaning of Their Data

Panel Presentation at *A Library State of Mind: 2015 Illinois Academic, Public, School & Special Libraries Conference*

- Trustee Voices
Published in the *Illinois Library Association Reporter*
- Are We There Yet? Five Stops Along a Nonprofit's Journey Through Strategic Planning
Published in *Nonprofit Information*

Sarah served on the Fremont Public Library District Board of Trustees (Illinois) from 2013 to 2017, most recently as vice president, and serves in the following leadership roles within her community:

- Director-at-Large, Illinois Library Association
- Co-Chair of the Lake County Youth Empowerment for Success Coalition

Beth Keister also brings a mix of technical expertise and library consulting experience to the firm. After earning a Bachelor of Science degree in Mathematics and a Master of Science degree in Statistics, Beth worked in various technical positions for commercial and non-profit organizations, taught university level mathematics, and consulted with major educational publishers. She has trained the staffs of several libraries and organizations on a variety of software packages and consulted with libraries on creating programs and reports that support daily operations. She also is experienced in using survey design and research methodologies for evaluation purposes.

Dan Armstrong is a skilled information professional with experience working in educational and nonprofit organizations. He is experienced in developing and implementing public relations, community engagement, and social media strategies. Dan holds a Master of Library and Information Science degree and a Bachelor of Arts degree in English-writing and Sociology and has been recognized for his accomplishments in writing and media relations.

Our Philosophy

Our approach to project management actively engages those meaningfully influenced by the project, includes regular communication with project leads, and results in high-quality products that help organizations chart meaningful progress for the future. Our philosophy as a firm is to be lean, results-focused, efficient, and effective for our clients. In working with public institutions, we maintain a strong commitment to fiscal responsibility and accountability to the residents of the communities we assist.

Our approach goes beyond basic transparency to the public and strives to engage all parts of the community as active participants in the process. To do so, we advocate using modern communications tools and innovative strategies, rather than top-heavy and expensive methods often recommended by larger and less nimble firms. In projects such as these, we work not only for the library but also on behalf of the community, facilitating a process that truly serves all. In working with libraries, we tailor our services to the needs, desires, and philosophies of each organization.

QUALIFICATIONS AND EXPERIENCE

We're proud to have led a number of successful strategic planning projects for public libraries with the belief that when their operations are aligned with community needs, libraries can be transformational institutions. Our fresh perspectives and multidisciplinary backgrounds position us to help organizations chart meaningful progress for the future. From initial consultation to design of the planning process and analysis of community feedback, this service reduces the additional responsibilities often assigned to staff during planning processes.

Recent Library Projects

Our modern perspectives on community needs assessments and strategic planning result in straightforward, dynamic documents that will be regularly referenced and updated rather than put away on a high shelf. In all projects, Sarah Keister Armstrong serves as project lead, and Beth Keister and Dan Armstrong provide project support. Some of our past and current clients include:

- Addison Public Library, Addison, Illinois
- American Library Association, Chicago, Illinois
- Arlington Heights Memorial Library, Arlington Heights, Illinois
- Bartlett Public Library District, Bartlett, Illinois
- Bensenville Community Public Library, Bensenville, Illinois
- Delafield Public Library, Delafield, Wisconsin
- Ella Johnson Memorial Public Library, Hampshire, Illinois
- Forest Park Public Library, Forest Park, Illinois
- Fox River Valley Public Library District, East Dundee, Illinois
- Glencoe Public Library, Glencoe, Illinois
- Glenwood-Lynwood Public Library District, Lynwood, Illinois
- Green Hills Public Library District, Palos Hills, Illinois
- Hillside Public Library, Hillside, Illinois
- Itasca Community Library, Itasca, Illinois
- Lake Forest Library, Lake Forest, Illinois
- Lake Geneva Public Library, Lake Geneva, Wisconsin
- Lansing Public Library, Lansing, Illinois
- Morton Grove Public Library, Morton Grove, Illinois
- Mukwonago Community Library, Mukwonago, Wisconsin
- Round Lake Area Public Library, Round Lake, Illinois
- Warren-Newport Public Library District, Gurnee, Illinois
- Wheaton Public Library, Wheaton, Illinois

References

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Jim DiDonato
Executive Director
Round Lake Area Public Library District
906 Hart Rd.
Round Lake, IL 60073
Phone: (847) 546-7060, ext. 127
Email: jdidonato@rlalibrary.org

PROJECT APPROACH

To collect input from the community served by Stillwater Public Library during its strategic planning process, we propose conducting a community survey, facilitating focus groups, and leading discussions with library staff members, the management team, and board of trustees. This information will be analyzed and used to inform development of long- and short-term goals for inclusion in the strategic plan. A proposed, flexible timeline is included following the narrative below.

The community needs assessment will include several components:

- Community feedback regarding use (and non-use) of the library;
- Analysis of demographic changes;
- Review of circulation trends and other available organizational data; and
- Comparison of the library's operations with current public library trends.

Together, these components paint a picture of how patrons currently use the library, barriers potentially resulting in non-use or limited use, and what the community desires out of future public library service.

Develop community profile.

A trend analysis of library usage will be conducted using patron counts and circulation statistics and any other available and relevant library usage data. This information, in addition to demographic data, will be used to create a community profile of the library's service area. Secondary data will be collected from external data sources, such as the U.S. Census Bureau. The collected data will include commonly referenced demographic characteristics, such as age, income, school lunch data, language, educational attainment, and employment. Longitudinal trends will be analyzed to evaluate whether any significant demographic change exists.

Conduct survey of residents.

A community survey will be designed to not only gauge residents' current use of the library, but also what is desired in future library service. The survey will include questions including, but not limited to, those regarding use (and non-use) of the library; barriers to increased use of the building, services, and programs; use of technology; and the library's collection. Demographic questions such as age, household size, and educational attainment will allow for more detailed analysis of the community needs and usage of different segments of the population, and open-ended questions will provide respondents with opportunities to provide their own unrestricted feedback.

Surveys will be administered via email using the library's existing email distribution list and also can be posted on the library's website and social media networks. Each survey will take respondents approximately five to 15 minutes to complete. We can provide recommendations regarding marketing and communications strategies to achieve an optimal level of engagement, as well as options for reaching non-library users in the community served by the library. It is recommended that a nominal

prize, such as a gift card, be offered by the library to attract attention to the survey and increase the response rate.

In addition, physical copies of the questionnaire can be distributed to avoid alienation of residents who do not use computers or who would prefer to fill out a paper questionnaire rather than an online version. While this method likely will increase the number of responses received, it is important to note that surveys answered within the physical space of the library are generally answered by regular users of the library, diminishing the input of less frequent users and virtual users who primarily use electronic resources. Physical copies of the survey may also be made available to local schools and community organizations for increased outreach. In respect to maintaining fiscal responsibility to taxpayers, we recommend this combination of modern electronic-based survey distribution methods and targeted outreach over time-consuming and costly printed mailers.

Conduct focus groups with key library stakeholders.

We propose conducting a series of five focus groups to solicit feedback from a diverse base of stakeholders:

- One focus group with staff members;
- Two focus groups with residents, including adults, seniors, and teens, depending on community interest and availability;
- One focus group with community leaders, including representatives of local government agencies, schools, businesses, and community organizations; and
- One focus group with the Friends of the Stillwater Public Library and/or library volunteers.

The focus groups will gather information regarding patterns of usage, use of space, and need for library programs among various stakeholders, as well as serving as a gap analysis to identify circumstances within the community in which the library can fulfill a need. Each focus group will be conducted in a group discussion format and last for up to one hour. When possible, the focus groups will be held at the library and will take place during a variety of hours, depending upon the availability of participants. The library may be asked to lend support in contacting stakeholder groups to participate.

Conduct planning session with staff members.

With the belief that staff are critical to the success of any strategic plan and should be engaged in the strategic planning process, learning about the strengths and weaknesses of the existing strategic plan as it relates to library operations today will provide context to adjust goals and objectives as needed. This session will include conversations with library staff that will lead into discussion of available data, community feedback, and the implications this information has on the development of the new strategic plan.

Develop strategic plan.

We will engage trustees and the library management team in a collaborative process to develop a written strategic plan. To ensure that the plan aligns with identified needs and leads the library forward, we will facilitate conversations that build upon the data collection and analysis completed during the first phase of the strategic planning process.

To facilitate the second phase of the library's strategic planning process, we propose the following tasks:

1. Facilitate working session with the Board of Trustees and key library staff to determine overarching goals and objectives of strategic plan. The goal of this meeting will be to reach consensus on revised goals and objectives of the new strategic plan. Following the working session, a summary of the discussion will be provided, as well as a draft outline of the strategic plan. This conversation also is an ideal opportunity for the board and the library management team to discuss the library's mission, vision, and values and whether a revision to its current mission statement is warranted based on the community feedback and data available.
2. Meet with the library management team to develop specific action steps and measurable outcomes that will communicate the degree of progress toward the new plan's goals and objectives. We recommend that, prior to this meeting, the management team solicit input from their respective staff teams and use this management team meeting as an opportunity to share promising next steps, discuss potential challenges, and develop concrete actions that will begin implementing the new strategic plan.
3. Following these conversations, a full draft of the strategic plan will be submitted to library administration and the Board of Trustees for review and approval. Following approval of the plan, we will work with the library management team to determine an implementation plan as well as to suggest options for ongoing reporting of progress towards the goals included in the strategic plan. Going forward, after participating in this process, the board and management team should have a clear understanding of a participatory strategic planning process and be capable of duplicating many components of it independently. Materials developed during this process, in addition to raw data, will be made available to the library.

Please note: Library staff may be asked to provide existing data on library usage, including circulation statistics, patron counts, numbers of cardholders, and programming statistics. Staff with regular marketing responsibilities may be asked to assist in document formatting to align with style standards determined by the library. In addition, staff may be encouraged to distribute written copies of the survey to relevant community organizations, particularly to seek input from underrepresented groups.

PROJECT TIMELINE

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

Month	Tasks
July – August 2018	<ul style="list-style-type: none"> Information gathering, including review of past planning materials, demographic information, circulation data, and other library usage statistics Discuss goals of process with library management team Develop community survey
September 2018	<ul style="list-style-type: none"> Distribute community survey
October – November 2018	<ul style="list-style-type: none"> Analyze survey results Conduct focus groups Compile feedback and submit community needs assessment report to library administration and Board
December 2018 – January 2019	<ul style="list-style-type: none"> Facilitate staff planning session Facilitate discussion of goals and strategies with Board Work with library management team to develop implementation plan and reporting tools Submit strategic plan for review by Board of Trustees

For more information, please contact:

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

Phone: (224) 305-2701
 Email: sarah@skaassociates.com
 Website: www.skaassociates.com

EXHIBIT "A"

PROPOSAL FORM

STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY STRATEGIC PLAN DEVELOPMENT

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal. By submitting this proposal, I hereby represent that the firm identified below has thoroughly examined the Request for Proposals, is familiar with the Scope of Services, and is fully qualified to perform the services described to achieve the Library Board's objectives in a professional manner.

Name of Firm Sarah Keister Armstrong & Associates, LLC

Address 218 Greentree Parkway

City/State/Zip Libertyville, IL 60048

Signature 

Name (Print) Sarah Keister Armstrong

Title Principal & Owner

Telephone Number (224) 305-2701

Fax Number n/a

E-Mail Address sarah@skaassociates.com

CORE SERVICE VALUES



Ella Johnson Memorial Public Library will be a first-class library that responds to the needs of our rapidly growing population and serves as a community hub for our service area by:

- Uniting and strengthening the communities we serve by providing access to resources and programming that enriches the lives of library users,
- Implementing visionary innovation that responds to the changing information and learning landscape, and
- Fostering community engagement that supports the advancement of services and the growth of the economy of our District.

VISION STATEMENT



Make the library a destination.

- Identify priorities for future library space usage
- Analyze options using scoring system designed around community needs
- Communicate plans to the community and elicit feedback
- Pursue expansion project that responds to the needs of the community and meets the facility standards for public library buildings set in *Serving Our Public 3.0*

Increase learning and growth opportunities for all community members.

- Expand and strengthen library's role in literacy skill building and digital fluency
- Foster community partnerships that enhance library and partner resources
- Expand cultural arts programming for community
- Create spaces and programming to facilitate opportunities for civic engagement

Ignite interest in the library through engaging and responsive communication techniques.

- Develop marketing and branding plan
- Develop targeted communication
- Proactively respond to emerging cultural trends that affect information gathering habits

Develop an organizational culture that empowers staff and maximizes the library's effectiveness.

- Build staff and organizational capacity to innovate
- Use outcomes-based evaluation to drive planning
- Strive for collaboration between departments, teams and individuals
- Provide ongoing development opportunities for staff and trustees regarding trends in library administration

Strategy to Action Proposal

Success is Never a Solo Act

CO2 Partners, LLC



STILLWATER
PUBLIC LIBRARY

Stillwater Public Library Board

Contact for RFP:
John LeTourneau
807 Broadway St NE, Suite 201
Mpls., MN 55434
612-812-1770

Fax upon request if needed

jletourneau@co2partners.com

www.co2partners.com

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Index of Key Proposal Elements

To assist in locating key proposal elements this reference box is noted in the left margin of the proposal narrative --

3.1 a. 

Section 3. Scope of Services

3.1 Services and Tasks

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- c. Gather input from key stakeholders to guide the Board’s planning page 6,7
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- e. Develop a thoughtful, clear and purposeful strategic plan..... page 5
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- h. The proposals must include a facilitated staff session of least 4 hours with all library staff to be conducted in Stillwater..... page 11
- i. Completed strategic plan to be delivered to the Library Board on a timeline consistent with and guided by the strategic planning process..... page 5
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4.1 Request for Proposals (RFP)

- c. Organizational Structure..... page 3
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 - 2. General Qualifications page 3
 - 3. Special Qualifications page 3
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 - 8. Time Schedule page 11


4.1 c. **Organizational Structure Narrative:**

CO2 PARTNERS, LLC, Providing Executive Coaching, Team Coaching


Our Name – CO2 Partners

As you climb closer and closer to the peak of a mountain, the air becomes rich in CO2. That's our territory – where we guide and support you with the resources you need to reach the top. CO2 Partners is the experienced Minneapolis executive coaching firm that has been helping CEO's, entrepreneurs, executives, and leadership teams achieve their highest and best since 2004. Our focus is in the area of Coaching, Strategic Planning, Team Coaching, Consulting.

CO2 Partners – elevating leaders, aligning teams, engaging organizations, improving results.

4.1 d.2  As the executive coaching company Minneapolis leaders have come to rely on, we believe that great leaders use questions to set direction, put the right people in the right positions, and ensure that resources are allocated to the highest priority. Great leaders engage their people to maximize results by stretching beyond assumed limitations.

You and your situation are unique – so we do not come to you with a one-size fits all process, program or system.

4.1 d.3  Instead, we become your partner in achieving rapid and sustainable return on investment. We ask the tough questions in a safe, positive environment. We explore your situation with you. Open up new possibilities. Help you see golden opportunities and tough problems from a different perspective. And we enable you to gain the skills and courage to lead your organization to optimal growth.

We are different from other firms, because we understand that the unique nature of your business needs a process of planning that is uniquely aligned to you; our methodology is adaptable as well as scalable to many sizes and types of organizations. The end product is much richer because we say; “the process becomes the outcome”.

4.1 d.1 → INTRODUCTION OF THE STRATEGY TO ACTION FACILITATOR

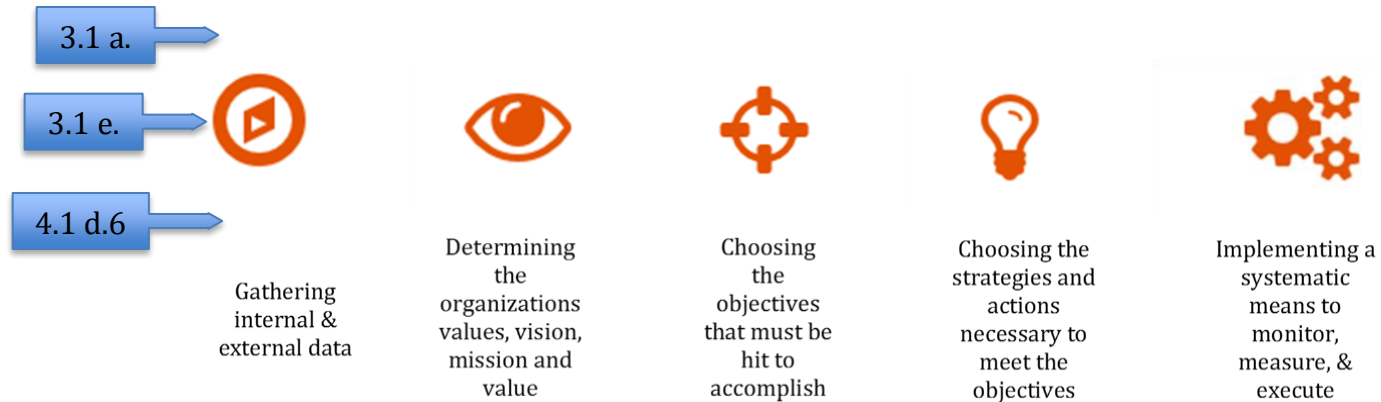
CO2 PARTNERS, LLC, Providing Executive Coaching, Team Coaching,

Mr. John LeTourneau, Executive Coach, Team Coach and Leadership Facilitator

Mr. LeTourneau is an accomplished entrepreneur with corporate, non-profit and governmental leadership experiences in the Service/Product Industries. He is also well seasoned in Strategic Planning, Team Coaching and Executive Coaching. His passion is to provide both private and public-sector leaders with innovative approaches to leadership and strategic thinking. He has inspired many business leaders to lead innovation and change within their organizations. CO₂ Partners, provides consultation and strategic planning services throughout the United States and globally. Prior to becoming an executive coach, John was the national marketing representative of the year for Wyeth, a Fortune 200 consumer products company. He also has served on the board of directors for Achieves Services, Anoka Area Chamber of Commerce, Quad Cities Television, Ramsey City Council as an elected official. LeTourneau used his professional network and knowledge in his executive coaching business and subscribes to a coaching philosophy to encourage leaders to seek understanding and wisdom through the eyes of employees.

4.1 d.4 → Mr. LeTourneau believes that the leader of any organization or company must learn about and understand themselves first in order to be most effective at the leadership role. John is a tireless learner who practices a growth mindset in all aspects of his professional and personal life. John views the Stillwater Public Library Strategy to Action scope of work to be a natural extension of his desire to elevate leaders and a great opportunity for a community asset to be more completely utilized in its service to the constituents of Stillwater and the greater Washington County residency.

Five Phases of Strategic Planning Narrative



Project Objective

With Stillwater Public Library Board, together, we will:

- 4.1 d.6
- 1) Assess operating values, vision, mission with attention to identifying effectiveness since 2014,
 - 2) Assess decisions against stress tests via groupmind survey to stakeholders
 - 3) Continue planning effort with Stillwater Public Library Board, leadership team, and potential key individuals determining which of the organization's objectives and strategies will remain in place,
 - 4) Update new actions that need to be accomplished in 2019 Strategy to Action™ Plan, and
 - 5) Extend Strategy to Action™ Plan to 2021 (final decision on length of plan to be determined), driving growth, offering a compelling yet realistic plan that defines monthly actions.

