

**STILLWATER PUBLIC LIBRARY  
BOARD OF TRUSTEES  
Special Meeting Agendas**

**Wednesday, June 27, 2018  
6:00 PM  
Conference Room 213, City Hall**

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. Strategic Planning Consultant Interview D+
  - Maverick & Boutique
5. Public Commentary and Communications
6. Adjournment

**Thursday, June 28, 2018  
5:00 PM  
Conference Room 213, City Hall**

7. Call to Order
8. Adoption of the Agenda
9. 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.*
10. Strategic Planning Consultant Interviews D+
  - WiLS
  - Consensus
  - Encouragetech
11. Public Commentary and Communications
12. Adjournment



# PROPOSAL FOR STRATEGIC PLANNING SERVICES STILLWATER PUBLIC LIBRARY BOARD



Proposal prepared by:



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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 today<sup>1</sup>, 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-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 of our areas of special interest. We usually complete about four library strategic plans per year for city, county and state-wide library systems.

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<sup>1</sup> 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.”<sup>2</sup>

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*,<sup>3</sup> 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

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

<sup>3</sup> 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.

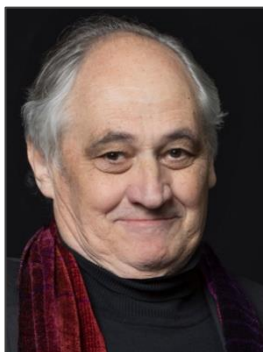
A wide range of organizations benefit from collaborating with Abby, including libraries and library systems, non-profits, educational institutions, communities and their economic development organizations, and the private and public sectors, including defense.

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

<b>Task 10:</b> Review the plan on-line and make revisions	Late October
<b>Task 11:</b> Presentation of the plan	Early November
<b>Task 12</b> 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

**PROPOSAL FORM**

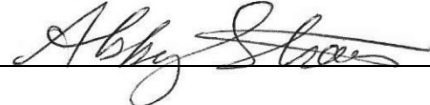
**STILLWATER PUBLIC LIBRARY BOARD REQUEST FOR PROPOSALS FOR LIBRARY  
STRATEGIC PLAN DEVELOPMENT**

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 FORM**

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

Total Cost of Activities as described in Project Understanding portion of proposal (response to Section 3.0 Scope of Services). All costs related to travel, supplies, etc., are to be included.

Total Price Not-To-Exceed Cost for Strategic Plan Development:     \$ 29,500.00

**Alternate price proposals for Additional Services:**

Total Price Not-To-Exceed Cost for 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. \$ included

List other costs (If Applicable):

Description_____	\$ <u>N/A</u>
Description_____	\$ _____
Description_____	\$ _____
Description_____	\$ _____

**TOTAL PROPOSED COST FOR THIS PROJECT:**                                     \$ **29,500.00**

**Payment is expected 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% after the project is completed to the Library Board’s satisfaction.**



# Strategic Planning Proposal for Stillwater Public Library Board



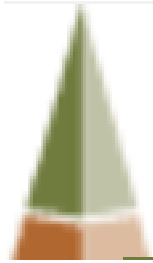
# MAVERICK & BOUTIQUE

- Based in Shelburne Falls MA
- We help organizations and communities deal with complexity and change
- Considerable experience in strategic planning for libraries and economic and community development
- Recent library projects include strategic plans for libraries in Connecticut, Massachusetts, New Jersey, New York, North Dakota, Texas and Wisconsin.





# LIBRARY STRATEGIC PLANS

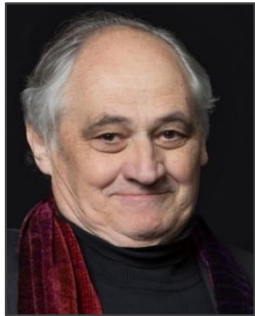


# OUR TEAM



## **Abby Straus, President, M&B**

- President, Northeastern Economic Developers Association
- Systems Thinking, Polarity Management, Appreciative Inquiry, the Leadership Circle 360 and Culture Survey
- 20+ years of experience



## **John Findlay, Chief Program Designer, M&B, Project leader**

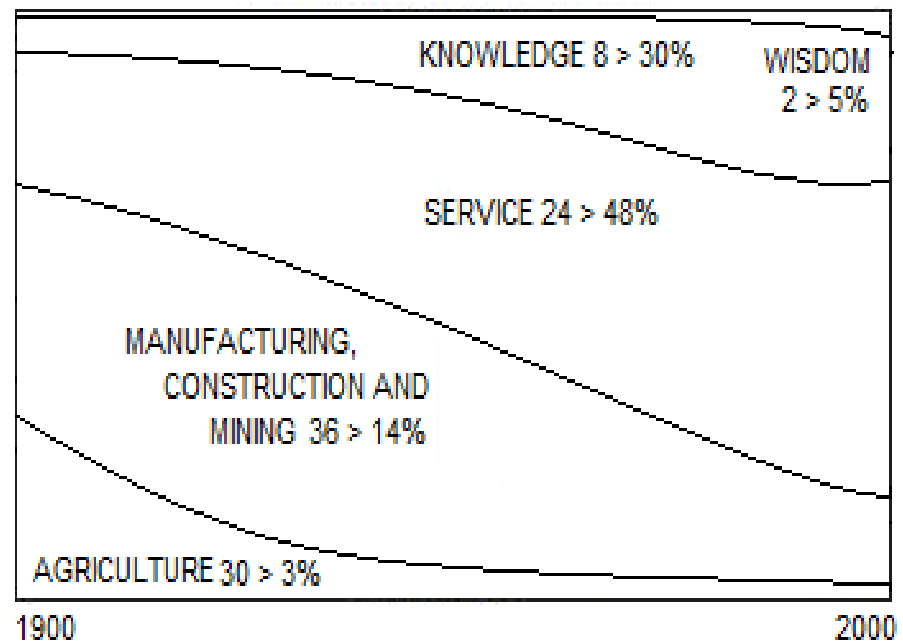
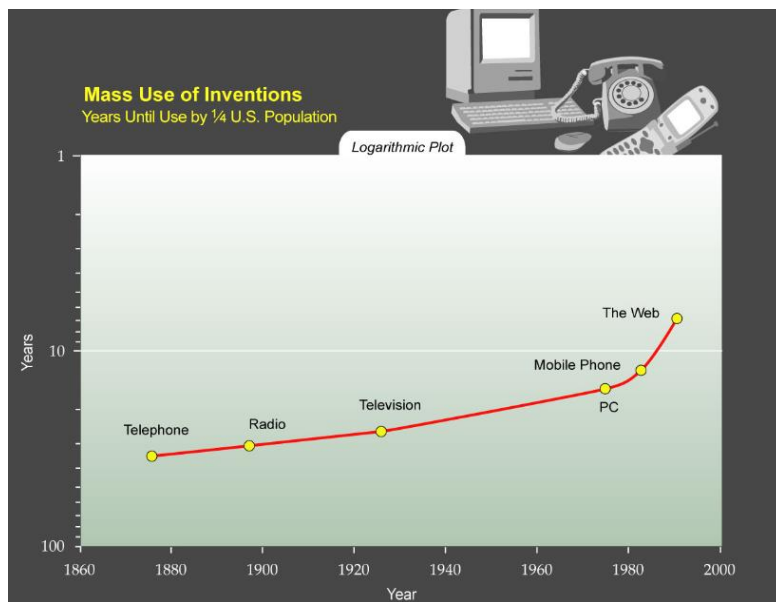
- 30+ years of experience in community consultation, futures forecasting, organizational transformation, politics, infrastructure, and new business development
- Complexity leadership, governance and processes



