

Matrix for choice of strategic planning firm (2017)

Note: All firms gather data, use info from focus groups and/or surveys, meet with board and senior staff—cost difference appears when library staff is gathering the actual data. All firms are willing to add or subtract different elements of their proposals, which will also affect the cost.

Firm	Methodology	Proposed Cost	Company Experience*	Location
Growth Management Consulting, Inc.	Traditional strategic planning with community OR Outcomes based strategic planning (this focuses on how the library can impact the community)	\$15,000 \$21,600	Unknown	Michigan
GoalTrac	Community feedback incl. surveys, facilitation-oriented strategic planning using demographics, planning trends and historic value of libraries; Includes Strategic Workplanning software	\$38,500	15	Michigan (Wisconsin)
The Leadership Group	Data gathering, facilitated meetings, deliverables, next-step recommendations, implementation and monitoring	\$18,949	16+	Michigan
Maverick & Boutique	Project kick-off meeting; information gathering with interview and survey; workshops with staff, board, and stakeholder; synthesis of workshop outputs ; Deep Dive workshop; draft, review, and present	\$29,900	30+	Massachusetts
Midwest Collaborative for Library Services (MCLS)	Extensive community engagement, with a needs assessment based on the Harwood Institute for Public Innovation's aspiration model. Strategic Planning consultants work for the State Library.	\$24,500	4-5	Michigan
NorthSky	Information gathering, two planning sessions; much work done by library staff	\$8,680	30+	Michigan
Rethinking Libraries	Ample community input; use a variety of strategic planning tools; Real-Time Strategic Planning Process	\$15,500	11+	Indiana
Schilling Consulting Services	Design and development through analysis of industry, market, and organization; planning meetings; optional elements available but these add to the cost	\$15,372	30+	Michigan

*Company Experience refers to the number of years the main consultants have been creating strategic plans



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Branch District Library Request for Proposal Strategic Planning

Eric Craymer <ericcraymer@growthmanagementconsulting.com>

Tue, May 9, 2017 at 4:21 PM

To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Hello Linda,

Here is my proposal, a cover letter and a sample previous strategic plan for a client.

I hope we will have the chance to talk about it!

Kind regards,

Eric

--


Eric Craymer
of Growth Management Consulting, Inc.
web: www.growthmanagementconsulting.com

and of Partners in Policy Governance
web: www.PolicyGovernanceConsulting.com

phone: [517.281.4102](tel:517.281.4102) email: EricCraymer@GrowthManagementConsulting.com

3 attachments

 **Branch District Library Strategic Planning Proposal 05-09-2017.pdf**
861K

 **Cover Letter Branch District Library May 9 2017.pdf**
68K

 **Library Strategic Plan Example.pdf**
372K



STRATEGICALLY GUIDING ORGANIZATIONS THROUGH GROWTH AND CHANGE!

Proposal for Strategic Planning Process

Prepared For:
Branch District Library

Presented by:
Eric Craymer
Growth Management Consulting, Inc.
2536 Belknap Ave NE
Grand Rapids, MI 49505
(517)-281-4102
www.GrowthManagementConsulting.com

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Situation and Solution Path

Summary Understanding of the Situation and Needs

Branch District Library (the Library) seeks to create a new comprehensive strategic plan. The District includes six branches which serve 16 townships and four public schools and has a somewhat diverse constituency to address.

The Library is open to any process that will allow active participation of the Board and Staff in determining the library's future direction, focus and priorities.

The successful process will ensure that it incorporates community needs and input, that it is designed to find the most important needs which the library is especially capable of addressing and that the information gathered is put to use in developing a strategic plan which will guide resource allocation and library staff focus. The process will also include a plan for successful implementation and measurement.

To help guide them in creating this strategic plan they seek a consultant who has strengths in strategic planning as well as a strong understanding of libraries.

Growth Management Consulting is pleased and honored to be considered for filling the consultant role.

Proposed Approach

I am presenting you with two options for conducting the work. They are not the only processes (I have used many different approaches with various clients) so if you find the concepts interesting but prefer a different approach it is entirely possible to revise the process. Likewise, if the scope of the proposed planning process is either too wide or too narrow it can be adjusted in either direction.

I do think it would be useful to share my approach to library planning and the reason behind why I am providing you with two possible solution paths instead of just one.

I believe that public library strategy is best thought of as aligning three separate elements to achieve the determined strategic outcomes; 1.) sustainable core services, 2.) strategic initiatives with impact and 3.) the infrastructure needed to enable and support #1 and #2. Any plan must consider these three elements either directly or indirectly. The published plan may be primarily about the strategic element (#2) but a successful planning process requires addressing all three. This proposal does.

Much of the current research about the future of public libraries indicates that while meeting patrons' needs with a great collection and creating a "place" are important but no longer sufficient. The evolving role and focus of public libraries requires that the library becomes an active partner in achieving a shared vision of the community's future.