4.1 d.7 Overall Goal --- We will deliver

- Full participation of stakeholders
- A plan that is straight forward to execute
- Measurable outcomes by month (balance scorecard)
- Completion from start to finish in five weeks

3.1 i.

Strategy to Action™ Plan: Overview

3.1 e.

Organizations like to plan for predictable growth, and yet, most organizations don't grow or shrink in predictable ways. Because growth is unpredictable, it's unwise to bank on a set of certain assumptions. We will explore possible outcomes, barriers, and opportunities during our time together, and decide how

to act should key assumptions come to pass. But we'll know how to act—no matter what the future holds—if the organization is in alignment. When we all know what we are trying to achieve and how we want to achieve it, decision-making for individuals and the organization becomes more clear and easier.

During strategic planning, we will create a **one-page document** that contains the company's operating values, vision, mission, key discipline, objectives, strategies, and actions. It's important that we agree and align on these items, and that they not be vague, emotionless, inaccurate, or unattainable. The values will be limited to no more than four, so that employees will know what is special about where they work. The vision statement will be succinct and clear. The mission statement will be no more than eight words and will be memorable. There will be not more than eight objectives, strategies, and actions for the company, and there will be no more than two actions in any one-quarter.

Concise and accurate language is critical when building alignment with employees. As leaders, you must always know what you are trying to achieve and how you will accomplish the goals. The easier it is for you and your co-workers to remember direction, the more likely it will be observed and communicated to others.

3.1 c. → This process is completed over five phases and typically takes five days. Most employees will be invited for the first two days of planning where we will work on values, vision, and mission. The senior management team will work the following three days on crafting the objectives, operating strategies, and actions for the organization.

3.1 b. → **Strategy to Action™ Plan: Technology Partners**

CO2 Partners has developed two strong strategic partners in our planning process, Groupmind Express and Turning Technologies. Each of these technology partners gives us a distinct advantage over the traditional strategic planning consulting firm.

3.1 c. → ***Groupmind Express***

Groupmind Express allows us to leverage the collective intelligence of your internal and external stakeholders for your strategic planning process.

3.1 d. → Groupmind is a flexible set of integrated web-based collaboration tools that support planning and change across functional and geographic boundaries and provides tangible reports. This special set of expert tools supports facilitation of both asynchronous and synchronous meetings, surveys, planning sessions, 360 assessments, change management processes, and learning engagements.

3.1 g. →

Turning Technologies

Turning Technologies helps eliminate social conformity, cuts quickly through hierarchical bias, and engages teams faster in difficult conversations and

in soliciting community input. With Turning Technologies, we can track individual participant's responses or make them anonymous. In small groups, we gain greater participation by hearing more from the reserved participants while quieting those who may be over-advocating. Turning Technologies' tools provide instant feedback from the group, so we can move off subjects that are already understood and capture the real-time interest of the group as a whole going forward (rather than focus on the issues preferred by vocal outliers). In addition, Turning Point's Ranking Wizard allows people to stack competing priorities and then see the power of the weighting amongst the priorities. The Ranking Wizard incorporates enhanced decision-making capabilities, allowing CO2 Partners to easily create "lists" of items, issues, priorities, or goals, and rank them against specific "criteria" supporting either static scale or paired comparison.



Discovering

3.1 b. Phase One: Discovering

The Discovering Phase involves gathering internal and external data, using detailed surveys, which are taken prior to strategic-planning meetings. The more data gathered about your environment and from all your stakeholders, the better your strategic plan will be. Our experience has shown that time spent in the Discovering Phase greatly increases the speed of the plan's execution, allowing you ultimately to get to your vision faster. Employees will appreciate the opportunity to contribute in a meaningful way, and they'll feel a greater investment in the organization going forward. Based on a national survey we conducted, 33% of bosses rarely or never ask for advice from their subordinates. These leaders miss out on a lot of ideas, and they often struggle with alignment and employee buy-in. Our Strategy to Action plan is designed to engage and align the entire organization.

Our Strategy to Action process takes time because we involve many of your stakeholders. And it elevates the level of ownership and commitment.

3.1 c. Internally, we will examine culture, leadership, process, and people, as well as the value proposition you offer to customers. At CO2 Partners, we use a variety of surveys and tools to gather this critical information from employees, customers, vendors, and other key stakeholders. Specifically, all employees will be surveyed on the following six items:

3.1 j. **TBD DATE** - sent to all employees (AND versions of these assessments may be gathered from potential external stakeholders.)

- **Slideshow Overview of Strategy to Action Planning** - 3 minutes
- **Values Stress Test** - 26 minutes
- **Vision Stress Test** - 11 minutes
- **Mission Stress Test** - 13 minutes
- **Team Effectiveness Survey** - 20 minutes
- **Internal Analysis Survey** - 12 minutes

TBD DATE - All Senior Leadership Team will be surveyed on the following four items:

- Objectives Evaluation
- Strategy Evaluation
- Smarter Actions
- Meeting Rules
- Meeting Rule Agreement
- Expectations

These will be sent to you through a system called GroupMind, provided by CO2 Partners. During the scheduled time with leaders, each will need a laptop or tablet to collaborate.



Envisioning

3.1 j. → Phase Two: Envisioning

In this phase, we will be determining the organization's values, vision, mission, and value discipline. Most employees will be invited for the first day of planning where these foundational pieces are hammered out, revised, or affirmed.

Values

Values are the software of the soul. They aren't permanent, and yet they don't change all that much over the course of our lives. They are coded in us, prompting us to act in certain, consistent ways. Our value systems and individual beliefs are learned. From the moment we're able to process thoughts and language, we take cues from other people and our environment. Organizations have values that strongly impact the culture and behavior. In healthy and aligned organizations, the stated values and operating values are one and the same.

Vision

Vision is a measurable direction of where you are going. The destination must be

crystal clear, not soft and mushy. If your vision was to climb to the top of Everest, you would certainly know where you were going, when you arrived, and have photographic proof when you got back. If you can't do this with your vision, it is likely not clear enough or it may be your mission and not your vision.

Mission

The mission statement is your statement of purpose. It describes why you exist as an organization. It both tells what you exist to do and what you will not do. It provides the organization a way to stay focused on your core competencies and prevents you from being distracted by opportunities that do not fit your purpose. The mission statement does not describe the methods you use to accomplish your vision; it describes why you exist to accomplish the vision.

Value Discipline

According to Fred Wiersema and Michael Treacy in [*The Discipline of Market Leaders: Choose Your Customers, Narrow Your Focus, Dominate Your Market*](#), there are three different types of “value disciplines” that successful companies can adopt to command leadership in their markets. We will decide which one is right for you, based upon your products and services, and your culture.



Targeting

Phase Three: Targeting

In this phase, we will choose the objectives that must be achieved to accomplish the organization's vision.

Objectives

Objectives are targets that if hit consistently over time will lead you to your vision (which should be measurable) and fulfill your mission, while also adhering to your values. Many leaders have been beaten over the head by financial owners (like venture capitalists, equity funds, or hedge funds) to believe that both the vision and all objectives should be financial. The organization's financial numbers, however, are not inspiring to most employees or customers. Customers don't buy your product or service in order for you to meet your numbers. At CO2 Partners, we believe that what gets measured gets done...provided those measurements are compelling, achievable, and understandable to the stakeholders. Our five-step process, using Treacy and Wiersema's Value Discipline Model as well as the Balanced Scorecard, will help you set clear, achievable, and compelling

objectives balanced over four areas; Financial, Market, Process, People.



Strategizing

Phase Four: Strategizing

In this phase, we will choose the strategies and actions necessary to meet the organization's objectives.

Strategies

Strategies are the qualitative expressions of how you intend to meet your vision, mission, and objectives. Strategies:

- Are doing new things or doing existing things in new and better ways.
- Take advantage of both internal and external environments.
- Drive the organization's processes, resources, partners, activities in directions that give competitive advantage.
- Use concrete sensory language (describes things you can see, hear, smell, taste, or feel) so there's no room for misunderstanding.
- Do not use abstract language referring to concepts or vague ideas like: sustainable, innovative, reliable, leadership, quality, effective, leverage, efficient, resilient, optimized, world class, responsive, etc...

Actions

If people are not prepared to be held accountable for what they do, it is unlikely they will achieve much. To choose a goal without being prepared to be accountable for progress towards it is to choose nothing. – David H. Maister

Actions are those measurable movements that must happen to accomplish strategies and, thereby, fulfill objectives. Action-setting is a way of capturing on paper and in your mind the gap that exists from your current state to your future desired state (objective). Individuals must be responsible for some actions, and together they work to accomplish organizational actions. At CO2, we create SMARTER-based actions that are clear and well-defined.



Operationalizing

3.1 f. **Phase Five: Operationalizing**

In the Operationalizing Phase, we implement a systematic means to monitor, measure, and execute the Strategy to Action Plan. In particular, we provide a recommendation to a Results Management System and a successful process for keeping the strategic plan alive and relevant throughout the year.

Results Management System

The largest failure of most plans is not the plan itself, but the way it is implemented. The keys to successful implementation are measurability, visibility, coordination, and accountability. For many, measurability is the biggest struggle. Their systems for measuring are either too simple and can't handle the complexity of planning and tracking, or their systems are too complex and difficult for staff to learn.

3.1 k. ***On-going Strategic Planning Meetings***

Many companies are very good at executing operational meetings but fall down on both facilitating and conducting on-going strategic meetings. As a result, these companies veer off course from the strategic plan they spent so much time and money creating. To maximize the return on investment, we have developed a monthly and quarterly meeting process to keep the company on course. The monthly meetings last for two hours and provide guidance regarding how to assess the results of strategies, objectives, and actions in the Strategy to Action Plan. The quarterly meetings are designed to adjust or introduce alternative plans if necessary. Time permitting, we also provide team-building and executive development during the quarterly meetings. Additional scope of add on projects can be addressed as needed in this section of the proposal as well. If this is of interest, we can discuss the cost after planning is completed.

3.1 h. **Service Breakdown:**

3 Day Strategic Planning Meeting (with 4th potential 4th day to be billed if needed)

4.1 d.8 1 Day set up

Technology and Surveying Process

Internal Office Support with CO2 and SPLB

Location: Potential Date and Time To Be Determined

CO2 Partners, LLC				
Sales by Product/Service Detail				
January 1, 2013 - June 5, 2018				
	Date	Client	Memo/Description	Facilitator
Consulting				
Strategic Planning				
			Strategic Planning Services * Discovery Phase * Workshop Prep Phase * Five Day Workshop Phase * Output Phase	
	9/25/13	Anoka Area Chamber of Commerce		John
	01/25/2013	eDocument Resources	Strategic Planning Services: November 27th and 28th	Gary
	02/25/2013	Blue Plate Restaurant Company	Pre-work and brainstorming meeting	Gary
	05/02/2013	Blue Plate Restaurant Company	Strategic Planning Services	Gary
			Strategic Planning Services * Discovery Phase * Workshop Prep Phase * Five Day Workshop Phase * Output Phase	
	05/06/2013	Mary T Inc.		Gary
	06/17/2013	Salo, LLC	Retreat - June 9th to 11th	Gary
	09/30/2013	Salo, LLC	Strategic Planning Services - September 9th - 13th (5 days) Fee includes Preparation, Software and Facilitation	Gary
	01/16/2014	Paster Enterprises	Strategic Planning Services for 2014 - planning session on Jan 8th, 9th and 10th	Gary
	01/16/2014	Paster Enterprises	Strategic Planning Services - Planning for 2013	Gary
			- Preparation 30 hours (only billed for 7 hours, 21 hours at no charge) - 15 workshop w/ Amy & John, 5 hours (12-5) - 16 workshop w/ Amy & John, 9 hours (8-5) - 1/17 management offsite agenda planning, 1 hour (4:30-5:30) - 1/20 workshop w/ Amy & John, 9 hours (8-5) - 1/21 workshop w/ Amy & John, 9 hours (8-5) - 1/22 touch base with Maureen about offsite, 1 hour (4-5) - 1/23 management offsite, 4 hours (12-4)	
	01/28/2014	Salo, LLC		Gary
	02/11/2014	Lurie Beskof Lapidus & Co (deleted)	Strategic Planning Meeting at the University of Minnesota with Gary Cohen	Gary
	02/11/2014	Real Estate Equities	Strategic Planning Services - with Gary Cohen - 2/4, 2/5, 2/19, 2/20, 3/7	Gary
			Strategic Planning Services - 2014 Planning Sessions with Gary Cohen Sessions on 1/13, 1/16, 2/6, and 2/21	
	03/10/2014	Blue Plate Restaurant Company (deleted)	Additional 1 hours meetings (2) with Del and David - 1/12	Gary
	09/10/2014	Salo, LLC	Strategic Planning Services with Gary Cohen - September 9th - 11th	Gary
			Strategic Planning Services - (5 days)	
	9/30/14	Anoka Area Chamber of Commerce	Fee includes Preparation, Software and Facilitation	John
	09/21/2014	B'Swing, Inc.	Strategic Planning Services - 5 days with Gary Cohen	Gary
	09/22/2014	Lurie Beskof Lapidus & Co	Executive Team Meeting	Gary
	10/18/2014	Salo, LLC	Strategic Planning Services - Amy and John's Retreat and preparation - October 14th and 15th	Gary
	11/15/2014	Salo, LLC	Strategic Planning Services - All day session with Gary Cohen	Gary
	11/21/2014	Pactolus Private Wealth Mgmt	Strategic Planning Services with Gary Cohen (1st Half)	Gary
	01/02/2015	Pactolus Private Wealth Mgmt	Strategic Planning Services with Gary Cohen (2nd Half)	Gary
	02/16/2015	Anoka Area Chamber of Commerce	Anoka County United planning	Gary

	03/30/2015	BSwing, Inc. (deleted)	Strategic Planning Services - 2 unused sessions, (Sessions completed 9/18/14, 2/3/15 and 3/5/15)	Gary
	06/17/2015	Real Estate Equities	Strategic Planning Services	Gary
	06/17/2015	Aaron Carlson Corporation	Strategic Planning Services - Quarterly Planning Meeting 6 hours plus set-up time	Gary
			Strategic Planning Services - 6 full day sessions	
	07/03/2015	TIES	July 8th - 9th July 14th - 18th 8th date to be determined	Gary
	08/21/2015	Salo, LLC	Strategic Planning Services - Annual Retreat for John and Amy including preparation, materials and dinner - August 12th and 13th	Gary
	09/30/2013	Anoka Area Chamber of Commerce	Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	John
			Strategic Planning Services * Discovery Phase * Workshop Prep Phase * Five Day Workshop Phase * Output Phase	
	12/6/15	Lexington Manufacturing		John
	02/29/2016	Paster Enterprises	Strategic Planning Services for 2016- planning session on Feb 8th, 9th and 10th, Feb 19th (1/2 day) and March 3rd (1/2 day)	Gary
			Strategic Planning Services Preparation \$ 0,000 Meeting Days (5 days) \$00,000 Technology and Surveying Process \$ 0,000 Facility (5 Days) \$ 0,000 Total Cost of Planning \$00,000	
	06/05/2016	ECS (deleted)		Gary
	06/20/2016	Arctic Capital (deleted)	Strategic Planning Services - June 21st and 22nd	Gary
	06/21/2016	Arctic Capital (deleted)	Strategic Planning Services - June 21st and 22nd - REVISED - INVOICE SPLIT	Gary
			1888H COBORING HOUS-08 3 full days - \$00,000.00 - August 1st, 2nd and 3rd John Sandahl and Gary Cohen Facilitators- 1st third	Gary
	08/05/2016	Accurate Home Care (deleted)	1888H COBORING HOUS-08 3 full days - \$00,000.00 - August 1st, 2nd and 3rd John Sandahl and Gary Cohen Facilitators- 2nd Third	Gary
	09/05/2016	Accurate Home Care (deleted)	3 full days - \$00,000.00 - August 1st, 2nd and 3rd John Sandahl and Gary Cohen Facilitators- Final third	Gary
	9/21/16	Anoka Area Chamber of Commerce	Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	John
			1888H COBORING HOUS-08 3 full days - \$00,000.00 - August 1st, 2nd and 3rd John Sandahl and Gary Cohen Facilitators- Final third	
	10/05/2016	Accurate Home Care (deleted)	Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	John
	9/30/16	Lexington Manufacturing	Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	John
	01/20/2017	Paster Enterprises	Strategic Planning Services with Gary Cohen and John Sandahl - January 16th, 17th and 18th	Gary
			Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	
	9/25/17	Anoka Area Chamber of Commerce	Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	John
	10/04/2017	Lakeview Industries	Strategic Planning Services - September 13, 14, 22 and 28 (4 days)	Gary
	12/10/17	Lexington Manufacturing	Strategic Planning Services - (5 days) Fee includes Preparation, Software and Facilitation	John
			Strategic Planning Services - (5 days) Flat fee of \$22,500 per contract Preparation = \$3,000 3 Days = \$18,000 Technology & Surveying = \$0,000	
	12/22/2017	Real Estate Equities		Gary
			6 days Total Nov 29-30, Dec 1 2017 Jan 3, Jan 9-10 2018	
	01/20/2018	Paster Enterprises	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	Gary
	1/22/18	Lexington - Sales	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	John
	2/10/18	Lexington - BR Engineering	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	John
	2/27/18	Lexington - BR Operations	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	John
	3/5/18	Lexington - CR Operations	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	John
	3/10/18	Lexington - CR Operations	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	John
	03/15/2018	RetailWorx	Per contract, half of \$00,000 flat fee.	Gary
	3/25/18	Lexington - Accounting/IT	Strategic Planning Services - (3 days) Fee includes Preparation, Software and Facilitation	John
	04/16/2018	Twelve Consulting Group	Strategic Planning Services with Gary Cohen	Gary

John LeTourneau

14607 NW Bowers Drive, Ramsey, MN 55303
 Phone: 612 812-1770, E-Mail: jletourneau@co2partners.com

Objective

Expand Leadership Excellence with experience in shipping, receiving, inventory control, transportation, operations, strategic mindset, customer service, Microsoft Suite, workflow process, space planning, workforce safety, security, equipment and facilities maintenance. An innovative problem solver with strong analytical, communication, decision making, supervision and customer service skills. Proven track record of consistently achieving company goals.

Career Experience

CO2 Partners,

February 2006 to Present

Engage high performing executives, to elevate their leadership and capability through a coaching experience. One on one coaching, team coaching, strategic planning, process systems development, facilitation, assessment analysis. Using methodology that aligns company values to business process, moving individuals and teams from perplexing to straightforward and successful. Related activities supporting this opportunity:

- ❖ Creating cultures of customer responsiveness, accountability and results.
- ❖ Engaging organizations in Strategy to Action planning to create future mindset orientation.
- ❖ Support growth goals by systematically putting processes in place to get the business to scale.
- ❖ Build stronger leaders by developing deeper levels of critical thinking skills that gain insight and an unbiased perspective on issues, concerns and trade-offs.

Market Forward

November 2004 to February 2006

Created Market Forward as a conduit to apply skills, experiences and relationships toward designing and implementation of organic solutions to challenges facing business today. Established relationships with clients by engaging with them on problem solving, planning and execution strategies inside their business with the goal to become more efficient, effective, and profitable. Coaching from a framework that guides and educates the talent development as a scalable process.