## **Jane Darling, Consultant**

- As a facilitator, mentor, and coach, she helps libraries and librarians discover expanded possibilities
- Master of Arts in Library and Information Science
- Practical experience in library leadership

# A RAPIDLY CHANGING WORLD

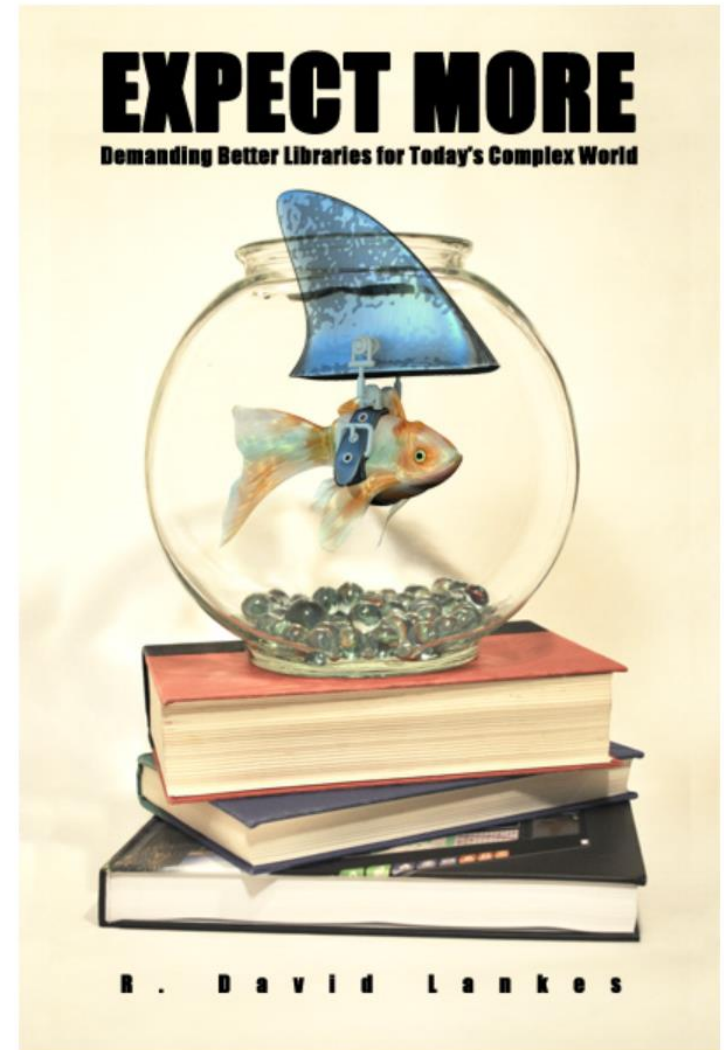
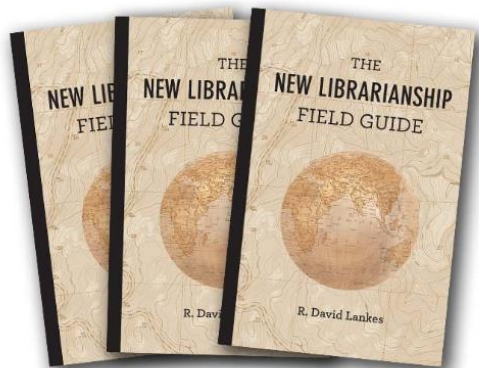


- The rate of change is accelerating – new technologies are changing everything.
- Work is being automated or offshored – businesses are in flux
- There are fewer jobs for unskilled people and shortages of skilled people
- Creating new challenges for our communities; new haves and have nots

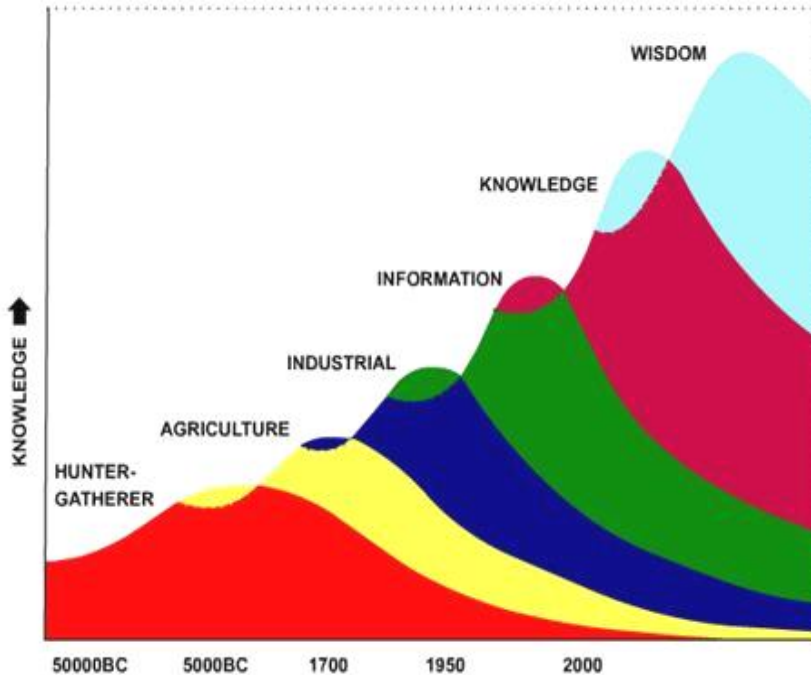
***Libraries are being asked to do more...***

# LIBRARIES ASKED TO DO MORE

- Expect more than books
- Expect libraries to facilitate knowledge creation
- Expect libraries to improve society
- Expect a platform approach for knowledge creation and sharing
- Expect brilliance: Helping communities transform themselves