LeTourneau's SUPERVALU

January 1996 to November 2004

Owner and Resource Support of LeTourneau's SUPERVALU of Ramsey, MN. Eighteen thousand square foot conventional style Grocery Retail Business. Achieved annual gross revenue goals and grew organization to \$5M annual. (Double digit percentage sales growth and profit percentages three times the industry average) Supported a team of five senior team leads and coordinated activity with sixty staff service employees. Established secondary complimentary company; LeTourneau's CATERING in 1998 to 2004. Annual revenue of 75K. Identified customer service needs resulting in a focus on upscale niche in Minneapolis Catering industry. Refined the management by objective methodology.

WYETH Pharmaceutical**March 1989 to December 1995**

Formally known as Whitehall Laboratories, Wyeth is a global leader in pharmaceuticals, and consumer health care products. Served as an Account Manager based in Minneapolis, MN. Responsible for Headquarter Sales activity for; Snyder Drug, SUPERVALU Pharmacies, CUB Foods, and other leading retail groups in the Market. Deliver Marketing plan that built the Minneapolis market share of the Advil brand to a national high. Recognized out of a peer group of 400 as National Sales Manager of the Year in 1993.

LeTourneau's SUPERVALU**January 1985 to February 1989**

Store manager, Co-Owner in the creation of LeTourneau's SUPERVALU of Ramsey, MN. Introduced the community of Market area to high service, high quality conventional style grocery retail market. Grew the business from \$2.3M to \$4.1M and 10K sq ft to 18K sq ft in four years buy analyzing and executing strategy inside market demographic data.

Barlow Foods**February 1981 to December 1984**

Barlow Foods was a \$40M revenue upscale grocery retail company serving the Rochester, MN community. My responsibility was as a Profit Center Manager directing all activity to provide product and services with-in guidelines of performance. Additionally, had responsibility as an Administrative Supervisor. Responsible to standardize and bring process functionality to the operational elements inside the company.

Education**St. Cloud State University****November 1981**

Bachelor of Science Degree in Business. St Cloud State University, St. Cloud, MN. Management and Finance Major with emphasis in Personnel Management.

John Marshall High School**June 1977**

Graduate, Rochester John Marshall High School, Rochester, MN

Related Experience:

Ramsey City Council Elected Official, January 2013 to Present
 Board of Directors, Achieve Services, Inc, January 2011 to Present
 Ramsey Rotary Member since 2005
 Ramsey Rotary, Club President 2008/2009
 Anoka Area Chamber of Commerce member since 1985, served on board of directors two terms as well as two term board Chair
 Ramsey Lions member 1998 to 2004.
 City of Ramsey Commission member, Economic Development Authority 1996 to Dec. 2012.
 Anoka Riverfest City Celebration Committee Chair. 1998 to 2013 Crafter Coordinator.
 Society for Advancement of Management, Chapter President Fall 1981. St. Cloud State University Chapter of National association of Business students. 150 member local chapter.

Industry Related Activity: Presented to and participated in panel discussion to Food Marketing Institute (FMI) annual convention, Chicago, IL May 1998. Topic relating to general merchandise industry trends, 250 in attendance.

Presented to National Grocers Association (NGA) convention, Las Vegas, NV, February 1989. Topic

relating to general merchandise industry trends. 500 retail, manufacture and industry representatives in attendance.

Presented to General Merchandise Distribution Council national fall meeting, Houston, TX October 1988.

Topic relating to general merchandise industry trends. 400 manufacture representatives in attendance.

Strategic Plan Development
Responding to Stillwater Public Library Board
June 7, 2018

Steve Schewe
Managing Partner
Encouragetech, LLC
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Organizational Structure

Encouragetech, LLC was registered in the state of Minnesota as a Limited Liability Company in 1998. Steve Schewe is the managing partner. Currently, there are no other employees, and no subsidiaries. Schewe contracts as needed with a network of freelance associates who provide various services in support of management consulting, conference design, and facilitation.

Encouragetech’s office is in Eden Prairie, MN. The company supports clients across the United States and overseas. Encouragetech has provided contract services for performance improvement companies, including locally owned BI Worldwide, which contract with larger corporate clients. Encouragetech also contracts directly with for-profit and non-profit institutions, providing market research, business planning, and change management advice.

Responding to Stillwater Public Library Board -- Strategic Plan Development

Technical Qualifications

Introduction to the Consultant.

Thanks for the opportunity to be evaluated for supporting development of your strategic plan! With the opening of St. Croix Crossing and the appointment of a new librarian in the last 12 months, the Library Board has picked a good time to look at your library's future and its role in the community and the region. I've begun to do more non-profit and community engagement work in the past few years, so working with the Library fits my evolving practice. Finally, I have a life-long love of libraries (see Citizen's League involvement below). I had the chance to visit your beautiful building for a wedding two years ago, and I'm excited about the possibility of working with you to capitalize on the historic beauty of your building while making sure the library's collection and outreach reflect the needs of 21st century patrons.

General Qualifications

Encouragetech consults on strategy, leadership, and organizational development for a Minnesota and national clientele. Steve Schewe is the managing partner. He collaborates with freelance colleagues as needed to meet the requirements of clients. Encouragetech's clients are largely for-profit enterprises selling to other businesses. Non-profit clients have included Minneapolis Heart Institute Foundation, the University of Minnesota, and Hazelden Foundation.

Schewe sees patterns and brings structure to organizational challenges. He facilitates teams across organizational boundaries to help them work together at a high level of performance; often, these groups are doing operational or strategic plans.

Exhibit I shows a backgrounder on Schewe. Customer assignments are described, along with information on background and credentials.

Special Qualifications

Schewe led a Citizens League study in 1991 evaluating the need for a new Minneapolis Public Library (MPL) downtown branch. There is no electronic copy, but a physical copy of the report will be provided upon request. After hearing from a variety of citizens and library professionals, the report concluded that the strategic case for building MPL's downtown branch had not been made, specifically for adapting the new library to the emerging technology then described as "the information superhighway." The report was a factor in delaying fundraising (the Legislature approved funding in 2000) and the construction of the downtown branch (opened in 2006), which allowed time for a higher level of commitment to information infrastructure as

the promise of the Internet became more visible. The report also recommended Minneapolis consider merging with Hennepin County. A merger of the two library systems occurred in 2008.

Staff qualifications

Encouragetech contracts with freelancers as needed on specific projects. These are deeply experienced people with specific skills needed for a project.

Previous experience

Exhibit II shows a list of organizations Encouragetech has assisted with strategic planning. Character references are also available upon request, starting with Margaret Stone, Director of Dakota County Library. Currently, I'm working with two clients on strategic plans:

[BTD](#) is a metalworking firm headquartered in Detroit Lakes and a subsidiary of Ottertail Corporation. I'm working with the management on a five-year strategic plan. Al Carlson, VP of HR, would be a good reference for this work, as well as for a project on developing customer intimacy that I started with the sales group in 2017. Al can be reached at Al.Carlson@btdmfg.com.

BTD

1111 13th Avenue SE
Detroit Lakes, MN 56501
866-562-3986

I've worked for five years with [Trulite](#), a manufacturer of windows for commercial buildings owned by private equity investors. Here's a quote from their CEO in 2015 about the results of the process I designed beginning in 2014:

"We employed Steve's services in leading a strategic planning exercise at both the Corporate and Plant levels. A year later, we are significantly and broadly ahead of plan owing in part to the concise plans developed during these exercises. We plan to use Encouragetech again in the future as such an outcome is quite remarkable."

Paul Schmitz, CEO, Trulite Glass & Aluminum Solutions.

Today, Trulite has incorporated the 7 Page Business Plan into its ongoing rhythm of doing business. I consult with them briefly each year on modifications to the process, and I work with new branch managers doing their first 7 Page Business Plan. Jack Murphy, VP of Sales & Marketing, is my client this year; he could be reached at jmurphy@trulite.com.

Trulite Glass & Aluminum Solutions
403 West Park Court #201
Peachtree City, GA 30269
800-432-8132

Work Plan

The Stillwater Library Board wants to create a new strategic plan. Based on a review of the 2014 document on the library's web site and the RFP, I suggest the following approach. Some of these tasks will involve the Library Board, the director, staff, and other stakeholders for Stillwater Public Library.

1. Inventory progress on the 2014 plan. What is the board proud of? What are you sorry about?
2. Identify the stakeholders for the planning process. Besides library staff, I suggest identifying community members who can offer advice on priorities for library capabilities and services. These might include leaders of community organizations and businesses; current patrons and supporters; and others who might become patrons and supporters if the library adjusts its mix of offerings. Identify questions that the board would like to have answered in the strategic plan.
3. Benchmark three to five libraries in communities like Stillwater by studying their web sites, interviewing one or two stakeholders at each library; and if practical, visiting in person. Use this benchmark as a guide to answer the board's questions and to identify best practices that might be adopted in Stillwater. Possible candidates for the benchmark: Bainbridge Island, WA; Mercer Island, WA; and St. Joseph, MI.
4. Consider with the Board three questions before scoping who will be surveyed and what questions to ask:
 - a. Does Stillwater Public Library see its primary stakeholders as residents of the city? Or is there a desire to broaden service to others?
 - b. Does Stillwater want to expand its outreach to Stillwater residents who do not currently use library services, or who use them very lightly?
 - c. Where would Stillwater invest in technology? On this issue, I'd recommend accessing resources at the Minnesota Library Association, or possibly convening a small focus group of library technology specialists to assess emerging priorities.
5. Survey the stakeholders about coming needs for library services. I suggest we talk about whom we want to survey and what we wish to ask, but here are some initial ideas:
 - Launch a survey on the library website using Survey Monkey, Polco, or a similar tool
 - Email current stakeholders with a link to the survey (e.g., recent customers of the meeting rooms and terrace; patrons; members of the Friends and the Foundation) to get their views.
 - Facilitate one or more focus groups with community groups (e.g., City of Stillwater, business community, school system, non-profits, Washington County Library system).
 - Conduct a limited number of "intercept" interviews at community events like the Farmers Market or Summer Tuesdays to include opinions of residents who are not patrons, or patrons who are less engaged.

6. Compile and analyze the survey and benchmark results with the Director and/or Project Officer. Prepare a current snapshot of library operating and financial statistics. Share the benchmark, survey results and current snapshot with the Library Staff.
7. Consider convening a modified form of “Future Search” with library staff, board members, and other stakeholders. (See Weisbord and Janoff, *Future Search: Getting the Whole System in the Room for Vision, Commitment, and Action*.) The foundational work done in the first six steps could be shared, and a series of discussions could be used to help align perceived needs with the Library’s mission, vision and values; to identify priorities; and to form strategy. For example, Focus on the Future and Common Ground exercises would help stakeholders imagine what the Library will be like in 2023, and then could link the present (current snapshot of surveys and statistics) to this future by deciding on priority actions. Normally, this approach takes a minimum of 10 hours of meetings over two days, which can feel like a large commitment of time. The benefits are increased engagement in the Library and a commitment to change, because acting together, stakeholders understand trade-offs and help design the strategy.
8. Brainstorm projects to achieve the identified priorities. Use the SMART methodology (Specific, Measurable, Accountable, Realistic, Time-based) to evaluate. Rank these projects, and review with the Project Officer to decide which deserve additional effort as part of the strategic plan. How would these changes improve library service in Stillwater? What additional skills would librarians and staff need to be successful in delivering new services or increasing engagement? What are the financial implications?
9. With support from the Director, develop a concrete action plan to pursue each chosen priority. The goal would be to create a multi-year action plan that included:
 - Monitoring implementation;
 - Communicating changes and results to members and other stakeholders;
 - Identifying training and skills development that librarians and staff will need.
 - Adding resources to implement the projects.
 - Developing and delivering training as needed, including training for the board and staff to integrate strategic planning reviews and updating into the rhythm of the Library.
10. Budget for resources that will be needed to support this priority, including additional staffing, infrastructure, collection resources, and marketing/engagement.
11. Write plan that describes the strategic plan recommendations, organizational changes, and financial forecast. Seek funding as needed from the City, foundations, or other interested donors.

Understanding of the process

The work plan was developed using the services and tasks checklist in the RFP (3.1). Along with the congruence to your spec, the following deliverables will be developed over the course of the timeline.

- Assessment of progress based on 2014 plan
- Snapshot of current operations and finances
- Summaries of surveys and focus groups to understand perceived needs
- Benchmark of best practices in libraries in towns like Stillwater
- Articulated strategy that engages stakeholders in a clear path forward
- Concrete action plan with high-level budget
- Completed plan for review by board and presentation to stakeholders, with an ongoing “check-in” process for the board, staff, and other stakeholders.

Timeline

Below is a draft, based on the work plan above. Since I have limited knowledge of other current Stillwater Library priorities, and the draft is subject to changes as the project is scoped.

Action	By when?
1. Review scope with Project Officer	6/29/2018
2. Identify key stakeholders and confirm benchmark candidates with project officer	7/13/2018
3. Conduct benchmark	7/20/2018
4. “Prouds” and “Sorries” exercise with board: accomplishments & success indicators; discuss key pre-survey scoping questions Interpret results	7/27/2018
5. Develop Survey and focus group protocols Conduct and collect survey and focus group insights. Evaluate survey results. Share results with board	7/31/2018 8/24/2018 8/31/2018
6. Develop current snapshot	9/7/2018
7. Develop desired future, priorities (possibly with Future Search)	9/14/2018
8. Brainstorm action planning with Library staff	9/30/2018
9. Create concrete implementation plan	10/15/2018
10. Create high-level budget	10/30/2018
11. Write plan; review with Project Officer	11/15/2018

12. Present plan to Board for review and approval	11/30/2018
Review and evaluate progress on 2018 strategic plan (suggest annual updates)	6/30/2019

Summary

Per your RFP, pricing and other terms and conditions will be submitted as Part B. I'd be happy to flesh out the concepts further and answer your questions. Whatever the outcome, please know that I'm approaching this RFP based on a lifetime as a passionate user of and advocate for libraries. I wish the Library Board the best in its journey to develop its new strategic plan.

Exhibit I: Encouragetech Backgrounder on Steve Schewe

Steve Schewe, president of Encouragetech, consults on performance improvement, leadership, and organizational development for a Minnesota and national clientele. Schewe and his colleagues analyze markets, sales channels, and acquisition opportunities; design and facilitate employee and channel engagement; and support implementation of new business plans, processes, and change strategies. Past assignments include:

- Facilitated a strategic review for the new leadership team of a healthcare enterprise to identify priorities and metrics ahead of annual operations planning. Working with the team, identified business development and process improvement opportunities.
- Developed a strategic planning process for a nation-wide building products fabricator and distributor. Working with the CEO and his leadership team, improved collaboration between 33 branches rolled up through acquisitions. Identified performance improvement priorities that could be addressed by network-wide initiatives. The company sees itself “significantly and broadly ahead of plan owing in part to the concise plans developed during these exercises.”
- In conjunction with the development of more effective strategic account management for global accounts, facilitated the implementation of new planning processes for a multinational with sales teams in U.S. and Brazil.
- Worked with a leading personal identification technology company to launch a new channel partner program.
- Worked with German multinational’s worldwide technology team to identify business value, speeding deployment of IT innovations, and improving collaboration with partners. Facilitated Singapore, Redmond, Madrid, and Nuremberg workshops.
- Led team within a global software company’s retail and channel marketing organization to analyze business processes and to recommend changes for enhanced clarity, consistency and simplicity in business planning and reporting. Project included change management to integrate new approaches into rhythm of this company’s business, increasing job satisfaction.
- Advised a machinery manufacturer on change management for an enterprise-wide standardization of global business processes in their supply chain.
- Coached relationship managers of a financial payment systems company to improve their orientation and skills at selling, including development of product knowledge, client roundtables, and portfolio reviews; launched at national meeting.
- To grow sales and increase trust with key channel partners, designed and facilitated business planning conferences for management teams of a motor oil manufacturer in North America and Eastern Europe.
- Studied best practices of building materials dealers and their future business challenges. In collaboration with a leading building products maker, developed a new preferred dealer program to strengthen client’s position with the channel.

- Assessed loyalty of independent distributors to an industry leader in eye care. Created customer-focused toolkit on business building skills for eye care professionals. Based on field interviews of reps and practitioners, the toolkit included easy-to-use aids to analyze finances, supervise staff, and improve marketing and merchandising.
- Assessed a service technology pilot to automate operations of the leading distributor of a world leader in beverages. Recommended how to effectively migrate from pilot to a successful roll-out.

Background in finance, marketing, and small business/non-profit development

Schewe began his career in 1979 as an analyst in the mergers and acquisitions department of Morgan Stanley & Co. From 1983 to 1989, he worked at Norwest Venture Capital, becoming an investor and board member of several emerging software and telecommunications ventures. At Cray Research from 1989 to 1992, Schewe coordinated teams of scientists and engineers to develop new supercomputer application businesses. He was co-founder of UniChem, a state of the art chemistry software product, which included forming a customer research consortium of six Fortune 500 firms. Schewe also managed key customer relationships for Cray at Du Pont and Army Research Lab.

Schewe was engaged by Mirror Technologies' board of directors in 1993 to work out a floundering computer business. As CEO, he introduced new management to this company of 80 people, cut operating losses, introduced higher margin products, and renegotiated contracts.

Before founding Encouragetech in 1996, Schewe was VP of Strategic Marketing for Aetrium, a publicly held semiconductor equipment manufacturer. He coordinated acquisition, planning and business development activities, including marketing due diligence in Asia and North America for a successfully concluded strategic acquisition.

Schewe serves on the boards of *Star Lake Farm, Inc.*, *See Jane Plan LLC*, and Minnesota non-profit *Circle of the Beloved*. In 2016 and 2017, he organized concerts with Minnesota Orchestra members & community organizations to raise \$135,000 for refugee relief.

Schewe holds a BA in Economics from Yale University and an MBA from the Darden School at the University of Virginia. Client references are available upon request.

Exhibit II: Organizations Assisted with Strategic Planning Processes

I've listed a selection of clients for strategic plans and planning processes, including some work prior to Encouragetech's founding. In the case of Roche, I've detailed specific assignments that substantiate project experience related to both annual operating plans (AOP) and strategy.

Cad-Tel Systems (1984-1987)

Camax Systems (1987)

Cray Research (applications department start-ups, 1989-1991)

Imaging Institute, Inc. (1997)

Mycogen Seeds (1998)

LaFarge Roofing Systems (2001)

Roche Diagnostics (2003-2011)

- 2011 CGH Microarray Steering Team – Commercialization Workshop
- 2010 – Roche Life Sciences/Nimblegen teambuilding
- 2008 –Facilitated kickoff of AOP 2009 for Professional Diagnostics business unit.
- 2007—Facilitated Microbiology Marketing Retreat
- 2006 Facilitated development of a competitive response strategy and product launch plan for Molecular Diagnostics' Real Time automated system
- 2006 Facilitated conference on response to advent of competitive bidding, Diabetes Care
- 2005 team development for retail sales and marketing, U.S. Diabetes Care
- 2005 Facilitated planning session on implementing COBAS branding for global team
- 2003, 2004, and 2005 Annual Operating Plans (AOP) for Diabetes Care in the United States. Enhanced competitive analysis and coaching of cross functional teams.
- 2004 pricing best practices conference
- 2004 implementation planning conferences for retail and managed care sales and marketing teams, U.S. Diabetes Care.
- 2004 key account plans for medical professional sales force, U.S. Diabetes Care.
- 2003 managed care implementation planning
- 2003 vision conference U.S. Patient Care management team
- 2004 introduction to AOP for Molecular Diagnostics
- 2003 introductions to AOP for Hospital Group, Patient Care Division and Clinical Diagnostics Divisions

Dealers' Manufacturing and Ford Automotive Remanufacturing Association (2004-2007)

Elanco (division of Eli Lilly; 2008-2009)

Mate Precision Tooling (2011-2017)

Minneapolis Heart Institute Foundation (2016-2017)

Spectralink (2016-2017)

Trulite (2014-2018)

BTD (2018)



STRATEGICALLY GUIDING ORGANIZATIONS THROUGH GROWTH AND CHANGE!