# NEW ROLES FOR LIBRARIANS

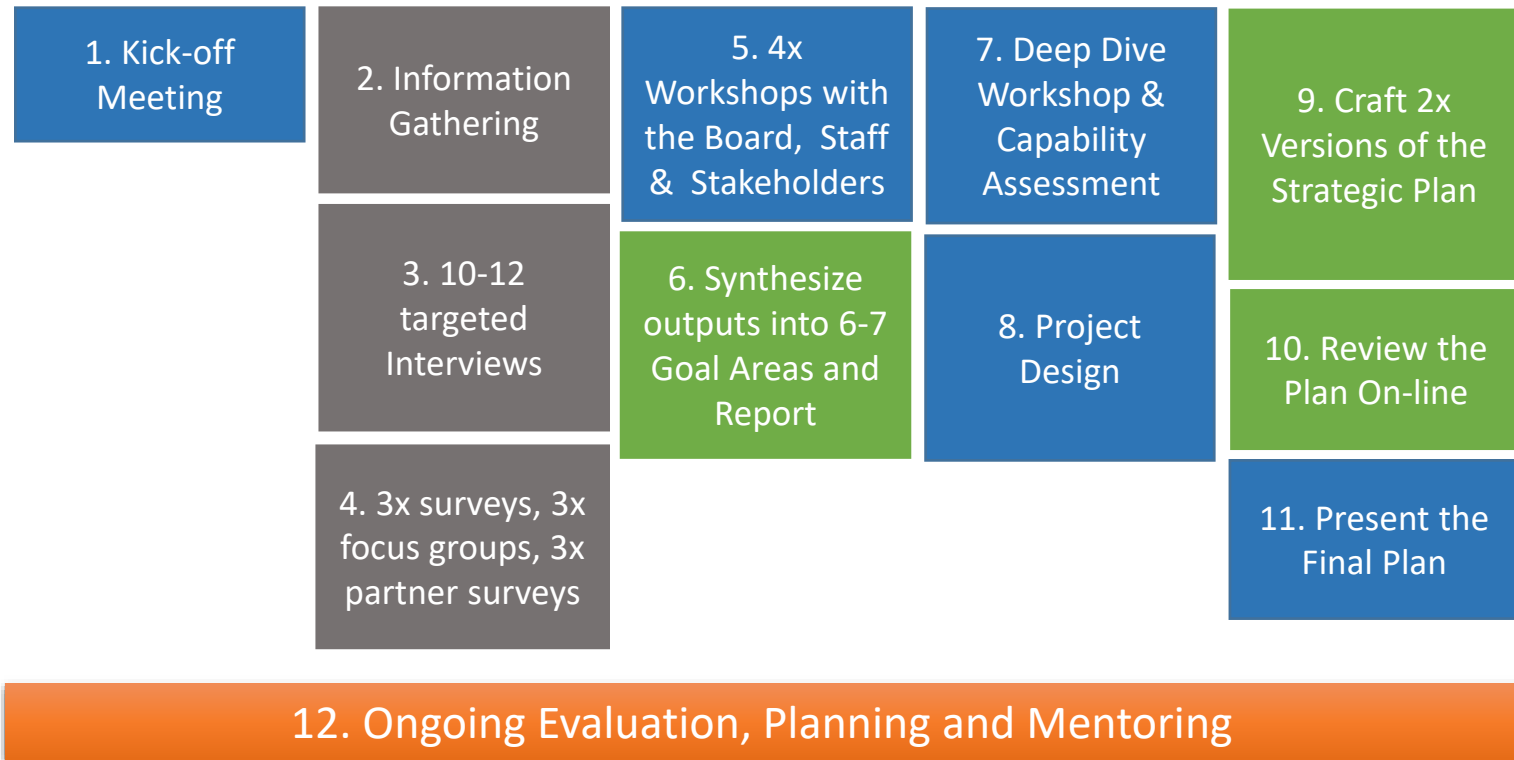


Era	Onset	Period	Ratio	
Wisdom	2010	Emerging	Emerging	
Knowledge	2000	10	1 : 5.0	
Information	1950	50	1 : 5.0	
Industrial	1700	250	1 : 5.0	
Agriculture	8000BC	Mining & building	1,200	1 : 5.0
		Agriculture	8,500	1 : 4.9
Hunter-gatherer	50000BC	42,000	1 : 4.3	

With the shift to Knowledge and Wisdom work the new roles are:

- **Honest brokers** between world views
- **Validators** of knowledge so we know what we can trust
- **Facilitators** of crucial conversations
- **Curators** of diverse collections, tools and talents
- **Mentors** so people can do what librarians do
- **Partners** in new program creation and delivery
- **Conveners** of meetings, events, and making

# WORK PLAN



MEETINGS/EVENTS

RESEARCH

REPORTS

MENTORING

TIMELINE

JUL-NOV

VISITS

4

# TOOLS WE WILL USE

Google



Docs



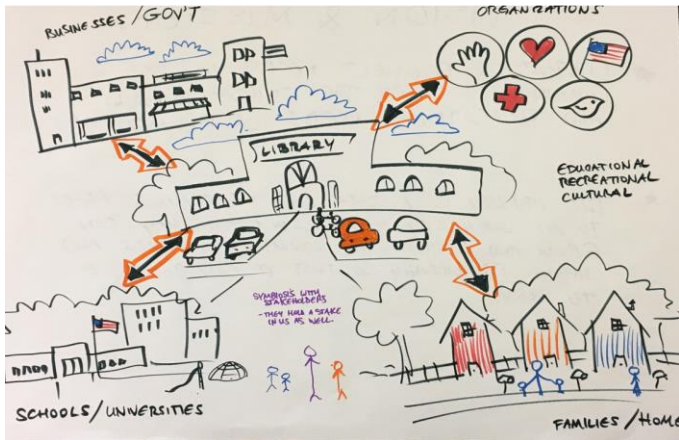
Sheets



Slides



Forms



**SurveyMonkey**  
My Surveys Examples Survey Services Plans & Pricing  
Before you forget! Keep access to your survey data and paid features. Enable Auto renew

**Coby Public Library - Survey of P...**  
Summary Design Survey Collect Responses Analyze Results

**SEND YOUR SURVEY** [WEB LINK] Manual Data Entry

**Buy Survey Responses**  
Millions of qualified respondents are ready to take your survey. Get results in 2 days.  
Get Started

**WEB LINK** OPEN  
<https://www.surveymonkey.com/r/YBNZ6HW> Customize

- Multiple Responses: Off
- Response Editing: On, until survey complete



# STRATEGIC PLANNING PROCESS

- 1. The context:** *What's happening globally, nationally and locally that is or will have an effect on the Stillwater Public Library and our patrons/stakeholders?*
- 2. Stakeholder Interests and Priorities:** *What are our stakeholders needs and interests and how do we serve each others' interests?*
- 3. Strategic analysis:** *What should we 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?*
- 4. Taking action:** *What program or project could we start today that will contribute to the library becoming more influential and valuable in the community? Include a catchy title and a 25-word description of the project.*
- 5. Values/Principles:** *Craft a list of 3-5 principles/values that will guide us in working together successfully. e.g. "We welcome and integrate diverse ideas and perspectives."*
- 6. Envisioning our future:** *Draw a rich picture of a vibrant, successful Stillwater Public Library in the future, then craft a 15-20 word VISION (What we will achieve), a 10-15 word MISSION (How we will achieve it).*