Proposal in Response to RFP Strategic Planning Development

Prepared For:
Stillwell Public Library

Presented by:
Eric Craymer; Primary Contact
Growth Management Consulting, Inc.
2536 Belknap Ave NE
Grand Rapids, MI 49505
(517)-281-4102
www.GrowthManagementConsulting.com

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Situation and Solution Path

GMC Organizational Structure

Growth Management Consulting, Inc. is a small consulting company working primarily in strategy, organizational development, organizational research/assessment and board governance. It was established in 1997 as an S-Corp in the state of Michigan. We primarily serve small to medium sized non-profits, though occasionally work with for profits.

While our clients range from non-profits, community based and associations our favorite work is with libraries and library based organizations (for example consortium and State Libraries).

On occasion we use the help of partner firms; for this work the President of the company would be doing all work.

Technical Qualifications

Introduction

As stated in the cover letter, we are excited about this opportunity because of the stage of strategic planning development you are at as well as the fact that you see the value of rolling strategy down from the broadest from the Board to the on-the-ground strategic plans by staff based on the Board's broad direction. This is the kind of work that I feel is the most important work I can do. It is especially attractive as it is with a public library and I have been a library proponent and user for ages and see them as one of two pillars of American greatness. Libraries ensure that anyone from anywhere even without money or status can learn and advance their lives and families. The other pillar is the access to capital which, while it has a dark side, allows any individual with a good idea to finance a way to make a living with it.

General Qualifications

The company is experienced and actively practicing organizational development, strategic planning, organizational assessment, evaluation, governance and data consulting. The President has an MBA in Marketing (with a strategic focus). We have provided assistance in moving organizations forward to their next stage for just over twenty years.

Special Qualifications

I learned the challenges of running an organization during my early life as a restaurateur. Because of that experience, I decided to get an MBA in marketing. From there I began consulting and a library consortium was one of my first clients (with whom I am still lucky enough to work with from time to time). At this point I have had approximately

Staff Qualifications

Please find both CV attached at the end of this proposal

Introduction

As stated in the cover letter, we are excited about this opportunity because of the stage of

Summary Understanding of the Situation and Needs

Stillwell Public Library is at a second stage of their strategic development. They are looking for a consulting partner who can help them make a smooth transition. After some intense efforts of meeting the many operational objectives developed in the previous plan, they are now ready to move to a more strategic process.

This process should be aligned with current trends and expectations for public libraries and equally, a process that will allow them to reflect the values and needs of the community they serve.

The plan developed should devise a broad strategic role for the Board (likely in conjunction with Senior Management) to set the broadest level of outcomes, priorities and any needed off limits. This platform can then be built upon by management and selected staff to determine the proper operational strategies, programs and processes to achieve the broad input from the Board.

It will be important that the plan is well designed and that it fits the organization and the community's culture. It will also be important that there are methods to identify milestones and measures which will assist the progress of plan and identify results. By having a system of measure it will allow the Library to adjust course as the plan progresses based on results and it will allow the Library to recognize and honor significant achievements.

Proposed Approach

Much of the current research about the future of public libraries indicates that while meeting patrons' needs with a great collection and creating a "place" are important but no longer sufficient. The evolving role and focus of public libraries requires that the library becomes an active partner in achieving a shared vision of the community's future. The library is successful by aligning its special skills, assets and abilities to help the community achieve its collectively desired future. "Excellence must be defined locally - it results when library services match community needs, interests and priorities."¹ For background please see the Aspen Institute's "Rising to the Challenge; Re-envisioning public libraries" and the American Library Association's report, "Confronting the Future; Strategic visions for the 21st Century Public Library"

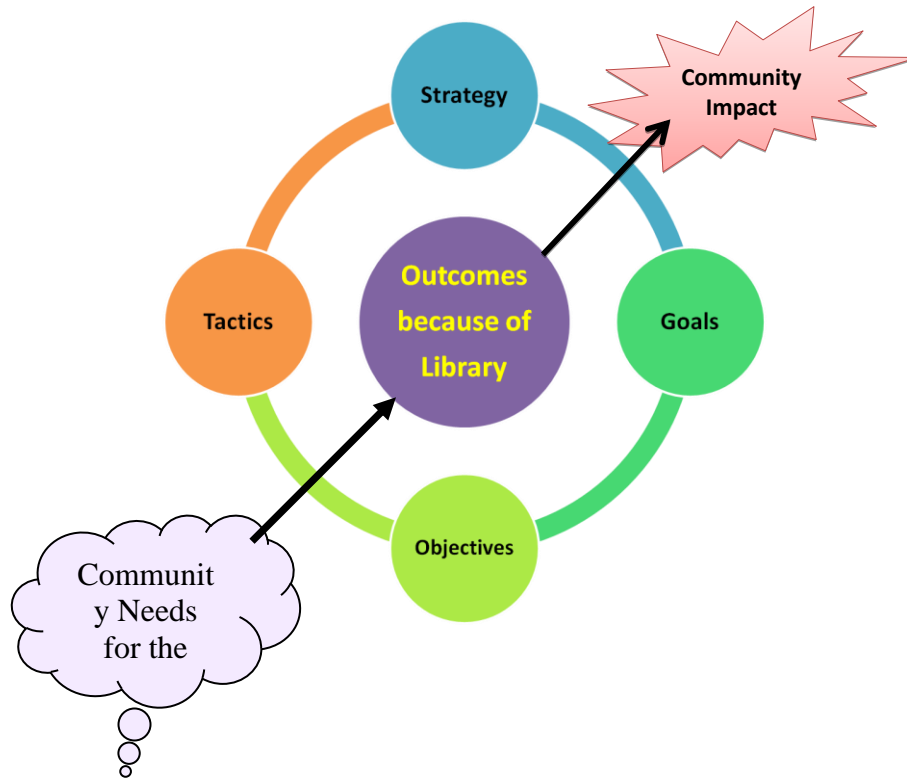
This is a new level of expectation that moves the library from focusing on its own organization to instead understanding itself as being part of a larger community wide movement. Meeting that expectation also requires a shift from focusing on impacts internal to the library to focusing on impacts external to the library.

Our proposed solution is designed to do this. It follows an Outcomes Based Planning path but also incorporates the concept of supporting community wide impacts that reflect the needs of the community.

While we believe this is a good path for Stillwell Public Library to follow, it is not the only path. We are happy to develop a new path if you do not find this one completely satisfying your needs.

¹ Planning for Results; a Public Library Transformation Process, Sandra Nelson for the Public Library Association, 1997

Outcomes Based Strategic Planning



Project Plan

Phase 1: Finalizing the process (July 2018)

1. Conduct a call or meeting with appropriate representatives of the Stillwell Public Library to discuss and agree to outcomes, approach, options and process for the strategic planning.

Phase 2: Information gathering (August 2018)

2. Gather secondary data (on national library trends and on trends within the Stillwell community) and review Stillwell Public Library documents.
3. Conduct interviews with community leaders and with the governing bodies of organizations who also have a significant stake in the community's future (for example the City Council, Friends of the Library, the Schools, the Chamber of Commerce as well as other important social good, for-profit and non-profit organizations.)
4. Conduct focus groups with library patrons to understand how the Library changes their lives, what they see they might need in their lives in the future, what barriers they see in using the library to accomplish the changes and in meeting their needs.
5. Conduct an all staff focus group or groups to gain their insights and knowledge on community needs, library strengths and weaknesses and where and how they believe the library can help best the community meet its aspirations.
6. If possible, identify a number of non-library users' to understand their perspectives. If not possible there is some good national research on why people choose not to visit their local library.

7. Test findings from the qualitative research in a patron survey designed by the consultant, implemented by Stillwell Public Library and assessed by Stillwell Public Library and the consultant.
8. Assess and summarize findings from all information sources and record them in a Briefing Book for the use of those participating in the strategic planning process. Elements of the research (such as articles) may also be shared as a whole with participants.

Phase 3: Strategic Planning (September 2018)

9. Consultant facilitates a six hour planning session with the Board and the Executive Library Management to define at a minimum:
 - Crystallization of the community vision and of the library's role in it.
 - The most important long-term outcomes for the library to achieve in order to help the community realize its vision.
 - A set of short-term priorities to be focused on.
 - A list of any off limits concerning how the outcomes and priorities are achieved.
10. Consultant facilitates two six hour planning sessions with a Library Staff Planning Team to determine, at a minimum, the following:

(Note: community vision and important long-term outcomes and short-term priorities have been established in the Board and Library Leadership planning session.)

 - Mission of the library.
 - Vision of the library of the future, given all of the above (community vision, library's role in that vision, long term outcomes and priorities).
 - Short term outcomes to achieve the Board's long term outcomes and address Board priorities.
 - Strategic initiatives to achieve the short term outcomes.
 - Develop objectives and goals to accomplish the short term outcomes.
 - Determine possible impacts on core services and infrastructure.
 - Determine methods of measuring both implementation and results.

Phase 4: Strategic Plan Approval (October 2018)

11. Consultant develops a written Strategic Plan which is reviewed by Library Executive Management, revised as needed, presented to the Board, revised as needed and then approved.

Phase 5: Implementation Planning (October through December 2018)

12. Consultant reviews mission, vision and values and suggests any changes
13. Consultant reviews position descriptions, views work processes, discusses needs and challenges with Management and provides suggestions for positions and organizational structure to fulfill the new strategic plan efficiently and effectively
14. Consultant assists Executive Leadership in implementation planning as needed via phone and email.

Specific References

Specific References

Bartles, Maryanne, Library Director Dearborn Public Library mbartles@ci.dearborn.mi.us 313.943.2049	Jane Plass, Associate Executive Director Reach Across Illinois Library System jane.plass@railslibraries.info 630.734.5129
Marla Ehlers, Assistant Library Director Grand Rapids Public Library mwarner@grpl.org 616.988.5400	James Botts Chair Board of Library Commissioners Grand Rapids Public Library libcom6@sbcglobal.net (616) 241-1542

Specific References and Similar projects

Bartles, Maryanne, Library Director
Dearborn Public Library
mbartles@ci.dearborn.mi.us
313.943.2049
Conducting an organizational assessment of the Library in advance of a strategic planning process. Includes current trends, focus groups of staff and patrons, interviews with community leaders, focus group with the Commission and physical observation of all three libraries in the system.

Marla Ehlers, Assistant Library Director
Grand Rapids Public Library
mwarner@grpl.org
616.988.5400
Conducted Outcomes Based Strategic Planning including research, facilitation and assessment of information from survey and focus groups.

Jane Plass, Associate Executive Director
Reach Across Illinois Library System
jane.plass@railslibraries.info
630.734.5129
Conducted organizational research across a multi-unit system to determine perspectives and priorities; these were then used to inform the group's decision concerning a new organizational-wide sharing system

James Botts, Chair
Board of Library Commissioners
Grand Rapids Public Library
libcom6@sbcglobal.net
616.241.1542
Conducted Outcomes Based Strategic Planning with the Commission to identify preferred future community impact and to establish a broad strategic framework to guide managements strategic planning and implementation

Library Experience

Library Experience

I have worked with a wide range of libraries and library organizations including public, academic and local and regional consortia. The work with the consortia has allowed me to understand not only public libraries but the larger library landscape. It has also helped me understand how to identify which of the larger library trends might have particular impact on public libraries.

I have just recently finished work with Grand Rapids Public Library and RAILS and am currently working with post-secondary library group in Canada.

Below is a basic list of my library work and their focus.

Select Library Clients

Client Name	Location	Nature of Work
Portage Public Library	Michigan	Strategic Planning
Howell Carnegie District Library	Michigan	Strategic planning at both board and staff levels
Grand Rapids Public Library	Michigan	Strategic Planning
Michigan Library Consortium	Michigan	Organizational development, strategic planning, governance, policy development
PALINET	Pennsylvania	Governance, policy development
Missouri Library Network Corporation	Missouri	Strategic planning
University of Michigan Dearborn Libraries	Michigan	Organizational and strategic planning
Albion College Mudd Libraries	Michigan	Strategic planning
Cooley Law School Library	Michigan	Organizational design
RAILS	Illinois	Organizational research on resource sharing
State Library of Michigan	Michigan	LSTA evaluation and Data consulting
Mardigian Library, UofM Dearborn	Michigan	Organizational development, strategy and team formation
Ontario Colleges Libraries	Ontario	Assist their development of an eBook consortium

Company Information

About the Consultant – Eric Craymer



Eric Craymer is the President and senior consultant for Growth Management Consulting, Inc. Eric brings a unique blend of professional training and practical experience to the projects he is associated with. He has been a business owner, researcher, manager, and consultant. His experience includes direct leadership roles with several start-ups and turn-arounds in both the retail and trade association environments as well as consulting in both the private and public sectors. Projects include:

- Leading and/or facilitating strategic thinking and planning sessions.
- Facilitating organizational development in an uncertain future through the use of scenario analysis and planning.
- Organizational development including management team development and board development.
- Providing guidance to organizations entering the start-up stage or transitioning from the entrepreneurial to the professionally managed organizational lifecycle stages.
- Instructing groups of different sizes in topics of expertise using seminar instruction, large group presentation, and individual learning methods.
- Installation and coaching within the Carver Policy Governance® model.

Eric earned an MBA from Michigan State University with a major concentration in marketing and with a secondary focus on classes in finance. His undergraduate degree, also from Michigan State University, was in Personnel Management with a dual major in Psychology. In addition, he is a Certified Management Accountant (CMA) in good standing with the Institute of Management Accounting and a graduate of the Carver Policy Governance® Academy.

He has authored two research articles on firm growth with Dr. Glenn S. Omura of the Eli Broad School of Business Management at Michigan State University. The first, *The Liability of Growth; A Second Critical Period of Liability*, was presented at the American Marketing Association's Marketing and Entrepreneurship Conference, New York, August 1995. The second, *A Portfolio Approach to Modeling Firm Growth Patterns*, was presented at the 41st International Small Business Conference World Conference, Stockholm, Sweden, in June 1996.

Eric has just completed his term as Director and Chair for the International Policy Governance® Association and is currently serving as a member of the Steering Committee for the CUES Center for Credit Union Board Excellence.

About Growth Management Consulting

Growth Management Consulting, Inc. is a consulting firm based in Grand Rapids, Michigan. They specialize in helping clients determine where they need to be and in making the actual changes in behavior required to get there. We serve clients in the region and across the United States. Our essential goal is to help organizations that make a difference be more effective. To do this we assist with group decision making, strategic planning, facilitation of dialog, modeling, governance and more.

Expert Areas:

- Strategy.
- Marketing.
- Governance.
- Strategic alignment (aligning operational systems and processes with the strategy).

Unique Value

Growth Management Consulting has many qualities that increase value and success including:

- A strong understanding of both business and governance.
- A range of experience with clients of varying size, industry, taxable status, and mission focus.
- Being pragmatic about solutions and methods.
- Being respectful and accepting of individuals and the organization as a whole.
- Having a “real hands-on” history as a manager and business owner.
- Being able to see the big picture and translate it into the necessary steps for implementation.

Services

We offer many services that include:

- Strategic Thinking and Planning
- Strategic Alignment of Systems, Processes and People
- Strategic Decision-Making.
- Leadership Development and Coaching.
- Scenario Development and Analysis
- Board/Staff Relations.
- Performance Management Systems
- Organizational Assessment.
- Complex Change Management.
- Computer Simulated Strategy and Process Models
- Installation of and coaching in Carver Policy Governance®
- Open Space Technology
- Other Dynamic Solutions

Facilitation Areas:

- Strategy making.
- Decision making.
- Organizational change.
- Team and community building.

Drawing Upon Knowledge In:

- Decision Making
- Business Strategy
- Business Operations
- Systems Knowledge
- Adult Learning Theory
- Group Dynamics
- Interpersonal Dynamics
- Organizational Behavior

Resulting in a systemic approach to organizational effectiveness; fixing the cause, not just the problem.

Non-Library Clients

Community and Governmental Organizations

Client Name	Location	Nature of Work
Gift of Life Michigan	Michigan	Strategic marketing
Ingham Regional Medical Center	Michigan	Customer service
Four County ADAMhs	Ohio	Governance, policy development
Buena Vista Regional Medical Center	Iowa	Governance
Department of Natural Resources	Michigan	Organizational design
Lucille Gorham Intergenerational Community Center	North Carolina	Community renewal
Ann Arbor Transit Authority	Michigan	Organizational design
American Cancer Society	Georgia	Governance

Associations and Consortiums

Client Name	Location	Nature of Work
Industrial Fabrics Association International	Minnesota	Governance, policy development
Small Business Association of Michigan	Michigan	Strategic planning
North American Quitline Consortium	California	Governance
International Society for Technology in Education	Oregon and Washington D.C.	Governance and strategy

Financial

Client Name	Location	Nature of Work
Muskegon Governmental Employees FCU	Michigan	Strategic planning, marketing
Los Angeles Policy FCU	California	Governance, policy development
NuUnion Credit Union	Michigan	Governance, policy development
Matanuska Valley FCU	Alaska	Governance, policy development
Comerica Bank - HR	Michigan	Seminar design and presentation
Kinecta Federal Credit Union	California	Governance and Board/CEO relationship
Community Financial Credit Union		Governance
Credit Union of Atlanta		Governance and Board/CEO relationship

Manufacturing, Wholesale and Industrial Services

Client Name	Location	Nature of Work
Great Lakes Hybrid (sub-contractor)	Michigan	Strategic planning, sales simulation modeling, decision making facilitation
RCM Industries (sub-contractor)	Michigan	Organizational development, top management development and coaching
Berner Cheese Manufacturing (sub-contractor)	Illinois	Computer simulated production modeling for decision making, strategic planning

Education

Client Name	Location	Nature of Work
College of Human Ecology, Eastern Carolina University	North Carolina	Organizational development, conflict management, community building, strategic planning
Grand Rapids Community College – HR (sub- contractor)	Michigan	Organizational development and strategic alignment
Grand Rapids Community College – Board	Michigan	Governance
Detroit College of Law at MSU	Michigan	Organizational development
Highland Hall Waldorf School	California	Governance

Professional Service

Client Name	Location	Nature of Work
Ciesa Design	Michigan	Business process and financial improvement, executive coaching, business acquisition
PACE & Partners	Michigan	Partner role definition and coaching, organizational development, partner decision making, strategic planning
Warmels & Comstock, PLLC	Michigan	Organizational development, partner decision making, strategic planning

Utility

Client Name	Location	Nature of Work
Cherryland Electric Cooperative	Michigan	Organizational development, management team coaching, board development, marketing
Matanuska Telephone Cooperative	Alaska	Governance training and public education
Great Lakes Energy (sub- contractor)	Michigan	Organizational development, alignment of staff with strategy
Santa Clara Valley Water District	California	Governance training

ERIC CRAYMER

2536 Belknap Ave. NE Grand Rapids, MI 49505 517.281.4102
e-mail: EricCraymer@GrowthManagementConsulting.com

Consulting Experience

7/97 – Present

GROWTH MANAGEMENT CONSULTING, INC.

President and Senior Consultant

- Enhanced the effectiveness of multiple organizations in the for-profit, non-profit and community sectors through improving their knowledge and practices to align with their situation.
- Developed a successful and growing management consulting company specializing in helping organizations see where they are going and implementing the changes needed to get there.
- Designed and facilitated client planning and decision-making sessions.
- Worked at all levels of the organization: Board, Chief Executive, Middle Management, Staff and Consumer.
- Guided numerous organizations through difficult choices and challenging change.
- Stimulated behavioral changes through team and individual training and coaching.

Consulting Skills

- Entrepreneurial formation and growth
- Governance and leadership
- Group process & decision making
- Strategic thinking and planning
- Scenario development and analysis
- Organizational assessment and development
- Strategic performance and measurement systems
- Board/Staff relations

Teaching Experience

7/02 – 12/03

MICHIGAN STATE UNIVERSITY HUMAN RESOURCE TRAINING AND EDUCATION CENTER

Curriculum development and instruction

- Developed curriculum, text, and exercises for a two-day course on Finance for the Human Resources Professional. Taught the course at sites across the U.S.

8/04 – 10/04

SOCIAL WORK, COLLEGE OF HUMAN ECOLOGY AT EAST CAROLINA UNIVERSITY

Curriculum development and instruction

- Developed curriculum, text, and exercises for a Leadership Institute taught over the course of several months.

9/96 – Present

NUMEROUS CONFERENCE PRESENTATIONS AND WORKSHOPS

Education

MICHIGAN STATE UNIVERSITY

THE ELI BROAD SCHOOL OF BUSINESS MANAGEMENT E. Lansing, MI
MBA Marketing, secondary emphasis in Finance, May 1995, GPA 3.9

MICHIGAN STATE UNIVERSITY, E. Lansing, MI

BA, Dual Major: Business and Psychology, March 1986, GPA 3.4

Publications and Research

Omura, G.S. and Craymer, E.R., August 1995, *The Liability of Growth; A Second Critical Period of Liability*, presented at the American Marketing Association's Marketing and Entrepreneurship Conference, New York.

Omura, G.S. and Craymer, E.R., June 1996, *A Portfolio Approach To Modeling Firm Growth Patterns*, presented at the 41st International Small Business Conference World Conference, Stockholm, Sweden.

**Publications
and Research
(continued)**

Craymer, E.R., and Stratton Radwan, S., July-August 2008, *Overcoming a Challenge in Using a New Technology*, Board Leadership Number 98, John Wiley and Sons

Craymer, E.R. and Stratton-Radwan, S., 2008, *Board Governance: An Overview; Selecting a Board Model and Governance System; Recruitment, Election and Orientation of New Directors (Online Education Modules)* – Credit Union Executives Society (CUES), Director Education Center

Craymer, E.R. and Stratton-Radwan, S. 2007, “*Policy Governance®: A Powerful Response to Challenges that Transform Board Work and Succession Planning*,” Chapter 3 in *Succession Planning Essentials; Helping Credit Unions Prepare for Tomorrow*, CUES

Craymer, E.R. "Beyond Legal Duty", September 2009, CUES' Credit Union Management.

Craymer, E.R. *Maximizing Board Effectiveness*, March 2003, MNA Link, Michigan Non-Profit Association

Goree, M.S. and Craymer, E.R. *Strategic Thinking: A Strategy Making Process for Today's Uncertain and Turbulent World*, Association Impact, MSAE

Goree, M.S. and Craymer, E.R. *Scenario Analysis: A Decision Making Tool for Uncertain Times*, Association Impact, MSAE

**Sample Client
Engagements**

Education

- Michigan State University: Department of Human Environmental Design – Scenario planning, departmental planning and development
- East Carolina University: School of Human Environmental Sciences – Strategic thinking, school and departmental development
- Grand Rapids Community College – board development and governance

For-Profit

- Ciesa & Associates – Strategic development, financial development, staff education, CEO coaching
- Pace and Partners – Facilitated succession planning between founder and junior partners; sub-contractor for organizational research and development
- Great Lakes Hybrids – Strategic analysis and development, strategic decision making
- Berner Cheese Company – Simulation modeling, strategic decision making

Cooperatives and Credit Union

- Cherryland Electric Cooperative – Strategic decision making, CEO coaching, management team development, future-based planning
- Muskegon Governmental Employees Federal Credit Union – future-based planning, strategic development
- Kinecta Federal Credit Union – Board development, Board/Management relations

Non-Profit

- Michigan Library Consortium – Scenario planning, strategic thinking/planning, staff development, installation of Policy Governance®

- Michigan Public Power Agency – Strategic planning and alignment with action plans and measurements
- State of Michigan, Department of Natural Resources – Strategically aligned Communications Office with organizational information structures and processes

Other Experience
3/88 – 7/97

**SUMMIT HOSPITALITY, INC. d.b.a. EVERGREEN GRILL
Owner, CEO, COO**

- Started and successfully built profitable and popular restaurant business.
- Increased company’s market value 400%.
- Formed and executed corporate mission, goals, strategies and tactics.
- Made all major financial decisions including capital investment, capital structure and lease versus buy.
- Formalized management information gathering and dissemination systems.
- Revamped internal cost structure, reducing COGS and labor cost to below industry averages.
- Led a staff of 50 from multiple functional areas, directly and through middle management.

Designations and Certified Training

- Certified Management Accountant (CMA), member in good standing, International Management Accountants
- General Civil Mediation Training; SCAO

Areas of Interest

- Organizational Change
- Organizational Growth
- Entrepreneurship
- Group Processes
- Strategic Decision Making
- Governance

Volunteer Work

Advent House Ministries

Provided pro bono strategic planning facilitation for organization supporting the homeless.

Board Chair International Policy Governance® Association

Recently completed service as Board Chair of an Association serving the worldwide community of Policy Governance practitioners.

Steering Committee Member CUES Center for Credit Union Board Excellence

Guided the development of curricula and materials for an industry education program.

Chair Downtown Management Board

Led this downtown Board, a part of the Downtown Development Authority, responsible for overseeing a marketing budget provided by tax capture.

Co-chair downtown marketing association

Initiated and managed the reorganization of merchants group from political bureaucracy to well functioning democracy by changing the organization’s mission, culture and processes in order to better meet members’ needs.

Gift of Life Michigan

Pro bono assistance (in addition to work for fee) in strategic marketing, planning and measurement.

West Greenville, NC Intergenerational Center

Pro bono assistance (in addition to work for fee) in organizing, planning, forming and building a multi-disciplinary community revitalization program centered on lifting the community on all fronts.



STRATEGICALLY GUIDING ORGANIZATIONS THROUGH GROWTH AND CHANGE!

Eric Craymer, President
Growth Management Consulting, Inc.
2536 Belknap Ave NE
Grand Rapids, MI 49505

Proposal "Strategic Plan Development" for Stillwater Public Library

June 7, 2018

RE: RFP Strategic Planning Proposal

Dear Director Troendle:

Traveling with this cover letter is a proposal. Any communications may be achieved through me, Eric Craymer (517.281.4102, EricCraymer@GrowthManagementConsulting.com).

I was very excited when I read your RFP. It sounds like the Library is at a great place. What particularly excited me were two things. First, that you and the Board are interested in making their input strategic but at a broad level and so leave the details for strategies and actions to you. The other was the concept of organizational assessment. My experience indicates that no plan is very successful if the organization is not structured or informed enough to complete it.

I worked with another Municipal Library Board and Management in a similar way; leading the Board and Senior Management to outline the outcomes, priorities and unacceptable options and then, in a second planning process assisted the Senior Management and their planning team in operationalizing the Board's outcomes and priorities.

I am not wedded to a process though. My practice is to take what I know about strategy and organizational planning, learn about the values, situation and objectives and then determine what process would best achieve their needs.

I would be very pleased if I were to have a chance to help you with this next developmental stage of strategic planning.

Sincere Regards,

Eric Craymer, President

**STILLWATER PUBLIC LIBRARY BOARD STILLWATER,
MINNESOTA**

REQUEST FOR PROPOSALS

Strategic Plan Development

Proposal Due Date: June 7, 2018

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REQUEST FOR PROPOSALS

STRATEGIC PLAN DEVELOPMENT

SECTION 1. INTRODUCTION & BACKGROUND

The City of Stillwater Public Library Board of Trustees, hereinafter referred to as the Library Board, is seeking consultant services to assist the Library Board in developing a comprehensive 3-4 year strategic plan.

In 2014, the Library Board established a strategic plan that included a refined mission and vision statement as well as three primary strategic goals. Each of those strategic goals was elaborated upon with a handful of related and supporting accomplishments. And further, the board at the time asked its consultant to prepare a much more detailed, step-by-step implementation plan that would chart a course for the full extent of the strategic plan's three-year run.

As we look ahead to the process of creating a new strategic plan, the Library Board and the library are in a very different place – all for the better – and therefore seek a different kind of strategic plan. One that's truly strategic, without getting the board caught up in the weeds of implementation. One that leans on evolving trends and best practices but stays true to what our community needs. One that includes meaningful goals and objectives, not only for accountability but for celebrating our successes. We're looking for a consultant who can help us get there.

Stillwater Public Library is an independent municipal library that operates as an associate of the Washington County Library system. The Library Board, consisting of nine (9) members, is responsible for all Library actions, determining community needs, establishing priorities and policies, and presenting an annual budget to the Stillwater City Council.

Detailed information about the Stillwater Public Library can viewed on the website located at <http://stillwaterlibrary.org/>

SECTION 2. INSTRUCTIONS TO PROPOSERS

2.1 Request for Proposal Information

It is the responsibility of the Consultant to carefully read the entire Request for Proposal (RFP), which contains provisions applicable to successful completion, and submission of an RFP. If any ambiguity, inconsistencies or errors are discovered in the RFP, the board president will issue a clarification or correction. Only interpretations or corrections of the RFP made in writing through addenda by the board president will be considered binding. The board president must receive all requests for interpretations or corrections no later than the date specified in the RFP timetable. The RFP consists of all documents identified in the Scope of Work section of this RFP.

2.2 Timetable

The anticipated timetable for the RFP process including the selection of the top

ranked firm is as follows:

- | | |
|--|------------------|
| ➤ RFP available for distribution | May 7, 2018 |
| ➤ Deadline for receipt of questions | May 15, 2018 |
| ➤ Deadline for submittal of RFP | June 7, 2018 |
| ➤ Short list notification | June 14, 2018 |
| ➤ Deadline for PRICE submittal | June 21, 2018 |
| ➤ Consultant interviews (in person or conference call) | by June 29, 2018 |
| ➤ Final proposal | July 5, 2018 |
| ➤ Approval of selected consultant | July 10, 2018 |

2.3 Proposal Submission

2.3.1 A multi-step selection process will be used for this search.

- a. Step one will consist of submittal and evaluation of a Request for Proposals (RFP).
- b. The evaluation team will rate and shortlist between approximately three (3) and five (5) of the consultants.
- c. The shortlisted consultants will be invited to participate in an oral interview and final scoping meeting.
- d. Following the oral interview the shortlisted consultants will be requested to submit a Final Proposal by the time and date included in Section 2.02 in the form describe below.

2.3.2 All proposals should be submitted via email to:

Mark Troendle
Library Director
mtroendle@ci.stillwater.mn.us
651-430-8753
224 Third Street North
Stillwater, MN 55082

2.4 RFP Submittal

2.4.1 Part A – Technical Proposal (consisting of the firm’s qualification, scope of work, schedule, etc.). All proposals must be submitted electronically and shall be able to print on 8 ½” x 11” paper, except for any drawings, charts, diagrams, or similar information. The library director will confirm via email when proposals are received. Firms having difficulties sending (emailing) their proposals may call the library director at 651-430-8753.

2.4.2 Part B – Price Proposal

After being notified of being on the “short-list” these firm(s) shall submit their price via email. The Price Proposal – Part B shall be submitted electronically to the library director at mtroendle@ci.stillwater.mn.us. All submittals by electronic, mail, or in person must be received by no later than the time and date indicated in Section 2.2.

Part B – Price Proposal, must be signed by an officer of the company, who is legally authorized to enter into a contractual relationship in the name of the Proposer.

2.4.3 Part C -Final Proposal

After the interview, the short-listed proposer shall submit any changes to the original proposal along with a cover letter clarifying why the changes were made. Any changes to the proposed cost must be also submitted.

The submittal of a Proposal will be considered by the Library Board as constituting an offer by the Proposer to perform the required services at the stated prices.

2.5 Additional Information/Addenda

- 2.5.1 Requests for additional information or clarification must be made no later than the date specified in the RFP Timetable. Requests should contain the Proposer's name, address, phone number or e-mail address. Email should be addressed to Mark Troendle, Library Director, mtroendle@ci.stillwater.mn.us.
- 2.5.2 The Library Board's Designee will issue responses to inquiries and any other corrections or amendments in written addenda issued prior to the Proposal due date. Proposers should not rely on any representations, statements or explanations other than those made in this RFP or addenda issued subsequent to the issuance of this RFP. Where there appears to be a conflict between the RFP and any addenda issued, the last addenda issued will prevail.
- 2.5.3 It is the Proposer's responsibility to assure receipt of all addenda. The Proposer should verify with the Library Board President prior to submitting a proposal that all addenda have been received.

2.6 Modified Proposals

A Proposer may submit a modified proposal to replace all or any portion, of a previously submitted proposal up until the Proposal due date. The Evaluation Committee will only consider the latest version of the proposal as part of its deliberations.

2.7 Withdrawal of Proposals

Proposals shall be irrevocable until contract award, unless the proposal is withdrawn. A proposal may be withdrawn in writing upon the expiration of ninety days after the due date of the proposals, if the written request is received by the board president prior to the award of a contract.

2.8 Late Proposals, Late Modifications, and Late Withdrawals

Proposals received after the Proposal due date and time will not be considered. Modifications received after the Proposal due date are also late and will not be considered. Letters of withdrawal received after the expiration of ninety days from the Proposal due date or after the award of contract, whichever comes first, are late and will not be considered.

2.9 RFP Postponement or Cancellation

The Library Board may, at its sole and absolute discretion, reject any and all, or parts of any and all proposals, re-advertise this RFP, postpone or cancel at any time this RFP process, or waive any irregularities in this RFP

and to award a contract in the best interest of the Stillwater Public Library.

2.10 Proposal Preparation Costs

All expenses involved with the preparation and submission of proposals to the Library Board, or any work performed in connection therewith shall be borne by the Proposer(s). No payment will be made for any responses received, nor for any other effort required of or made by the Proposer(s) prior to the award of a contract.

2.11 Oral Presentations

The Library Board will require the shortlisted Proposers to give oral presentations in support of their proposals or to exhibit and otherwise demonstrate the information contained therein. The interview will also serve as a basis to clarify the scope of work for the search. The presentations are tentatively scheduled for the dates indicated in Section 2.2.

2.12 Exceptions to RFP

Proposers may take exceptions to any of the terms of this RFP unless the RFP specifically states that exceptions may not be taken. Should a Proposer take exception where none is permitted, the proposal will be rejected as non-responsive. All exceptions taken must be specific, and the Proposer must indicate clearly what alternative is being offered to allow the Library Board a meaningful opportunity to evaluate and rank the proposals.

Where exceptions are permitted, the Library Board shall determine the acceptability of the proposed exceptions and the proposals will be evaluated based on the proposals as submitted. The Library Board, after completing the evaluations, may accept or reject the exceptions.

It is the intent of the Library Board to entertain alternative proposals that may provide the same or similar services as called for in the RFP.

2.13 Confidential Information

Confidential information submitted as part of a proposal must be clearly marked as such. However, such information will be kept confidential only to the extent that the Minnesota Data Practices Law permits.

2.14 Negotiations

The Library Board may award a contract on the basis of initial offers received, without discussions. Therefore, each initial offer should contain the Proposers best terms and conditions. The Library Board reserves the right to enter into limited contract negotiations with the selected Proposer. If the Library Board and the selected Proposer cannot negotiate a successful contract, the Library Board may terminate said negotiations and begin negotiations with another selected Proposer. This process will continue until a contract acceptable to the Library Board has been executed or all proposals are rejected. No proposer shall have any rights against the Library Board arising from such negotiations or termination thereof.

2.15 Rules, Regulations and Licensing Requirements

All Proposers shall comply with all laws, ordinances and regulations applicable to the services contemplated by the RFP. Proposers are presumed to be familiar with all Federal, State, and Local laws ordinances, codes and regulations that may affect the services to be offered.

2.16 Review of Proposals for Responsiveness

Each proposal will be reviewed to determine if the proposal is responsive to the submission requirements outlined in the RFP. A responsive proposal is one that follows the requirements of the RFP, includes all documentation, is submitted in the format outlined in the RFP, is a timely submission, and has the appropriate signatures as required on each document. Failure to comply with these requirements may deem a proposal as non-responsive.

2.17 Litigation

The contract resulting from this RFP shall be constructed in accordance with the laws of the State of Minnesota. Any litigation between the parties arising out of, or in connection with the contract shall be brought exclusively in Washington County Court.

2.18 Assignment, Transfer or Subcontracting

The Consultant shall not assign any interest in the contract resulting from this RFP and shall not transfer any interest in the same (whether by assignment, or notation) without the prior written consent of the Library Board. Consent will not be given to any proposed assignment which would release the Consultant of responsibilities under this contract. The Consultant must obtain prior written consent from the Library Board to delegate, assign, transfer, or subcontract any functions or responsibilities required to fulfill the obligations under the contract resulting from this RFP.

2.19 Termination for Cause

If the Consultant fails to fulfill any of the obligations under the contract resulting from this RFP in a timely manner, or otherwise violates any of the covenants, agreements or stipulations material to the contract, the Library Board shall thereupon have the right to in a written notice to the firm at least seven (7) days before the termination date to the Consultant of such termination.

SECTION 3. SCOPE OF SERVICES

The successful Proposer is directly responsible for and shall provide all personnel, materials, supplies, and work product to complete the development of a strategic plan for the Stillwater Public Library. The Library Board is looking for a consultant who will help the board:

3.1 Services and Tasks

- a. Establish a strategic planning process that will result in a suitably ambitious but achievable multi-year plan for the library.

- b. Inform the board about issues, trends, opportunities, challenges, etc., affecting libraries both similar to and different from Stillwater's.
- c. Gather input from key stakeholders to guide the board's planning.
- d. Communicate with key stakeholders throughout the planning process.
- e. Develop a thoughtful, clear and purposeful strategic plan.
- f. Gauge the success of the plan's implementation, with tangible goals and objectives.
- g. Proposals should include recommendations for community assessment that will inform a strategic planning process.
- h. The proposals must include a facilitated staff session of least 4 hours with all library staff to be conducted in Stillwater.
- i. Completed strategic plan to be delivered to the Library Board on a timeline consistent with and guided by the strategic planning process.
- j. Examination of current mission, vision, and values should be included.
- k. Review of the library's job descriptions and organizational structure to assess ability to meet strategic objectives may be included as an option for additional cost.

3.3 Tasks Performed by the Library Board

The Library Board proposes to complete the following tasks.

- i. Arrange for and prepare the facilities necessary to facilitate the staff session.