# PROJECT PLAN PROCESS

1. **Project Title:** Catchy short title (4-5 words)
2. **Project Description:** Detailed description of a proposal for solving the problem/issue (50-200 words).
3. **Governance:** Roles and responsibilities, who will own the project?
4. **Objectives:** What will the project achieve?
5. **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?
6. **Time frame(s)** for development, implementation, etc.
7. **Estimated cost range and sources of funding:** How much will the project cost and where could we obtain funding, e.g. grants, fund raising?
8. **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.
9. **Measures of success:** What will be the outcomes and how will they be measured? (benefits, measurable, clear, simple, actionable)
10. **Professional development:** What new skills will we require and how will they be acquired?
11. **Resources, technological or facilities requirements:** What equipment, systems, buildings, etc. will be needed for this project?



# GOAL AREAS

- *Leadership and Professional Development*
- *Marketing, Promotion & Advocacy*
- *Buildings, Technology & Systems*
- *Collection Building*
- *Programs & Services Innovation*
- *Governance, Coordination & Resources*
- *Partnerships; Expanding the Role of the Library*
- *Funding, Budgeting & Operations*
- *Wild Card*



# INTERVIEW & DEEP DIVE QUESTIONS

**Governance, leadership and influence:** How can the library play a larger leadership role in our community? What are the gaps in society/business where we can make a difference or be influential?

**Structures and processes:** How should we structure/organize and co-ordinate our activities so that we integrate the interests of our stakeholders and their communities, customers or stakeholders?

**Collections:** How will our future collections be different to what we have developed in the past? What collections, other than books can we curate for the benefit of our community, e.g. talent, tools, equipment? What collections are vital to keep/refresh?

**Community needs:** Thinking about the emerging role of librarians and the roles that libraries/librarians in other places are introducing, which services would be of value to our community?

**Professional development:** What new skills/capacities will our librarians and other staff need and what old skills do we want to maintain or further develop in order to perform our new role(s)?

**Resources, technologies and methods:** What kinds of equipment, processes and methods will we need to put in place that is virtual, physical or otherwise? How effective are our current systems?

**Technology Use:** What technology enables your mission? How do staff currently work? How well do the current systems, hardware and software packages fit the needs of the library?

**Potential partners:** Who are the potential partners for libraries, for funds and services? How and where might we collaborate where we have a strategic advantage?

**Potential partners:** Who are the potential partners for libraries, for funds and services? How and where might we collaborate where we have a strategic advantage?

**The value of libraries/our library:** How is the value of libraries perceived and by whom?

# THE PLAN CONTENT & FORMATS

## **CONTENT**

*Vision, Mission and Values*

*Environmental Scan*

*Dynamic SWOT Analysis*

*Stakeholder Interests*

*Goals and Strategies*

*Projects/programs*

*Implementation Plan*

*Capacity Plan*

*Targets and Measures*

## **FORMATS**

*Slide Presentation*

*Word Document*

## **PROGRESS MATERIALS**

*Survey and Focus Group Results*

*Workshop Outputs*

*Interview summaries*

*Project Plans*

*Capacity Analysis*

*Implementation Plan Base*

# SNAPSHOT OF A PLAN



**East Lyme Public Library Strategic Plan  
2018-2023**



**OUR VISION**

The East Lyme Public Library is an essential community resource that helps individual residents, organizations and the town as a whole thrive by providing access to books, reliable information, programs, collections and opportunities for technological, domestic and social development, both online and in person.

**OUR MISSION**



We are an essential resource at the center of the town. We enhance the lives of citizens of all ages and abilities by supporting community, civic engagement, economic development, literacy and lifelong learning. We have it here.

**OUR VALUES**



- We are a place where democratic values.
- We care about our community.
- We connect people in new ways.
- We facilitate community growth and success.
- We strive to deliver exceptional customer service.
- We create and offer programming that is relevant, informative and fun.
- We offer a wide variety of collections and resources.
- We model ethics of behavior.
- We are subject to grace.
- We offer safe, comfortable and welcoming spaces.
- We provide free access to information and knowledge.
- We support lifelong learning.

**1. PROGRAMMING**

*Continue to create and offer free programs that engage, educate, delight and inspire our patrons and enhance their lives.*

- Design and offer programs that are interactive, social and practical.
- Schedule programs on a regular basis throughout the year.
- Choose themes, such as All-Professional Night, that can be repeated and expanded.
- Survey patrons regularly to find out what they want in the way of programs and what they appreciate about a program they attend.
- Create and offer tailor-made programs for community, business, organization partners and their members.



**2. COLLECTIONS & SERVICES**

*Make the library go to center for knowledge, literature, visual media, connectivity, creative tasks and physical space enhanced by expert professional staff and excellent customer service.*

- Offer collections via the most optimal balance between digital, audio and print.
- Connect patrons via the library website to information they value highly - Historical Society, Town, State, and Federal government information.
- Continue to put books in the hands of children and find new ways to support literacy.



**3. PARTNERING**

*Partner with the community and business organizations to offer programs that meet the needs of their members.*

- Identify and reach out to community, business and town organizations with which the library can partner.
- Conduct surveys of partners to identify what new and existing services their members would want from the library.
- Establish working groups with partners to jointly develop and offer programming to their members.
- Establish new services from which to offer targeted programming, e.g. healthy weight/aging programs from a nearby community garden, genealogy and oral history/story circle programming.



**4. TECHNOLOGY**

*Help community members learn and apply emerging technologies to support collaboration, employability, digital literacy, social/civic communication and quality of life.*

- Provide technology training and support to patrons who want to experiment with the latest technologies, including digital devices and tools.
- Hire or train a full-time technology support professional and provide them with a dedicated area.
- Recruit volunteer high school students to assist patrons with technology.



**5. SPACE**

*Upgrade/redesign the physical spaces of the library to better support emerging and evolving uses such as: community meetings, small group study, tutoring, quiet spaces, internet access, technology skills acquisition and other work related activities.*

- Provide a variety of spaces in the library for people to meet, learn, create, interact or seek quiet refuge.
- Further engage with political representatives and other sources of financial support to sustain and expand growth.
- Continue to provide a third space, beyond work and home, where people can engage in the democratic process.
- Increase the library's use of the Community Center facilities.