SECTION 4. PREPARING AND SUBMITTING PROPOSAL

Proposers should carefully follow the format and instructions outlined below, observing format requirements where indicated. Proposals must contain each of the documents described, fully completed and signed as required. Proposers shall provide documentation that demonstrates their ability to satisfy the qualifications needed to successfully complete the search. Proposals submitted which do not include the items described or which do not meet the qualification requirements or which fail to provide the necessary supporting documentation may be considered non-responsive and may not be considered for award.

4.1 Request for Proposals (RFP)

- a. The Proposal must contain the following sections:

Cover Page: The Cover Page should include the following information:

Proposer's Name
 Contact Person for RFP
 Business Address
 Business Phone
 Facsimile Phone

E-mail Address – Primary Contact

Web Site Address

Title of RFP: Strategic Plan Development

- b. Table of Contents: The Table of Contents should outline in sequential order the major areas of the Proposal. All pages of the Proposal, including the enclosures, must be clearly and consecutively numbered and correspond to the Table of Contents.
- c. Organizational Structure: The Proposer shall describe the organizational structure (corporation, partnership, individual sole proprietor, etc.) by providing the following information.
- Services or activities engaged in by the corporation/organization. The Proposer shall include branches or other subordinate units or divisions that will perform or assist in performing any work resulting from this RFP.
- Number of years the firm has been in existence. Date incorporated/organized & State of incorporation/organization
- Size of the corporation, partnership, or individual sole proprietor.
- Primary markets and services provided.
- d. Technical Qualifications: The Proposal should address how the Proposer will accomplish the Scope of Service, as described in Section 3 of this RFP. The Proposal should be structured and presented in a format and in such a manner that the Selection Committee can easily rate the submittal based on the evaluation criteria outlined in Section 5 of this RFP. This submittal should include the following minimum information.
1. Introduction to the consultant – Provide an introductory statement of why you're interested in this project.
 2. General Qualifications – Summarize the general qualifications of the firm.
 3. Special Qualifications – Describe any special or unique qualifications of the firm as it relates to this search. (State why your firm should be chosen.)
 4. Staff Qualifications – Include resumes demonstrating relevant experience of key personnel involved in the process.
 5. Previous Experience – Provide a list of clients, including name, address, contact person, and telephone number, for whom similar or related services have been provided in the past 5 years.
 6. Work Plan – Describe how the Proposer will develop a process for formulating the strategic plan and, once complete, how it will be implemented, monitored and evaluated, updated, and replicated.
 7. Understanding of the Process – Describe the firms understanding of the scope and the planned approach to achieve the objectives of the strategic planning process. This may be submitted in any format that the Proposer feels is appropriate.

8. Time Schedule – Include a time schedule to complete the Scope of Services contemplated.

4.3 Final Proposal (RFP)

The final RFP to be submitted after the interview. –The technical data should be amended and modified as appropriate to address the issues and reflect the scope of services discussed during the oral interviews and outlined in any addendum for the search which may have been issued.

4.4. Part B – Price Proposal

The Proposer must fully complete the Price Proposal Form:

Price: A proposed “lump sum” not to exceed fee for the base services as outlined in the technical proposal submitted. The total lump sum price will be used for determining the price component of the Proposal rating.

Additional Services: A proposed “lump sum” not to exceed fee for the various supplemental services requested.

SECTION 5. EVALUATION/SELECTION PROCESS

The proposals will be evaluated by the Library Board, which will evaluate the technical aspects of the proposal and participate in the oral interviews.

5.1 Part A – Technical Qualifications (subject to change)

The Board will first evaluate and rate all responsive proposals on the six (6) technical and qualification criteria listed below. The maximum possible point total for Part A is 100 points. A proposer must attain a minimum of 75% (75 points) of the possible available Part A points to be considered qualified.

Process for Developing the Strategic Plan (20 points)

(Include a description of the methodology and tasks needed to develop an outcome-driven strategic plan to serve the community.)

Process for Implementing the Strategic Plan (20 points)

(Include processes for implementing the plan, as well as monitoring progress and updating the plan. As part of updating the plan, describe how you will instill in the Library Board and staff the skills to replicate this strategic planning process in the future.)

Previous Experience, Firm (20 points)

(The successful firm and their subcontractors will have demonstrated expertise in library operations, services, trends, and functions as well as strategic planning experience.)

Staff Qualifications, Key Personnel & Roles (15 points)

(Qualifications and professional skills of the key individuals involved in the process.)

Time Schedule (15 points)

(Time estimated to complete the scope of work)

Demonstrated Understanding of the Objective of this Strategic Planning Process (10 points)

5.2 Part B – Price Proposal

The price proposal submission will be assigned a maximum total of 30 points.

The responsive proposal with the lowest total cost will be given the maximum points.

Every other responsive proposal will be given points proportionately in relation to the lowest total price proposed. This point total will be calculated by dividing the lowest total price proposed by the price proposed for the Proposal being evaluated, with the result then being multiplied by the weight (30 points) to arrive at a cost score of less than the maximum total points for price.

Example: $(LPP / PPP) \times TP = \text{Points assigned for price}$

LPP = Lowest Price Proposed

PPP = Proposer's Price Proposal

TP = Total Points Available (30)

5.3 Overall Ranking

The Library Board will then determine the overall ranking by adding the Technical Qualification score (Part A) with the Price Proposal score (Part B) to determine the overall ranking, which will inform the Library Board's deliberations regarding contract award.

5.4 Contract Award

The Library Board reserves the right to award a contract to the Proposer whose Proposal is deemed to be in the best interest of the Stillwater Public Library.

5.5 Terms of Agreement

Upon mutually agreeing to the terms of the contract, a written agreement will be prepared by the Library Board utilizing the City of Stillwater's contract agreements (amended to the specific terms of this contract). It is important to note that the Library Board will not indemnify the Consultant.

5.6 Failure to Reach Agreement

If an agreement cannot be reached with the top rated firm, negotiations will be terminated and the Library Board will open negotiations with another of the short-listed firms. The negotiation process will continue until an agreement is reached with one of the short-listed firms. If no agreement is reached with the short-listed firms the negotiation process may be terminated at the Library Board's discretion.

SECTION 6. STANDARD TERMS & CONDITIONS

6.1 Acceptance-Rejection: Library Board reserves the right to accept or reject any or all quotes and to waive technicalities in any quotation or part thereof deemed to be in the best interest of Stillwater Public Library.

6.2 Non-Discrimination/Affirmative Action: Stillwater Public Library is committed

to equal employment opportunity and is obligated not to discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age or physical or mental handicap in regard to any position for which qualified. Further you are advised that as a contractor, subcontractor, vendor or lessee of Library, you may be subject to Executive Order 11246, as amended, and Section 503 of the Rehabilitation Act, as amended. If covered, acceptance of this contract or purchase order shall constitute your agreement that you will not discriminate against any employee or applicant for national origin, age or physical or mental handicap in regard to any position for which qualified; and that you will comply with other specific requirements of these laws. In the event of noncompliance with the nondiscrimination clause, this purchase order or contract may be canceled, terminated, or suspended in whole or in part and you may be declared ineligible for further contracts or purchase orders.

- 6.3 Applicable Law:** This contract shall be governed under the laws of the State of Minnesota and is made at Stillwater, MN, and venue for any legal action to enforce the terms of the agreement shall be in Washington County District Court.
- 6.4 Assignment:** No right or duty in whole or in part by the contractor under this contract may be assigned or delegated without the written consent of Library Board.
- 6.5 Cancellation:** Library Board reserves the right to cancel this contract in whole or in part without penalty due to the non-appropriation of funds or for failure of the contractor to comply with terms, conditions, and specifications of this contract.
- 6.6 Delivery:** Delivery shall be F.O.B. destination unless otherwise specified.
- 6.7 Deviation and Exceptions:** Deviations and exceptions from terms, conditions, or specifications shall be described fully under the proposer's letterhead, signed, and attached to the request for proposal. In the absence of such statement, the proposal shall be accepted as in strict compliance with all terms, conditions, and specifications and the proposer shall be held liable.
- 6.8 Entire Agreement:** These standard terms and conditions shall apply to any contract order awarded as a result of this request for proposal except where special requirements are stated elsewhere in the request. In such the contract order with reference to parts and attachments shall constitute the entire agreement with previous communications pertaining to the subject of this request for proposal being hereby superseded.
- 6.9 Guaranteed Delivery:** Failure of the contractor to adhere to the delivery schedule that is specified or to promptly replace rejected materials shall render the contractor liable for all costs in excess of the contract price if alternate procurement is necessary. Excess costs shall include administrative costs.
- 6.10 Invoicing:** shall be individually invoiced in accordance with the instructions contained on the purchase order or contract.

The Library Board is subject to payment provisions outlined by the City of Stillwater's Purchasing Policy. The Library Board, after receipt of a properly completed invoice or receipt and acceptance of the property or service whichever is later, will make payment within thirty (45) days as long as the properly

completed invoice or receipt is received on or before the second Tuesday of the month. If a properly completed invoice or receipt is not received by the second Tuesday of the month, the contractor waives the right to collect interest if payment is not made within thirty (45) days.

- 6.11 Quantities:** Quantities shown on this request for proposal are based on estimated needs. Library Board reserves the right to increase/decrease quantities to meet actual needs or availability of funds.
- 6.12 Taxes:** Library Board and its departments are exempt from payment of all federal taxes and Minnesota State and local taxes on its purchases except Minnesota excise tax as described below:

The Stillwater Public Library is exempt from state sales tax per Minnesota Statute 297a.70, but the sales tax exemption does not apply to building materials purchased by a contractor as part of a lump sum contract, construction materials purchased to fund facilities that will not be used for tax exempt purposes, the leasing of motor vehicles, and the purchase of lodging and drinks.

SECTION 7. RESPONSIBILITY OF THE LIBRARY BOARD

- 7.1 Library Board's Project Officer.** The Library Board will appoint a project officer to function as project officer to act as the Library Board's representative with respect to the work performed under this contract. That project officer must defer to the full Library Board for final authority on any decisions not specifically assigned to the project officer.
- 7.2 Prompt Response.** To prevent an unreasonable delay in the Consultant's work, the Library Board will examine all reports, drawings, specifications and other documents and will make authorizations in writing to the Consultant to proceed with work within a reasonable time period.
- 7.3 Project Requirements.** The Library Board will furnish, at the Consultant's request, such information as is needed by the Consultant to aid in the progress of the project, providing it is reasonably obtainable from Library Board records.

SECTION 8. INSURANCE.

Consultant agrees that in order to protect itself and the Library Board under indemnity provisions set forth above, it will at all times during the term of this contract, keep in force policies of insurance as indicated in this contract. The Consultant shall not commence work until a Certificate of Insurance covering all of the insurance required by these specifications is approved and a Notice to Proceed is issued by the Library Board of Trustee's President.

PROFESSIONAL LIABILITY

- A. Limits
 - (a) \$500,000 each claim/\$1,000,000 annual aggregate
- B. Must continue coverage for 2 years after final payment for service/job

GENERAL LIABILITY COVERAGE

- A. Commercial General Liability
 - (a) \$2,000,000 general aggregate
 - (b) \$1,000,000 products - completed operations aggregate
 - (c) \$1,000,000 Personal injury and advertising injury
 - (d) \$1,000,000 each occurrence limit
- B. Claims made form of coverage is not acceptable.
- C. Insurance must include:
 - (a) Premises and Operations Liability
 - (b) Blanket Contractual Liability including coverage for the joint negligence of the City of Stillwater, its officers, council members, agents, employees, authorized volunteers and the named insured
 - (c) Personal Injury
 - (d) Explosion, Collapse and Underground Coverage
 - (e) Products/Completed Operations
 - (f) The general aggregate must apply separately to this project/location

BUSINESS AUTOMOBILE COVERAGE

- A. \$1,000,000 Combined Single Limit for Bodily Injury and Property Damage each accident
- B. Must cover liability for "Any Auto" - including Owned, Non-Owned and Hired Automobile Liability

WORKERS COMPENSATION AND EMPLOYERS LIABILITY - If required by Minnesota State Statute or any Workers Compensation Statutes of a different state.

Must carry coverage for Statutory Workers Compensation and Employers

Liability limit of:

\$500,000 Each Accident

\$500,000 Disease Policy Limit

\$500,000 Disease - Each Employee

ADDITIONAL PROVISIONS

* Additional Insured - On the General Liability Coverage and Business Automobile Coverage. City of Stillwater, and its officers, council members, agents, employees, and authorized volunteers shall be Additional Insureds.

* Endorsement - The Additional Insured Policy endorsement must accompany the Certificate of Insurance.

* Certificates of Insurance - A copy of the Certificate of Insurance must be on file with the City Clerk.

* Notice - NOTE: City of Stillwater requires 30-day written notice of cancellation, non-renewal or material change in the insurance coverage.

* The insurance coverage required must be provided by an insurance carrier with the "Best" rating of "A-VII" or better. All carriers shall be admitted carriers in the State of Minnesota.



SAMPLE STANDARD CONTRACT AGREEMENT

THIS AGREEMENT, is made this ____ day of _____, _____ by and between the City of Stillwater Public Library Board of Trustees, 224 3rd Street N, Stillwater, Washington County, Minnesota and _____ (hereinafter called "Consultant").

1. The Work. The Consultant agrees to perform services to complete a Strategic Plan Development for the Stillwater Public Library as indicated in Exhibit "A" – Proposal Form:

A. Other Services

The Consultant shall, upon request and without additional compensation, furnish such explanation as may be necessary to clarify and interpret the plans, specifications or report, as the case may be.

B. Additional Services

The Consultant shall provide additional products and/or services provided by this Agreement if such additional products and/or services are requested in writing by the Library Board’s Project Manager or other authorized employee of the Library Board. Such additional costs may not be incurred prior to receipt of written approval by the Library Board. Compensation for services provided by this Agreement shall be as specified in _____. Costs for additional products and services not covered under this Agreement shall be negotiated and set forth in a written amendment to this Agreement executed by both parties. The amendment shall be executed by both parties prior to proceeding with the work covered under subject amendment.

All work will be done in a workman-like manner and materials will be fit for the purpose. Work must be completed according to the Stillwater Public Library Board’s Request for Proposals dated _____.

2. Project Manager: The Consultant shall assign the following individual to management the project described in this contract (a resume of this individual is attached)

Name Contact Numbers

3. Changes in Project Manager: The Library Board has the right to approve or disapprove any proposed change from the individual named above. The Library Board shall be provided with a resume for any proposed substitute and shall be given the opportunity to interview that person prior to its decision to approve or disapprove.

4. Responsibility of the Library Board. At its own expense, the Library Board will have the following responsibilities regarding the execution of the contract by the Consultant.

a. Library Board’s Project Officer. The Library Board will appoint a project officer to function as project officer to act as the Library Board’s representative with respect to

the work performed under this contract.

- b. **Prompt Response.** To prevent an unreasonable delay in the consultant's work, the Library Board will examine all reports, drawings, specifications and other documents and will make authorizations in writing to the Consultant to proceed with work within a reasonable time period.
 - c. **Project Requirements.** The Library Board will furnish, at the Consultant's request, such information as is needed by the Consultant to aid in the progress of the project, providing it is reasonably obtainable from Library records.
3. **Payment.** This work, including all labor, materials and equipment needed to accomplish the Strategic Plan Development shall be completed by the Consultant as shown on the attached proposal form (Exhibit "A") to be paid to the Consultant to be processed as follows: 25% upfront, 25% when a working draft of the Strategic Plan has been submitted to the Library Board, and 50% upon satisfactory completion of the process.
4. **Waiver of Liability.** It is further agreed that this work is undertaken at the sole risk of the Consultant. The Consultant does expressly forever release the City of Stillwater from any claims, demands, injuries, damage actions or caused of action whatsoever, arising out of or connected with the work according to the Request for Proposals for the project.
4. **Indemnification.** Any and all claims that arise or may arise against the Consultant, its agents, servants or employees, as a consequence of any action or omission on the part of the Consultant while engaged in the performance of this work shall in no way be the obligation or responsibility of the Library Board. The Consultant shall indemnify, hold harmless and defend the city, its officers and employees, against any and all liability, loss cost damages, expenses, claims or actions, including attorneys fee which the Library Board, its officers or employees may hereinafter sustain, incur or be required to pay, arising out of or by any reason of any act or omission of the Consultant, its agents, servants or employees in the execution, performance or failure to adequately perform their obligations under this contract.
5. **Insurance.** Consultant agrees that in order to protect itself and the Library Board under indemnity provisions set forth above, it will at all times during the term of this contract, keep in force policies of insurance as indicated in this contract. The Consultant shall not commence work until a Certificate of Insurance covering all of the insurance required by these specifications is approved and a Notice to Proceed is issued by the Library Board of Trustee's President.

5.1. PROFESSIONAL LIABILITY

A. Limits

(a) \$500,000 each claim/\$1,000,000 annual aggregate

B. Must continue coverage for 2 years after final payment for service/job

5.2. GENERAL LIABILITY COVERAGE

A. Commercial General Liability

(a) \$2,000,000 general aggregate

(b) \$1,000,000 products - completed operations aggregate

(c) \$1,000,000 Personal injury and advertising injury

- (d) \$1,000,000 each occurrence limit
- B. Claims made form of coverage is not acceptable.
- C. Insurance must include:
 - (a) Premises and Operations Liability
 - (b) Blanket Contractual Liability including coverage for the joint negligence of the City of Stillwater, its officers, council members, agents, employees, authorized volunteers and the named insured
 - (c) Personal Injury
 - (d) Explosion, Collapse and Underground Coverage
 - (e) Products/Completed Operations
 - (f) The general aggregate must apply separately to this project/location

5.3 BUSINESS AUTOMOBILE COVERAGE

- A. \$1,000,000 Combined Single Limit for Bodily Injury and Property Damage each accident
- B. Must cover liability for "Any Auto" - including Owned, Non-Owned and Hired Automobile Liability

5.4. WORKERS COMPENSATION AND EMPLOYERS LIABILITY - If required by Minnesota State Statute or any Workers Compensation Statutes of a different state.

Must carry coverage for Statutory Workers Compensation and Employers Liability limit of:

- \$500,000 Each Accident
- \$500,000 Disease Policy Limit
- \$500,000 Disease - Each Employee

5.5 ADDITIONAL PROVISIONS

*Additional Insured - On the General Liability Coverage and Business Automobile Coverage. City of Stillwater, and its officers, council members, agents, employees, and authorized volunteers shall be Additional Insureds.

*Endorsement - The Additional Insured Policy endorsement must accompany the Certificate of Insurance.

*Certificates of Insurance - A copy of the Certificate of Insurance must be on file with the City Clerk.

*Notice - City of Stillwater requires 30-day written notice of cancellation, non-renewal or material change in the insurance coverage.

*The insurance coverage required must be provided by an insurance carrier with the "Best" rating of "A-VII" or better. All carriers shall be admitted carriers in the State of Minnesota.

6. Contract Documents include:

- a. Notice to Proceed
- b. Copy of Accepted Resolution
- c. Small Contract Agreement (Pages 1-3)
- d. Library Board's Request for Proposals (_____ Pages)
- e. _____ proposal dated _____ (_____ Pages)
- f. Exhibit "A" of _____ Cost Proposal (3 Pages)

7. Termination. -

A. For Cause

If, through any cause not beyond the control of the Consultant, the Consultant shall fail to fulfill in timely and proper manner the obligations under this agreement, the Library Board shall have the right to terminate this contract by written notice to the Consultant. In this event, the Consultant shall be entitled to compensation for any satisfactory, usable work completed.