# WHY CHOOSE MAVERICK & BOUTIQUE

## WE OFFER

A good working knowledge of the region

Staff with library experience and outsider view

Mentoring staff how to do what we do

New ideas from elsewhere in the USA

## WE HELP YOU

Grow support for your plan

Tap into community talent/resources

Build partnerships

Do more with your resources

**THANK YOU**

**Maverick**

& Boutique

WE KNOW CHANGE BECAUSE

WE CAUSE IT

102A State Street, Shelburne Falls, MA 01370

413-489-3342

[www.maverickandboutique.com](http://www.maverickandboutique.com)



# Stillwater Public Library Strategic Plan Development

## Proposal by Wisconsin Library Services (WiLS)

June 6, 2018

### Contact Information

#### Primary contact

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1360 Regent Street #121  
Madison, WI 53715  
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www.wils.org

#### Secondary contact

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Madison, WI 53715  
Phone (608) 515-8953  
Fax (608) 237-2358  
melissa@wils.org  
www.wils.org



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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 5<sup>th</sup> "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

# 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 WILS (Wisconsin Library Services)

Address 1360 Regent Street #121

City/State/Zip Madison, WI 53715

Signature 

Name (Print) Bruce Smith

Title Community Liaison and Service Specialist

Telephone Number 608-620-5421

Fax Number 608-237-2358

E-Mail Address bsmith@wils.org

**PROPOSAL FORM**

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

Total Cost of Activities as described in Project Understanding portion of proposal (response to Section 3.0 Scope of Services). All costs related to travel, supplies, etc., are to be included.

Total Price Not-To-Exceed Cost for Strategic Plan Development: \$ 13,045.00

**Alternate price proposals for Additional Services:**

Total Price Not-To-Exceed Cost for 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. \$ \_\_\_\_\_

List other costs (If Applicable):

Description Potential addition of Random Survey option \$ 2,500.00

Description Potential addition of Other Language Survey Option \$ 150.00

Description \_\_\_\_\_ \$ \_\_\_\_\_

Description \_\_\_\_\_ \$ \_\_\_\_\_

**TOTAL PROPOSED COST FOR THIS PROJECT:** \$ 15,695.00

**Payment is expected 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% after the project is completed to the Library Board's satisfaction.**

## Detailed Work Plan Pricing

The following is itemized pricing of the different components of the work plan.

### **Phase 1 – Project Start and Initial Information and Data Gathering - Total for Phase 1 = \$1,150.00**

- *Web-Based Planning Committee Meeting #1* - \$225.00
  - 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 who it will be given 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* - \$100.00
  - 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* - \$225.00
  - 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* - \$600.00
  - 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 - Total for Phase 2 = \$5,160.00 (choice of Random Survey is \$2,500.00 additional and Other Language is \$150.00 additional)**

- *Two-Day, In-Person Consultant Site Visit* - \$3,585.00
  - 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* - \$375.00
  - 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* - \$1,200.00 for Base Survey (Random Survey is \$2,500.00 additional to Base Survey and Other Language is \$150.00 additional to Base 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 - Total for Phase 3 = \$5,435.00**

- *Data and Information Webinar Review - \$900.00*
  - 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 - \$3,335.00*
  - 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 - \$1,200.00*
  - 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 - Total for Phase 4 = \$1,300.00**

- 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.

# Consensus

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

## **RFP: Strategic Plan Development**

### **Consensus Proposal to the Stillwater Public Library**

#### **Consensus contact person**

Jennifer Wilding

Director, Consensus

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P.O. Box 10252

Kansas City, MO 64171

[www.consensuskc.org](http://www.consensuskc.org)

Proposal submitted to

Mark Troendle

Director, Stillwater Public Library

[mtroendle@ci.stillwater.mn.us](mailto:mtroendle@ci.stillwater.mn.us)

224 Third Street North

Stillwater, N 55082



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# Organizational structure

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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 visu-

alizations 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

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## 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-turbulent 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:

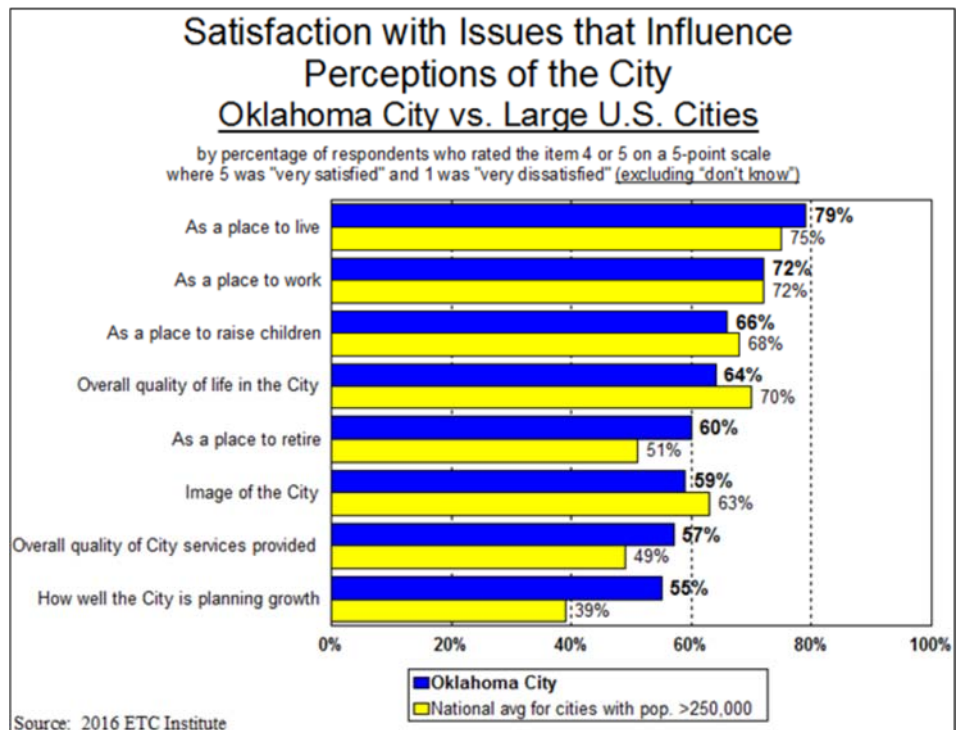
- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities (water, sewer, etc.)
- Public health services
- Library services

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.