B. For Convenience

The Library Board may terminate this contract by giving written notice to the Consultant no later than 10 calendar days before the termination date. If the Library Board terminates the contract under this clause, the Consultant shall be entitled to just and equitable compensation for any satisfactory work completed.

8. Conflict of Interest. No elected/appointed official or employee of the Library, Library Board or City of Stillwater who exercises any responsibilities in the review, approval, or carrying out of this contract shall participate in any decision relating to this contract which affects his or her direct or indirect personal or financial interest.

9. Assignability. The Consultant shall not assign any interest in this contract and shall not transfer any interest in the same without the prior written consent of the Library Board.

10. Title Transfer. The products of this contract shall be the sole and exclusive property of the Library Board. Upon completion or other termination of this contract, and at the request of the Library Board, the Consultant shall deliver to the Library Board machine-reproducible copies of any and all materials pertaining to this contract. Future use of these products (plans, specifications, and all other materials produced under this contract) by the Library Board for different facilities without specific adaptation by the Consultant, will be at the risk of the owner.

11. Public Record Contract Clause. Both parties understand that the Library Board is bound by the public records law, and as such, all of the terms of this agreement are subject to and conditioned on the provisions of MN. Statutes 13.05. Contractor acknowledges that it is obligated to assist the city in retaining and producing records that are subject to the Minnesota Data Practices law, and that the failure to do so shall constitute a material breach of this agreement, and that the contractor must defend and hold harmless from liability under that law in regard to records maintained or that should have been maintained by the contractor. Except as otherwise authorized, those records shall be maintained for a period of seven years after receipt of final payment under this agreement.

Commissioned At: _____

CONSULTANT

By: _____

By (Please Print): _____

Title (Please Print): _____

STATE OF MINNESOTA

)

) ss.

COUNTY OF _____

)

The foregoing instrument was acknowledged before me this ____ of _____, 2018 by
_____, its _____,
for _____.

Notary Public

Commission Expires: ___/___/___

Commissioned At: _____

EXHIBIT "A"
PROPOSAL FORM

**STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY
STRATEGIC PLAN DEVELOPMENT**

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal. By submitting this proposal, I hereby represent that the firm identified below has thoroughly examined the Request for Proposals, is familiar with the Scope of Services, and is fully qualified to perform the services described to achieve the Library Board's objectives in a professional manner.

Name of Firm _____

Address _____

City/State/Zip _____

Signature _____

Name (Print) _____

Title _____

Telephone Number _____

Fax Number _____

E-Mail Address _____

STILLWATER PUBLIC LIBRARY

ADDENDUM NO. 1

Date: 5/25/2018

RE: RFP – Strategic Plan Development

This addendum is issued to modify, clarify or supplement the original Request for Proposals (RFP) for the referenced project and is hereby included in and made a part thereof.

QUESTIONS & ANSWERS

Q1. Can you verify that the price proposal should not be submitted until notification of being on the "short list" and that technical proposals should not contain a proposed project fee?

A1. Yes, that is correct on both counts. The price proposal should not be submitted until notification of being on the short list, and technical proposals should not contain a proposed fee.

Q2. Do you have a deadline in mind for having the strategic plan completed?

A2. We do not have a specific deadline in mind. Our 2019 budget planning has to be largely complete by this Sept. and it seems unrealistic to have pinpointed specific items arising out of strategic planning by that date, so next year's budget is not a driving force. The board and I would like the process to be driven by the plan rather than impose an artificial deadline on it. However, it's also true that planning can get bogged down over an extended period of time and momentum is lost.

Q3. Is it your expectation that the consultant will continue to work with the Library Board and staff over the following three years to monitor progress and update the plan? It appears from 5.1 - Process for Implementing the Strategic Plan that the consultant would continue to work with the client through the three-year implementation cycle, then train staff and board members to replicate.

A3. I've been part of three strategic planning processes and haven't experienced that level of assistance, though it would be nice if it were affordable. The closest example I can relate to is that, in one experience, after the initial strategic plan document was finalized, a set number of hours were available to the library to work with the consultant for the duration of the plan at no charge. If we went beyond those hours, then we would incur a per hour charge. Ideally, the processes developed and ingrained in staff/trustees would be relatively straightforward and replicable. I'm hoping that the consultant we work with will give us the tools we need to be relatively self-sufficient after the process is complete, though the option for some consultation after the fact may be helpful.

Q4. Typical methods for engaging the community in a library's strategic plan are a survey and focus groups. When you think about engaging your community, would you see benefits in conducting more extensive engagement?

A4. Surveys and focus groups are what we were thinking of as well. What we're looking for are the details of how you'd do each. Is surveying done via web, mail, or both? Would it be a statistically valid sampling? Who writes the questions? Similarly, how would you propose to conduct focus groups, how many, etc.? The city has a survey tool called Polco -- <https://polco.us/groups/city/stillwater-mn> -- which may or may not be available by this fall because they're trying to decide whether to renew their subscription. That may be a survey option available to the consultant. We're not thinking of anything beyond that, but we're open to any ideas you've had success with.

Q5. Item 3.1.k. calls for reviewing job descriptions and organizational structure related to ability to meet strategic objectives. If the library would like the consultant to recommend staff re-organization, it would take more staff involvement than the four-hour session. Would the library make additional staff time available, as needed?

A5. As you alluded to, this "may be included as an option for additional cost". Yes, we would make additional staff time available if this option were to be pursued.

Acknowledgement:

Company Name

Signature

Name Typed or Printed

Date

Agenda Items Details

<p>AGENDA ITEM NAME & BRIEF DESCRIPTION: Pergola Update</p>	
<p>OWNER: Facilities Committee Mark Troendle, Director</p>	<p>PRESENTER: Troendle</p>
<p>REQUESTED AGENDA TYPE (A, I, D): I</p>	<p>IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1st READ, 2nd READ/FINAL APPROVAL:</p>
<p>IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:</p>	
<p>BACKGROUND/CONTEXT: Two quotes have been received to replace the wood trellis portion of the pergola. One is for cedar, the other for a low-maintenance manufactured product. Additional investigation is needed to determine the full cost of the second option as removal of the existing trellis and installation of the new beams was not fully provided. Locating and hiring a structural engineer to examine and provide a report on the pergola is being actively pursued. In the meantime, additional bracing has been installed in strategic areas to provide added support.</p>	
<p>ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:</p>	
<p>PREVIOUS ACTION ON ITEM:</p>	
<p>REVIEWED BY COMMITTEE?:</p>	

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: 2018 Building Projects	
OWNER: Facilities Committee Mark Troendle, Director	PRESENTER: Troendle
REQUESTED AGENDA TYPE (A, I, D): I	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:	
<p>BACKGROUND/CONTEXT: During the Facilities Committee meeting on May 15, the committee met with interior designer Lynn Barnhouse to review ongoing and new options under discussion to enhance the building, which include:</p> <ul style="list-style-type: none"> • For the old coffee shop area on the upper level: <ul style="list-style-type: none"> ○ Paint the terra cotta-color walls a neutral color to blend with the surrounding paint scheme. Replace the blue ceiling tiles with white panels and paint the ceiling grid white. ○ Use decorative screens to block the view into the former coffee shop until it has a defined purpose, and rearrange some seating and displays in that general area. ○ Replace the solid metal door leading to the catering ramp with a glass door to let natural light into the interior. • Create a community corner area in the “welcome area” of the library, which could be used by organizations to distribute information, post an exhibit, and talk with patrons. The welcome area could also benefit from showcasing more paintings and historical objects. • Turning the science fiction room into a walled-off meeting space would take more funding than is available due to the need for enhanced lighting, upgraded electrical wiring, aesthetically appropriate doors, and new carpet. However, by limiting shelving to the perimeter of the room, floor space would be freed up to accommodate additional seating, allowing the area to be used as an informal meeting space while still permitting access to collection materials. • Overcoming the emphasis on the wide expanse of the main aisle. <p>Information continues to be gathered.</p>	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Agenda Items Details

<p>AGENDA ITEM NAME & BRIEF DESCRIPTION: Discussing Venue Coordinator Position with Foundation</p>	
<p>OWNER: Mike Keliher, President</p>	<p>PRESENTER: Mike Keliher, President</p>
<p>REQUESTED AGENDA TYPE (A, I, D): D</p>	<p>IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1st READ, 2nd READ/FINAL APPROVAL:</p>
<p>IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:</p>	
<p>BACKGROUND/CONTEXT: Keliher will provide an update about ongoing discussions related to the venue coordinator position and contract.</p>	
<p>ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:</p>	
<p>PREVIOUS ACTION ON ITEM:</p>	
<p>REVIEWED BY COMMITTEE?:</p>	

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Board Vacancy	
OWNER: Mike Keliher, President	PRESENTER: Mike Keliher, President
REQUESTED AGENDA TYPE (A, I, D): A	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION: Discuss and approve process for nominating trustees	
BACKGROUND/CONTEXT: With a trustee vacancy to fill and the application period ending at 4:30 p.m. on Monday, June 18, 2018, it is recommended that the board formulate a process to nominate a candidate for the opening. For your consideration, these are two possible options: task the Executive Committee with this function or create an ad hoc committee of trustees with a specific interest in this responsibility.	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Agenda Items Details

AGENDA ITEM NAME & BRIEF DESCRIPTION: Event Variance - Light a Spark	
OWNER: Mark Troendle, Director	PRESENTER: Mark Troendle, Director
REQUESTED AGENDA TYPE (A, I, D): A	IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1 st READ, 2 nd READ/FINAL APPROVAL:
IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION: Approve an exception to the Wednesday event rental timeframe and allow an event rental for Light a Spark until 11:30 pm on Wednesday, July 4, 2018.	
BACKGROUND/CONTEXT: <p>The library’s wedding/event policy sets rental times from 9:00 am until 9:00 pm on Sunday through Thursday. The policy states that “Upon receiving an application, the library Board may make an exception to the Saturday through Thursday schedule.”</p> <p>The Stillwater Public Library Foundation requests the rental of the event space for its annual fundraising event, Light a Spark, until 11:30 pm on Wednesday, July 4, 2018. The event is scheduled to end at 10:30 pm, following the conclusion of the city’s fireworks. All music will end at 10:30 pm and attendees will begin leaving. The event will follow all other event policy rules and guidelines.</p> <p>The Foundation has recruited a local Boy Scout troop to manage parking on the 4th Street side and in the parking ramp during the event. The vendors used are all familiar with the Light a Spark event and the library’s event roles and guidelines.</p>	
ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:	
PREVIOUS ACTION ON ITEM:	
REVIEWED BY COMMITTEE?:	

Agenda Items Details

<p>AGENDA ITEM NAME & BRIEF DESCRIPTION: Employee Life Insurance and Voluntary Benefits</p>	
<p>OWNER: Mark Troendle, Director</p>	<p>PRESENTER: Mark Troendle, Director</p>
<p>REQUESTED AGENDA TYPE (A, I, D): I</p>	<p>IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1st READ, 2nd READ/FINAL APPROVAL:</p>
<p>IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:</p>	
<p>BACKGROUND/CONTEXT: A labor management insurance work group led by City Administrator Tom McCarty and City HR Manager Donna Robole has been meeting to review ancillary employee benefit plans. The group has recommended contracting with NJPA representing Lincoln Financial group to offer Voluntary Life and AD&D, Voluntary Long Term Disability and Voluntary Short Term Disability plans to employees. The group has recommended contracting with AFLAC to provide voluntary Accident, Critical Illness and Hospital Confinement plans to employees. These plans are at no cost to the city.</p> <p>In conjunction with the voluntary plans, NJPA also submitted a proposal to provide the city’s Basic Life and AD&D coverage to employees at a \$30,000 benefit level. The rate proposed was less expensive than the city’s current plan at the \$20,000 benefit level. The group recommended contracting with NJPA to provide employee life insurance at the \$30,000 level.</p> <p>Section 19.2 of the 2018 and 2018 Agreement between the Stillwater Public Library Board of Trustees and Local 517 Council 5 does state “The Library shall provide a twenty thousand (\$20,000) term life insurance policy for all employees regularly scheduled to work 20 hours per week or more.”</p>	
<p>ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:</p>	
<p>PREVIOUS ACTION ON ITEM:</p>	
<p>REVIEWED BY COMMITTEE?:</p>	

Agenda Items Details

<p>AGENDA ITEM NAME & BRIEF DESCRIPTION: Update on City Council Discussion on Boards and Commissions</p>	
<p>OWNER: Mike Keliher, President Doug Menikheim</p>	<p>PRESENTER: Doug Menikheim</p>
<p>REQUESTED AGENDA TYPE (A, I, D): D</p>	<p>IS THIS A POLICY OR SIMILAR DOCUMENT FOR APPROVAL? IF YES, NOTE STATUS – 1st READ, 2nd READ/FINAL APPROVAL:</p>
<p>IF ACTION ITEM, PLEASE DESCRIBE REQUESTED ACTION:</p>	
<p>BACKGROUND/CONTEXT: On Tuesday, June 6, 2018, the city council's agenda included a discussion of the council's relationships with and procedures for boards and commissions. That discussion included talk of the council's relationship with and representation on the library board, about which Trustee/Councilmember Menikheim would like to provide an update.</p>	
<p>ATTACHMENTS/SUPPLEMENTARY DOCUMENTS:</p>	
<p>PREVIOUS ACTION ON ITEM:</p>	
<p>REVIEWED BY COMMITTEE?:</p>	

Report from the Library Director, Mark Troendle

Stillwater Township generously donated \$5000 to the library again this year, after which a letter of appreciation and heartfelt thanks was sent.

Professional grant writer Mark Dunlap and I collaborated on a grant request to seek funding for the development of the library's next strategic plan. The Stillwater Public Library Foundation helpfully agreed to be the pass-through agent as the library itself is not eligible to directly receive any funds that may be awarded as a result of our efforts.

The request for proposal (RFP) to seek consultants to help the library develop its next strategic plan was released on May 7, one addendum was issued, and the deadline for RFP submittal was June 7.

In facilities news, the parking ramp was power washed to remove accumulated salt and grime, roof tiles were repaired to stop water intrusion above the administration office area, terrace railings were primed and repainted, we're trialing a new elevator maintenance company, and time continues to be spent addressing issues related to the pergola.

In the spirit of cooperation, City Administrator Tom McCarty graciously agreed to a library request to permit volunteers (12 vehicles) to park at City Hall during the Library Foundation's Light a Spark fundraiser on July 4. I'm also happy to report that the shared custodial services position between the library and city is off to a good start. May was the first full month this arrangement has existed.

Revised language pertaining to conditions attached to the library's special use permit application was drafted and provided to Community Development Director Bill Turnblad. The Planning Commission will consider a Zoning Ordinance Amendment allowing outside events in the Public Administration Zone by Special Use Permit at its June 13 meeting, which I will attend. If the ordinance is approved, the Planning Commission will be asked to consider a Special Use Permit for the library to hold outside events.

I proofread and edited five Library Corner articles drafted by Information Associate Sue Hedin.

The recruitment and hiring process to replace the Information Services Associate position being vacated due to the June 1 retirement of Susan Fremming continued in May. I worked two days of the Memorial Day weekend, in part to keep the process moving along efficiently. Supervisor Aurora Jacobsen and I began interviewing candidates the last week of May, a process that continued into June. I also assisted with new hire paperwork for an additional on-call, substitute Circulation Services Library Assistant I position.

On May 7, the International Society of Antique Scale Collectors had lunch in our Margaret Rivers Room. This group had their annual convention in Minneapolis May 3-7, with members from all over the world. I had the pleasure to meet the members and welcome them to our city and library. I also attended a portion of the first 2018 meeting of the Library Literati group to thank the members for volunteering their time to meet and write book reviews.

Other meetings in May included City Council, City Administrator, City HR, City IT, Friends of the Stillwater Public Library, Stillwater Public Library Foundation (including one strategic planning session), Director Evaluation Task Force, and the Facilities Committee.

Report from the Information Services Supervisor, Aurora Jacobsen

INFORMATION SERVICES

Adult Programming and Reference

May Programs

- The Final program for Big Read, An Evening with Luis Alberto Urrea: in conversation with Krista Tippett, was on May 3rd. The event filled and had a waiting list.
- The gallery reception for J. Davenport had 40 attendees.
- The class *Meditation: A Tool to Balance Your Life* had 11 attendees.
- *Moving Target Book Club* was attended by 11 readers.
- Craig Blacklock had 140 people attend his presentation after a number of articles were written about his new work.

Collection

- Library staff is excited to finally offer DMV manuals that can be checked out as well as an option for patrons to buy a copy for a small fee.

Reference

- In honor of the nuptials of the year, staff assembled a display of material about the royal family.

Partnerships/Outreach

- Susan attended Literature Lovers' Night again to distribute library information, including promotion for the Big Read.
- Aurora attended a MELSA Adult programming meeting to discuss other libraries' programming policies and offerings.

Personnel

- Information Services Staff celebrated Susan Fremming and the years we've worked with her as she worked her last Stillwater Public Library hours this month.
- Mark and Aurora reviewed applications for the open 18 hour a week Information Services Position and interviews were scheduled for the first two weeks of June.

PR

- Aurora updated the website with all of the programs scheduled for the summer.

Upcoming

- Most of the month's efforts were spent on getting packets, posters, displays, and reading lists ready for Novel Reads, the Summer Reading Club for adults.
- Two June programs sponsored by the Foundation:
 - Printmaking 101 by the Textile Center on Friday, June 15th at 10:30 a.m.
 - Concert on the Terrace with Dean Magraw on Thursday, June 29th at 6:00 p.m.
- Moving Target Book Club is scheduled for Wednesday, June 27th at 6:30 p.m.

Report from the Youth Services Supervisor, Angela Petrie

May Programs

- Storytimes – 399 people attended 11 storytime sessions. 133 of these folks attended the sessions for babies which have remained popular. We'll continue weekly through the summer. The library hosted three special guest storytimes (PowerUp with Chomp, Yoga, and Superheroes with the Storyman from England).
- *Art Cart* –84 kids and their families attended 5 themed sessions.
- *Paws to Read* with Bella – 5 readers came to the single session (2nd date fell on Memorial Day).
- "Pet" Scavenger Hunt – 134 completions.
- Monthly TAB Meeting - 7 teens attended this last session of the school year. We said goodbye to Alex Nelson, who is graduating but will volunteer this summer!

Outreach

- 21 Head Start kids were treated to their last school year storytime with Chomp!
- May is "spring school visit month" to get the students excited about summer happenings at the library. Youth Services Librarians visited six elementary schools to present to every class of 3rd graders, 435 students! We told them to come and say hi when they see us at the library. It is so rewarding to make that connection from school to the library.

Collection

- With the new acquisitions system, we are getting acquainted with the new-to-some platform and are increasing the number of orders to make up for the gap early in the year.
- Reports show that the most circulated book formats are easy readers and board books. Angie will be strengthening both with an increased focus on acquiring multiple copies of titles with the highest circulation numbers.

Partnerships

- Through the library's partnership with PowerUp!, storytime kids were treated to a visit with their mascot, Chomp, an adult-sized carrot. A few pictures appeared on their social media.
- Youth Services will request a donation from the Friends of the Stillwater Public Library to assist in the purchase of approximately 60 easy reader format books for beginning readers.
- Angie is collaborating with Jill Smith at Bayport Library to develop another round of "Teens Teach STEM to Kids", a weekly session this summer that involves rotating themed kits between libraries. Both age groups benefit from the mentorship and leadership that the teens exhibit working with the younger kids. We have a few returning teen volunteers that will each be matched with a new volunteer, where possible.