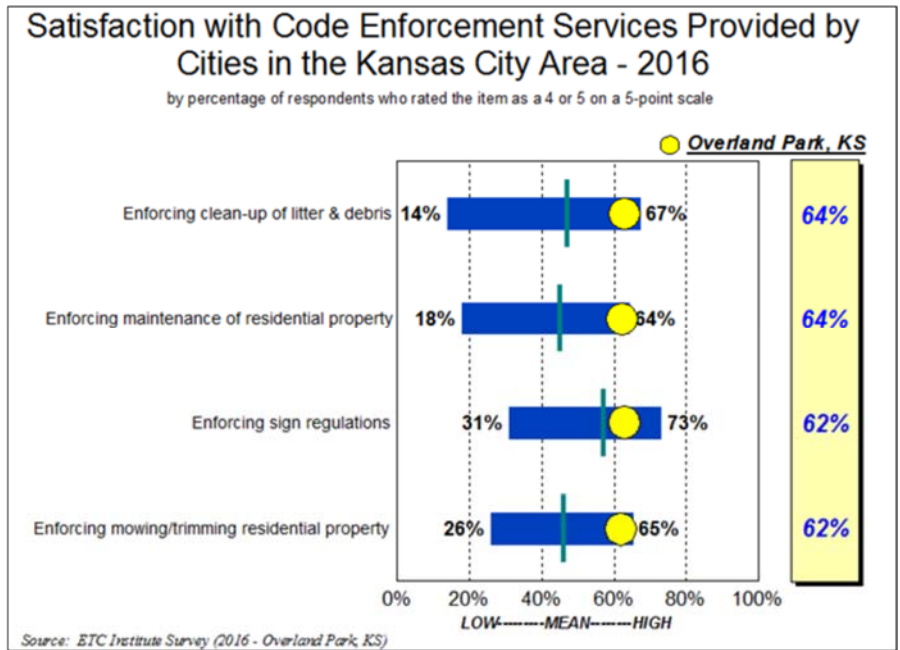
Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. Compared to other communities in the Kansas City Metro Area, ETC Institute’s benchmarking

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

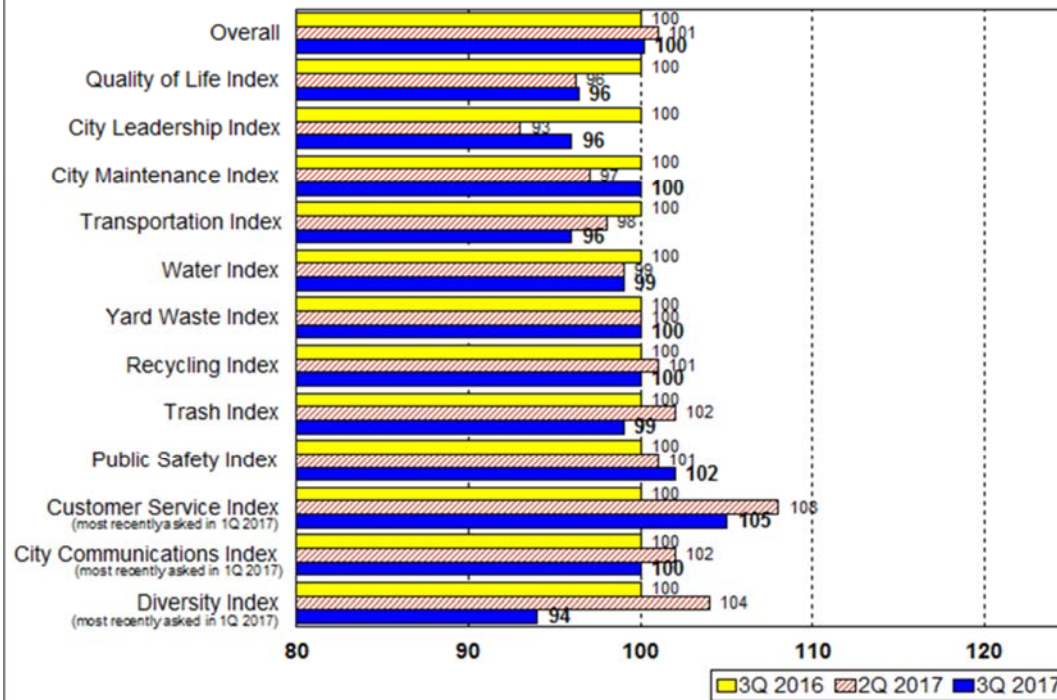


50 categories of service delivery. The index works like the Consumer Price Index (CPI). The index is a function of the City's composite performance in selected areas relative to the Base Year. Changes in the index from one year to the next shows how overall satisfaction with city services has changed 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
<b>High Priority (IS 10-20)</b>						
Greenways & trails	31%	1	63%	1	0.1144	1
Variety of City recreation opportunities	20%	3	48%	7	0.1047	2
<b>Medium Priority (IS &lt;10)</b>						
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-**

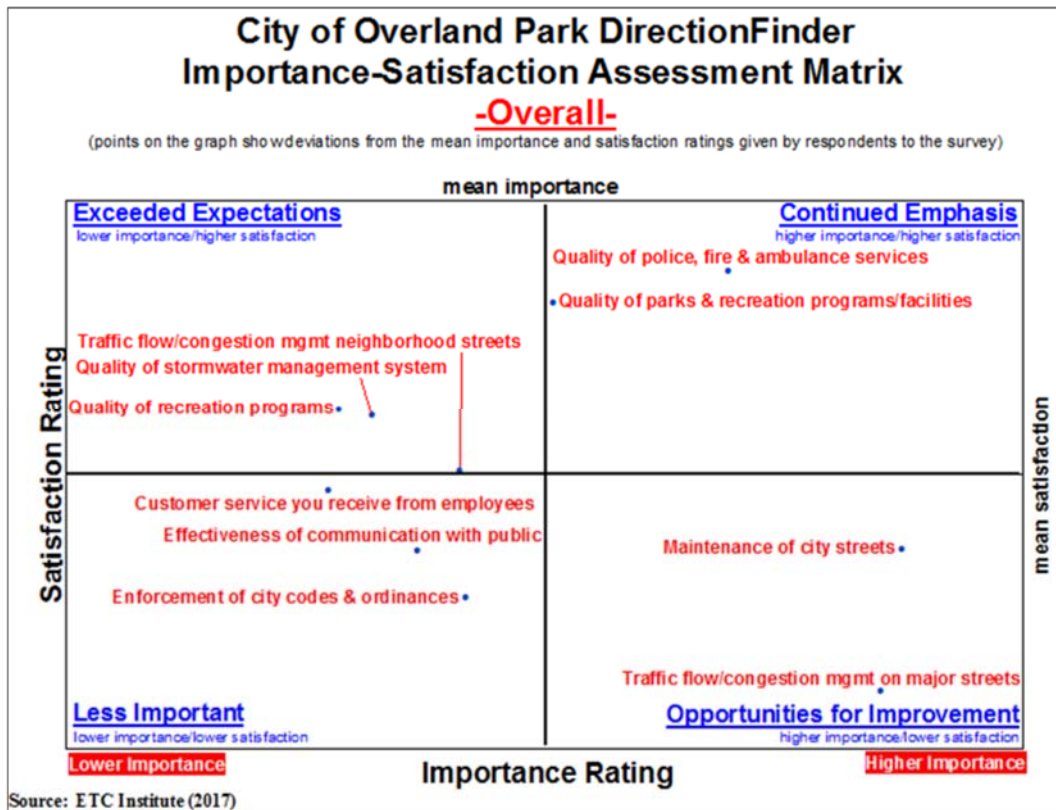
**portance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the organization to perform. Items in this area do not significantly impact the customer's overall level of satisfaction. The City should maintain (or slightly decrease)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

### Thomas J. Hennen Jr.

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Racine, Wisconsin 53406

1-262-886-1625

1-262-880-7055

[thennen@hennenlibrary.com](mailto:thennen@hennenlibrary.com)

[hennenlibrary.org](http://hennenlibrary.org)

#### 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 OCCLC 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**

4301 Holmes St.

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  
KCResearch  
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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[jmorado@etcinstitute.com](mailto:jmorado@etcinstitute.com)

(913) 829-1215



### **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](http://www.kcchamber.com)).

## **RYAN MURRAY**

### **Project Manager**

ETC Institute

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(913) 254-4598



### **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](mailto: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](mailto: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](mailto: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 8<sup>th</sup> St. SW, Altoona, IA 50009  
Phone: (515) 967-3881  
Email: [kkietzman@altoona.lib.ia.us](mailto: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 8<sup>th</sup> St. SW, Altoona, IA 50009  
Phone: (515) 967-3881  
Email: [kkietzman@altoona.lib.ia.us](mailto: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.

<b>Month</b>	<b>Category</b>	<b>Activity</b>
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	<b>Trends.</b> Develop report and presentation on future trends and community needs.
		<b>Partners.</b> Identify community partner possibilities, such as county library, foundation, friends, schools, etc.
		<b>Historical metrics.</b> Develop presentations on historical metrics related to Minnesota, US, and peer libraries.
		<b>Current metrics.</b> Develop presentations on current metrics related to Minnesota, US and peer libraries.
		<b>Peer libraries.</b> Identify best practices peer libraries and interview the directors via phone or email. Draft reports on county, city, district operations with recommended best practices.
		<b>Survey.</b> ETC Institute deploys survey.
		<b>Focus groups.</b> Jennifer Wilding conducts series of focus groups.
	Site visit – 3 days plus travel time	



Three	Overview	<b>Current model.</b> 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.
		<b>Building analysis.</b> Conduct building program analysis.
		<b>Governance options.</b> 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.

# 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 Consensus

Address PO Box 10252

City/State/Zip Kansas City, MO 64171

Signature *Jennifer Wilding*

Name (Print) Jennifer Wilding

Title Executive Director

Telephone Number 816.531.5078

Fax Number n/a

E-Mail Address jenwilding@consensuskc.org



# Consensus Presentation to the Stillwater Public Library

Consensus

“We put the *public* in public policy”

# The Consensus Team

- Tom Hennen, principal, Hennen Library Consulting
- Ryan Murray, project manager, ETC Institute
- Jennifer Wilding, director, Consensus



# Altoona Public Library Workshop

“Children’s story time  
will not go away.”



A strategic plan reflects where you will focus your time and resources.

The strategic plan is not a list of everything you do.



We will help  
you achieve  
six benefits.

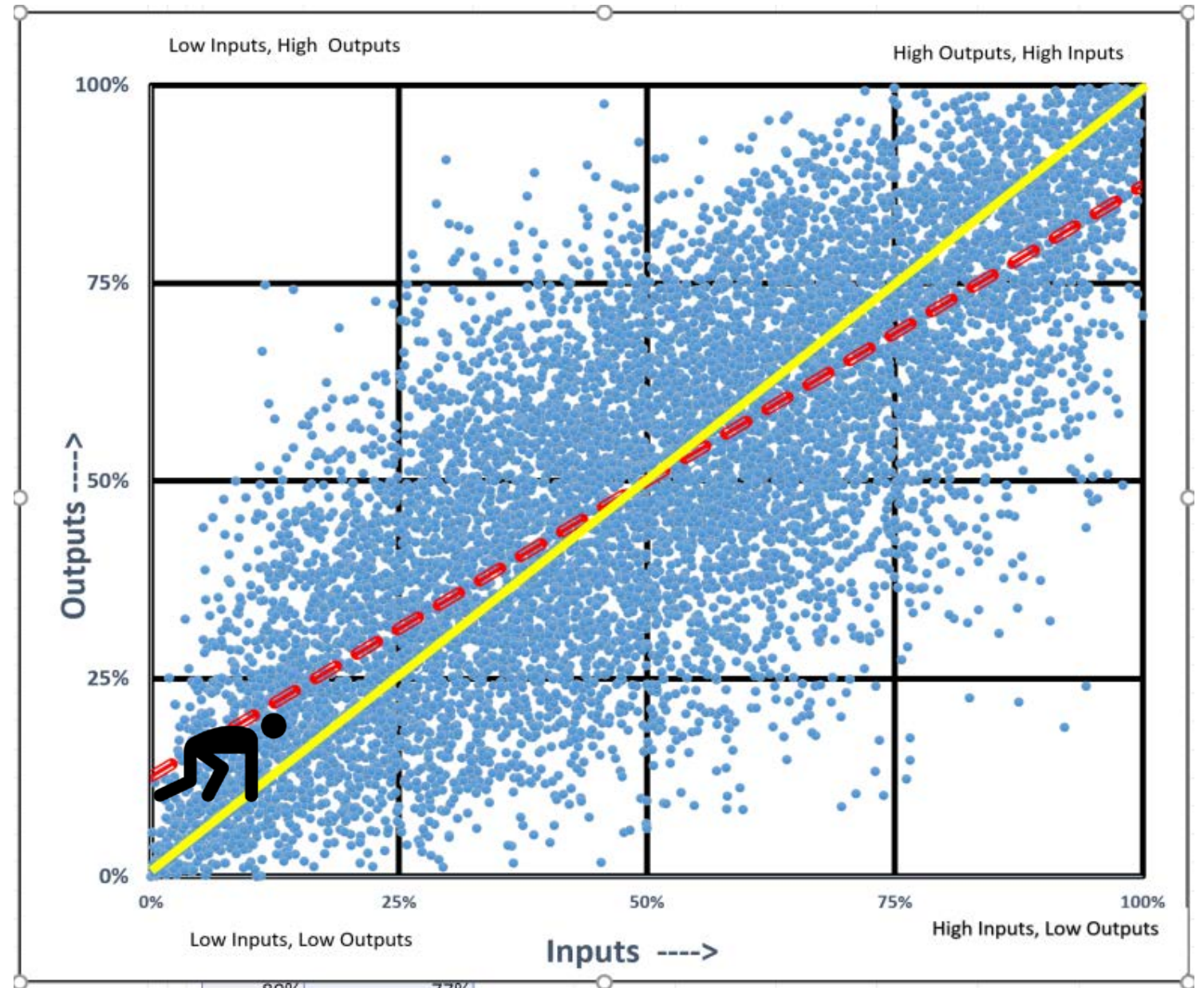
- Ability to profit from your unique structure;
- A smooth transition;
- Forward-looking response to future trends;
- Benchmarks from peer libraries;
- Knowledge of what residents want; and
- Increased trust with the community.