Technology

- Programming Assistant Shelby Dupre is developing a 3-day camp focusing on video game design for kids ages 8-12 and an alternative circuitry (think small things lighting up that don't typically light up) camp for teens. She is also planning to incorporate technology into summer Maker Mondays for teens.

Upcoming Single Date Programs

- There is something for youth on nearly every day the library is open in June. Most are mentioned above. Each Wednesday morning, storytime will borrow from our summer tag line of “Reading Takes You Everywhere”. June themes include zoo, vehicles, beach, and outdoors. Extension activities will be offered each week with a craft that will be duplicated that afternoon for art cart.

Youth Spaces

- A small board game collection has been added between the chapter books and juvenile nonfiction.



Kids in costume for superhero storytime



Chomp the carrot visits Head Start Storytime



Practicing patience while waiting for Yoga Storytime to begin



Miss Jessie teaches us how to breathe using a Hoberman ball as a visual

STILLWATER PUBLIC LIBRARY FOUNDATION BOARD MINUTES
April 27, 2018

MEMBERS PRESENT: Mark Troendle, Shawn Glaser, Nick Gorski, Lisa Howe, Dustin Moeller, Jean Morse, Sandy Nicholson, Mary Quickel, Merilee Read, Mary Richie, Carol Stabenow, Kathy Thueson, Eric White, Ann Wolff OTHERS: Keri Goeltl

WELCOME & INTRODUCTIONS:

Past President, Ann Wolff welcomed members and called the meeting to order at 7:30 a.m. Board members introduced themselves and shared what they appreciate about the library. Ann will use the Board member comments as talking points in conversations with the mayor and in strategic planning. She also reported that since the Foundation's inception, SPLF Board members have collectively contributed more than \$100,000 and extensive advocacy to the Foundation and library.

SECRETARY'S REPORT:

Jean reminded Board members that the "Version 2, Corrected" minutes of the March 23, 2018 was the correct copy for their records. Kathy made a motion, seconded by Shawn, to approve the minutes for the March 23rd Board meeting as submitted. The motion was unanimously approved.

FINANCE COMMITTEE & TREASURER'S REPORT:

Mary shared a Stillwater Gazette announcement that Dustin had recently been designated the top CPA in the St. Croix Valley. Board members congratulated him for this honor.

Dustin reviewed the March, 2018 Financial Reports. He reported that our organization continues to have a strong balance sheet. With regard to the Foundation's Profit & Loss Previous Year Comparison, Dustin reminded the group that 2017 was an excellent/unique year for a variety of reasons so comparisons between 2018 and 2017 should keep that in mind.

Dustin, Keri, and the financial committee completed the annual SPLF 990 tax form for non-profits. This is a public document that Dustin stated could be accessed on-line at Guide Star; it will also be posted on the Foundation website. Dustin highlighted the sections in the report designating the SPLF policies and donor list stating that these are important pieces of information for non-profits reports. Mary made a motion to approve the 990 tax document as drafted. Shawn seconded the motion, and it was unanimously approved. (See financial reports in Google Docs.)

LIBRARY DIRECTOR'S REPORT:

Mark reported that April was a busy month with:

- the Espresso Librarian visiting with community members during American Library Week
- the Big Read - the "Green Card Voices" exhibit displayed in the library

- Star-gazing with Mike Lynch - on the terrace April 23 - a program contributed by Spike Carlsen that attracted approximately 130 multi-generational participants
- building maintenance that included repainting the terrace railings and repairing and painting the pergola

Mark also shared that:

- the Library Events Task Force met with the City Council and on the recommendation of City Attorney, Dave Magnuson, will be working with the City to revise the zoning ordinance and work on a special use permit
- a recently submitted state report indicated that the SPL circulation increased significantly from 2016 to 2017
- an SPL custodian will now be a full-time City staff person working .5 at the Library and .5 at City Hall
- the Friends' April Book Sale earned more than \$3700

Grant Request - Mark requested \$2,500 to fund an adult summer reading program entitled "Be Novel." Merilee proposed a motion to approve this grant request, Lisa seconded it, and it was unanimously approved.

Pass-Through Grant Request - Grant researcher Mark Dunlop has located a capacity building grant offered by the Union Pacific Foundation that interested the SPL trustees to apply for to aid their strategic planning efforts this year. The trustees requested the Foundation to act as a pass-through agency for the grant meaning that the grant would be given to the Foundation and forwarded to the Board of Trustees. Following discussion, Mary made a motion to approve this action. Nick seconded it, and the motion was unanimously approved.

Hearing Loops Grant - A \$10,000 grant of was made to the SPLF in 2018 by the Huelsmann Foundation for the Hearing Loops project. This grant will be utilized to equip the conference room and the children's story time room with the hearing loop technology. A motion was made by Nick to approve the restricted grant. Dustin seconded the motion. It was unanimously approved.

VOLUNTEER COORDINATOR CONTRACT REVIEW: Jean reported that the executive committee was reviewing the Volunteer Coordinator's annual contract which was scheduled to be renewed in April. The Volunteer Coordinator is shared between the SPL and the Bayport Public Library with the SPLF acting as the fiscal agent. This person works 15 hours/week at the SPL and 3 hours/week at the Bayport Public Library. Jean explained that the funding for this contract is coming to the end of a three year agreement with a grant from the Margaret Rivers Fund, the Library Foundation of Bayport, and the SPLF:

2016 - Margaret Rivers Grant funded the entire salary = \$18,720

2017 - Margaret Rivers Grant = \$ 9,360
 - SPLF Annual Commitment = \$7,800
 - Library Foundation of Bayport = 1,560
 \$9,360

2018 - Margaret Rivers Grant =	\$ 9,360
- SPLF Annual Commitment =	\$7,800
- Library Foundation of Bayport =	<u>1,560</u>
	\$9,360

The executive team will be discussing the details of the 2019 contract and its funding.

TRUSTEES' REPORT: Mary highlighted several local publications that featured articles about the SPL recently: the "Shelf Life" in the City newsletter, the St. Croix Valley magazine, and the Gazette.

She affirmed the importance of communication/collaboration among the SPL trustees, Friends, and Foundation. She expressed appreciation for having the Foundation meeting minutes in the Trustee Board meeting packets; and we agreed to include the Trustee meeting minutes in our Board packets in the future.

The Trustees are continuing work on their budget process.

Mary reviewed the meeting held with the City and Attorney Magnuson's recommendation to close loopholes for compliance with zoning regulations for events held at the Library. She commented that the Library has an excellent relationship with City government at this time and that public projects in the Library are a part of the community conversation.

DEVELOPMENT & MARKETING: Ann reviewed the list of "Top Fundraising Blogs & Free Subscriptions" that had been sent to Board members. She asked everyone to look through the list to find those that were of interest to them and follow them for ideas. (See document on Google Docs.)

The 2017 Impact Report will be sent to everyone on the SPLF mailing list. Ann encouraged members to distribute copies of the report to businesses, neighbors, and friends.

STRATEGIC PLANNING: The committee has had three meetings with consultant Gary Kelsey to work on a 3.5 year plan. A sub-committee of Steve Brady, Lisa, and Keri are drafting a mission and vision statement and Ann and Keri are working on goals. There will be another full committee meeting on May 10.

GRATITUDE BREAKFAST: The breakfast/annual meeting was well-attended by SPLF board members and the public. Ann shared a list of those who participated in the event.

LIGHT A SPARK: An historical list of LAS sponsorship - businesses and individuals - was discussed. (See document on Google Docs.) Board members were encouraged to make personal connections with people to increase the sponsorship base.

Kathy announced that plans are going well for the event. She and Merilee will be having LAS committee meetings on Wednesdays during the upcoming months. The next meeting is scheduled for May 16 at 10 a.m. She said that the cakewalk will be awarding only cakes this year so the number of cakes required for the activity will

double. She asked Board members to donate purchased cakes or cash for the cakewalk. The committee will be redoing the table centerpieces this year. The LAS committee is also looking for more storage space for the supplies.

DONOR APPRECIATION: Ann announced that Mark Seeley has agreed to speak for this Fall's event. He will be charging \$325.00. Jean made a motion to complete arrangements with him, Nick seconded the motion, and it was unanimously approved. Suggestions for caterers for the event included Acapulco, Todd Scheel, and Brines. Ann will investigate these possibilities (the caterer will be required to have a liquor license in order to serve wine for this event). The target date for the Donor Appreciation Event is late September or early; it will be determined after the caterer is selected.

The meeting adjourned at 9:05 a.m.

Respectfully submitted,







































Jean Morse, Secretary

The next board meeting will be on Friday, May 25, 2018

E-MAILS FOR APRIL '18 MEETING

DATE	SENDER(S)	SUBJECT
3/26/18	Nick	Espresso Librarian
4/5/18	Fred	Begin the Day with a Full Cup
4/5/18	Fred	Reminder
4/15/18	Jean	Minutes for the Mar.'18Board Meeting
4/25/18	Fred	Agenda for 4/27/18 Meeting
4/26/18	Keri	4/27/18 Board Packet

Documents on Google Drive (drive.google.com) for April, 2018

	A SPLF Board Meeting Agenda April 27, 2018...	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	17 KB
	A2_March '18 Minutes.pdf	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	142 KB
	A3a Finance Copy of 2018 03 March Balance...	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	14 KB
	A3b Finance Copy of 2018 03 March P&L Prv...	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	36 KB
	A3c Finance Copy of 2018 03 March P&L YT...	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	33 KB
	A3d Finance Copy of 2018 03 March P&L Bu...	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	35 KB
	A3e Finance Copy of 990 no sch B.pdf	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	178 KB
	A4a 2018-03 Information Services Report - ...	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	28 KB
	A4b March 2018 YSS Report - mt edits.docx	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	21 KB
	A4c 05 May Calendar.pdf	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	530 KB
	A4d Copy of A2b 2018-04 Adult SRP.pdf	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	139 KB
	A4e List of Awards and Grants_2018.xlsx	 me	Apr 26, 2018	me	—
	A4e List of Awards and Grants_2018.xlsx	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	462 KB
	A7 Top Fundraising Blogs.doc	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	30 KB
	A10a Copy of LAS 2017 v 2018.docx	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	203 KB
	A10b LAS Sponsors 2018.xlsx	 me	Apr 26, 2018	me	—
	A10b LAS Sponsors 2018.xlsx	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	29 KB
	APRIL SPLF Board Packet.pdf	 Keri Goeltl	Apr 26, 2018	Keri Goeltl	1 MB
	Version 2:Corrected March '18 Minutes.pdf	 Keri Goeltl	May 2, 2018	Keri Goeltl	107 KB



April 9, 2018 | 6:30 pm CT | Meeting location: Margaret Rivers Room-Stillwater Public Library

Meeting Friends of the Library

Meeting called by Mary Ann Sandeen

Facilitator Mary Ann Sandeen

Secretary Tracy Salvati

Attendees:

Mary Ann Sandeen, Jan Kilkelly, Tracy Salvati,
Mark Troendle , Nancy Wilson, Ed Fagerland

Agenda topics

Agenda

1. Call meeting to order: Mary Ann
2. Secretary's Report - review minutes: Tracy
3. Treasurer's Report: Jan
4. Membership Report: Mary Ann
5. Other: Council Meeting..Tuesday, April 17: All
6. Booksale: successful Donation Day; discuss STS; Preview Day; Pack up schedule: All
7. Update: Mark
8. Adjourn

- **Meeting called to order by Mary Ann Sandeen**
- **Secretary's report Tracy Salvati**
 - March 12, 2018 Minutes approved
- **Treasurer's report Jan Kilkelly**
 - Balance \$21,053.50
- **Membership report Mary Ann Sandeen**
 - 99 memberships

Update from ALL

- Quarterly grant process change. Previously it was \$400.00 a month, distributed quarterly
 - Moving forward, Mark will bring new requests to the meeting and FRIENDS will distribute the money as needs arise.
- City Council Meeting Tuesday, 4/17 7:00 pm
 - Mary Ann and Tracy will go to the meeting to represent FRIENDS and announce the book sale during the open forum
 - Mark Troendle will be presenting at the meeting
- Book Sale Donation Day 4/7 was very successful

- STS -Preview Day & Pack up Day schedule
 - All times covered
 - Jan Kilkelly/Mary Ann/Tracy will fill in when needed
- Gratitude Breakfast April 13th 7:30 am
- Co-op will be rounding up June and July and donating to the library
- Light a Spark – do we want to donate?
 - All in favor – FRIENDS will donate \$500.00

Update from Mark Troendle

- National Library Week – Mark shared the April calendar – many activities at the library in April
 - www.stillwaterlibrary.org
- Star Gazing Program Monday April 23rd 7:45pm
- Newsletter was mailed: Distribution of SHELF LIFE (Library Newsletter)
 - Shelf life was interested into the City Newsletter
- Angie Pietri youth organizer wants to use the glass display case for different children’s displays
 - Angie will work with Mary Ann

BIG READ April 2: *Into the Beautiful North* by Luis Alberto Urrea

- **Green Card Voices Exhibit**
 - April 2-30, Library: A thought-provoking exhibit of portraits and personal stories of the immigrant experience in America
- **Immigration in Minnesota**
 - April 11, 6:30 PM, Library: Patrick Fenrick from the Dept. of Human Services will discuss the basics of the refugee journey from the refugee camp through the extensive security vetting process to U.S. arrival.
- **Art on Tour**
 - April 13– April 20, Library: A traveling art installation will feature work by photographer David Owen and painter Jimmy Longoria
 - Art on Tour, April 13– April 20, Library: A traveling art installation will feature work by photographer David Owen and painter Jimmy Longoria. Owen’s photos show the expansiveness and beauty found along the U.S. border with Mexico.
 - Green Card Voices Panel Discussion, April 16, 6:00 PM, Library: Meet the people behind the portraits in a panel discussion with first generation immigrants Dario Mejia, Regina Santiago and Irma Marquez Traperero. We will explore the immigrant experience, exposing myths and stereotypes and stirring deeper conversations that support healing.
 - Book Discussion, April 21, 2:00 PM, Library: Join us for a discussion of *Into the Beautiful North* by Luis Alberto Urrea.
 - An Evening with Krista Tippett from *On Being* and author Luis Alberto Urrea, May 3, 7:00 PM, Trinity Lutheran Church: Luis Alberto Urrea will talk with Krista Tippett host of *On Being* radio broadcast and podcast. Program is free but reservations are required. This evening is presented by ArtReach St. Croix, Stillwater Public Library, Stillwater Public Library Foundation and Valley Bookseller

Book sale dates spring 2018

- Collections: Saturday, 4/ 7 & Saturday 4/14
- Set up and opening April 4/18
- Take down 4/22
- STS 4/18 and 4/23
- **Sale Dates & Times:**
 - Wed. April 18 5-7:30 pm members Only Preview
 - Thurs. April 19 10:15 am – 7:30 pm
 - Friday April 20 10:15 am – 4:30 pm
 - Saturday, April 21, 10:15am – 4:30pm

Meeting Adjourned – Next meeting Monday, May 14, 2018

**Friends of the Stillwater Public Library
2018 Financial Reports**

Period:	4/1/2018 - 4/30/2018	Year-to-Date 4/30/2018
Opening Balance	\$ 21,053.50	\$ 21,291.22
Receipts:		
Memberships	\$ 1,000.00	\$ 1,270.00
Donations		\$ 1,000.00
Book Sales	\$ 3,912.45	\$ 4,552.35
Scanner Fees	\$ 35.00	\$ 35.00
Book Bags	\$ 90.00	\$ 150.00
T-Shirts		\$ -
Notes, Cards		\$ -
Total Receipts	\$ 5,037.45	\$ 7,007.35
Disbursements:		
Grants to Library		\$ 1,200.00
Sponsorships	\$ 500.00	\$ 500.00
Memberships		\$ 25.00
Postage		\$ 85.00
Printing & Supplies		\$ 295.62
Sales Tax		\$ 602.00
Fees		\$ -
Misc.		\$ -
Total Disbursements	\$ 500.00	\$ 2,707.62
Ending Balance	\$ 25,590.95	\$ 25,590.95

Outstanding Grants Due to Library:

Book Sale Nov. 2014	\$1,000.00
Book Sale Nov. 2015	\$2,018.60
Book Sale Nov. 2016	\$2,966.47
Book Sale Nov. 2017	\$4,197.00
Monthly Grants:	<u>\$1,500.00</u>
	\$11,782.07

Other:

Book Sale Apr. 2014	\$469.50
Book Sale Apr. 2015	\$2,592.00
Book Sale Apr. 2016	\$2,982.50
Book Sale Apr. 2017	\$2,807.00
Book Sale Apr. 2018	<u>\$3,765.85</u>
	\$12,616.85

Stillwater Public Library 2018 Calendar

<p>January 8: Friends Meeting, 6:30 pm 9: SPL Board Meeting, 7:00 pm 26: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Begin Development of 5-Year Capital Forecast (2019-2023) • Board passes ratification of wages prepared by Director 	<p>February 12: Friends Meeting, 6:30 pm 13: SPL Board Meeting, 7:00 pm 23: SPLF Board Meeting, 7:30 am</p>	<p>March 12: Friends Meeting, 6:30 pm 13: Presentation at Stillwater Township, 7:0 pm 13: SPL Board Meeting, 7:30 pm 23: SPLF Board Meeting, 7:30 am</p>
<p>April 1: Annual Report to State Due 8-14: National Library Week 13: SPLF Gratitude Breakfast 9: Friends Meeting, 6:30 pm 10: SPL Board Meeting, 7:00 pm 18-21: Spring Used Book Sale 27: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Grant proposals to Foundation • Big Read/Valley Reads w/ArtReach 	<p>May 14: Friends Meeting, 6:30 pm 15: SPL Board Meeting, 7:00 pm 25: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • 2019 Capital Outlay Request and 2019-2023 CIP Plan due May 25 • Begin operating budget prep 	<p>June 11: Friends Meeting, 6:30 pm 12: SPL Board Meeting, 7:00 pm 22: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Preliminary board budget discussion
<p>July 4: Light A Spark, 7:00 pm 10: SPL Board Meeting, 7:00 pm 27: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Board adopts budget request 	<p>August 14: SPL Board Meeting, 7:00 pm 24: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • City Council budget hearing • Grant proposals to Foundation 	<p>September 10: Friends Meeting, 6:30 pm 11: SPL Board Meeting, 7:00 pm 28: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Levy adopted • Assist Foundation with Huelsmann grant application, application due
<p>October 8: Friends Meeting, 6:30 pm 9: SPL Board Meeting, 7:00 pm 26: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Examine ending dates for Board Members, place on Board agenda • Adopt Holidays for succeeding year 	<p>November 8-9: SPLF Style Speaks Volumes 12: Friends Meeting, 6:30 pm 13: SPL Board Meeting, 7:00 pm 30: SPLF Board Meeting, 7:30 am</p> <ul style="list-style-type: none"> • Union signifies desire to negotiate if communication has not been received earlier • Grant proposals to Foundation 	<p>December 11: SPL Board Meeting, 7:00 pm 31: SPL Board Terms End 31: WCL/SPL Contract Ends</p> <ul style="list-style-type: none"> • Succeeding year budget adopted by Council • Set staff meeting schedule for succeeding year • Negotiate new union contract before December 31 if needed • Staff personnel evaluations

Black: Board • Orange: Budget • Purple: Friends • Blue: Foundation