# 9,231 U.S. Libraries

Vertical axis = outputs  
Horizontal axis = inputs

As inputs rise, outputs tend to follow.

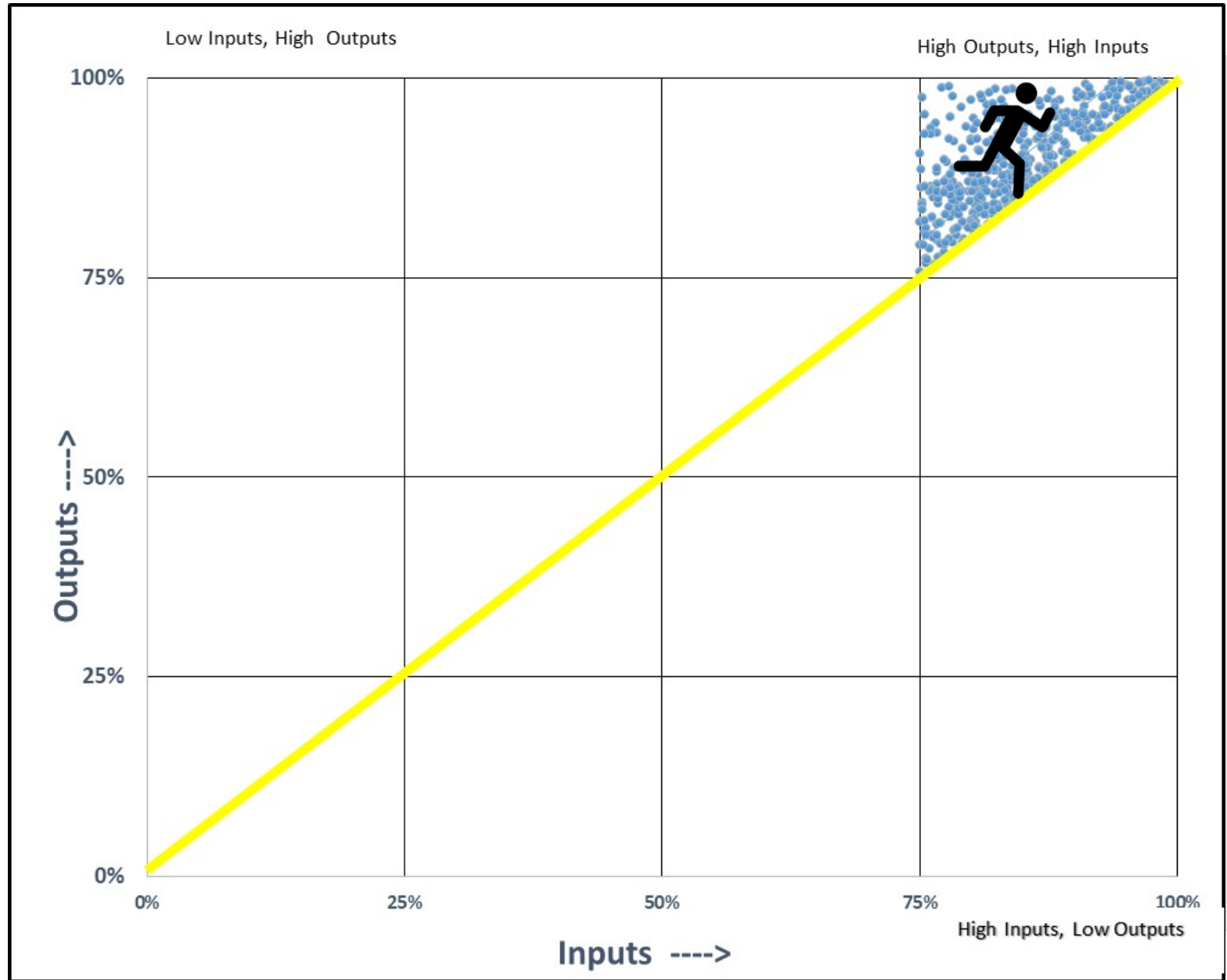
Yellow line is perfect correlation, red line is actual.



Only 5% have:

Inputs above 75th percentile,  
AND  
Outputs above 75th percentile.

Here is where we look  
for Best Practice  
Libraries.



Strengthen  
bonds  
with your  
community.

- Interviews with key stakeholders of various types

Learn  
from your  
constituents.

- Focus groups with specific groups of residents

# ETC Institute

- ETC Institute is a national leader in market research for local governmental organizations



# Consensus- building tools

- With specific survey design features, we help organizations develop consensus-building tools to set priorities for organizations.

Our approach  
is proven.

- We understand the unique needs of organizations, and we can help develop recommendations for action that will really work.

The board =  
high-level  
goals and  
strategies

- Goals = destinations
- Strategies = long-term road maps

The staff =  
objectives and  
detailed tactics

- Objectives = what you will do, to or with whom, by when
- A report-card template will make it easy to assess the results.

## Refreshing the plan with new tactics

- Tactics = very specific monthly or quarterly action plans for the objectives.
- Staff members conduct regular updates.

# The Consensus Team

- Providing the information you need and the process that helps you make smart, strategic choices.

**Strategic Plan Development**  
**Responding to Stillwater Public Library Board**  
**June 7, 2018**

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Managing Partner  
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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 21<sup>st</sup> 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 Ottetail 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](mailto:Al.Carlson@btdmfg.com).

BTD

1111 13<sup>th</sup> 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](mailto: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)

**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 Encouragotech, LLC

Address 11054 Bluestem Lane

City/State/Zip Eden Prairie, MN 55347

Signature Stephen J. Schewe

Name (Print) Stephen J. Schewe

Title Managing Partner

Telephone Number 952-946-5090

Fax Number NA

E-Mail Address sschewe@encouragotech.com

**PROPOSAL FORM**

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

Total Cost of Activities as described in Project Understanding portion of proposal (response to Section 3.0 Scope of Services). All costs related to travel, supplies, etc., are to be included.

Total Price Not-To-Exceed Cost for Strategic Plan Development: \$ \$24,600.<sup>00</sup>/<sub>100</sub>

**Alternate price proposals for Additional Services:**

Total Price Not-To-Exceed Cost for 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. \$ \_\_\_\_\_

List other costs (If Applicable):

Description _____	\$ _____
Description _____	\$ _____
Description _____	\$ _____
Description _____	\$ _____

**TOTAL PROPOSED COST FOR THIS PROJECT:** \$ \_\_\_\_\_

**Payment is expected 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% after the project is completed to the Library Board's satisfaction.**