The library is successful by aligning its special skills, assets and abilities to help the community achieve that desired future. For background information on these view please see the Aspen Institute's "Rising to the Challenge; Re-envisioning public libraries" and the American Library Association's report "Confronting the Future; Strategic visions for the 21st Century Public Library"

This is a new level of expectation that moves the library from being focused on its own organization to instead understanding itself as being part of a larger community-wide movement. Meeting that expectation also requires a shift from focusing on impacts internal to the library to focusing on impacts external to the library.

Both of the proposed solutions do this to differing degrees. The first follows a Traditional Planning path based on the community wide vision and the second follows an Outcomes Based Planning path but both incorporate the concept of supporting community wide advancement.

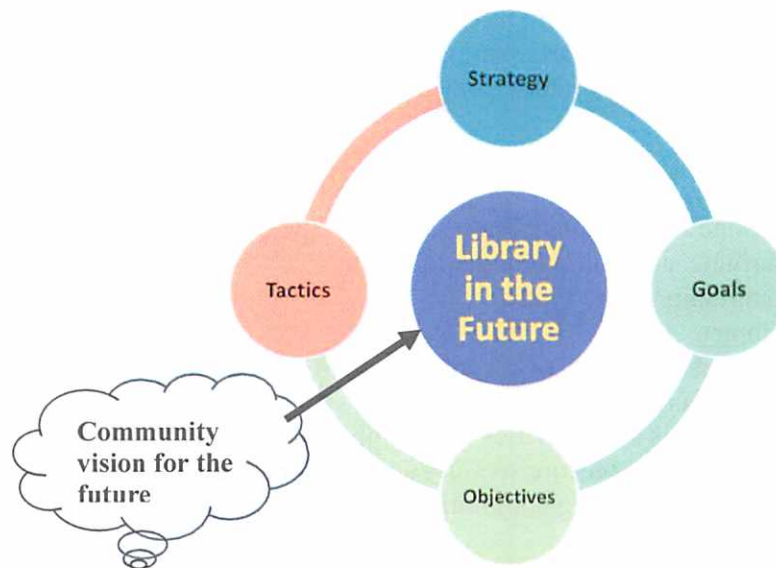
One of these approaches might fit Branch District Library's situation and culture better than the other. Rather than making the decision for you I chose to offer you both paths. And these two approaches are not the only two available; I am totally flexible in helping you with another that you may favor.

Traditional Planning Path

The traditional planning path has been used successfully for decades. It typically begins with a meeting of leadership to discuss their desired future state for the library and then identifies the vision, the mission, the strategies and tactics to make those changes for the library. This version begins with the shared community vision before following the typical path. Both paths require formulating a base of information, an understanding of the vision of the whole community and connecting that vision to what patrons (current and potential) need from the library.

The Traditional Plan is primarily focused on creating a future state of the library based upon the community's future vision. Reaching that state for the library requires the library to advance from where it is today to some higher level of success. Strategies are developed that change the processes and activities of the library in a way that it is believed will successfully achieve this advance.

Traditional Strategic Planning with Community



Steps in this Solution Path

This path would follow a set of 10 steps over 5 Phases.

Phase 1: Finalizing the process

1. Conduct a call or meeting with appropriate representatives of the Branch District Library to discuss and agree to outcomes, approach, options and process for the strategic planning.

Phase 2: Information gathering

2. Gather secondary data (on national library trends, on trends within the community and review Branch District Library documents).
3. Conduct qualitative research in a focus group with community leaders and representatives of the governing bodies of organizations who also have a significant stake in the community's future (for example the County Commission, Friends of the Library, the Library Foundation, the Schools, the Chamber of Commerce as well as other important social good, for-profit and non-profit organizations.)
4. Conduct qualitative research using focus groups with library patrons to understand how the Library changes their lives, what they see they might need in their lives in the future, what barriers they see in using the library to accomplish the changes and in meeting their needs.
5. Address non-library users' perspectives by utilizing national and statewide research on the use of public libraries.
6. Test findings from the qualitative research in a patron survey designed by the consultant, implemented and compiled by Branch District Library and assessed by Branch District Library and the consultant.
7. Assess and summarize findings from all information sources and record them in a Briefing Book for the use of those participating in the strategic planning process. Elements of the research (such as articles) may also be shared as a whole with participants.

Phase 3: Strategic Planning

8. Consultant facilitates one six hour planning session with the Board and the Executive Management to determine, at a minimum, the following:
 - Vision of the community in the future.
 - Mission of the library.
 - Vision for what the library wants to become based on the community future.
 - Strategic Priorities required to get there.
 - Develop objectives, goals and activities to accomplish the strategic priorities.
 - Determine possible impacts on core services and infrastructure.
 - Determine methods of measuring both implementation and results.

Phase 4: Strategic Plan Approval

9. Consultant develops a written Strategic Plan which is reviewed by Library Executive Management, revised as needed, presented to the Board, revised as needed and then approved.

Phase 5: Implementation Planning

10. Consultant works with Executive Leadership to design an implementation plan.

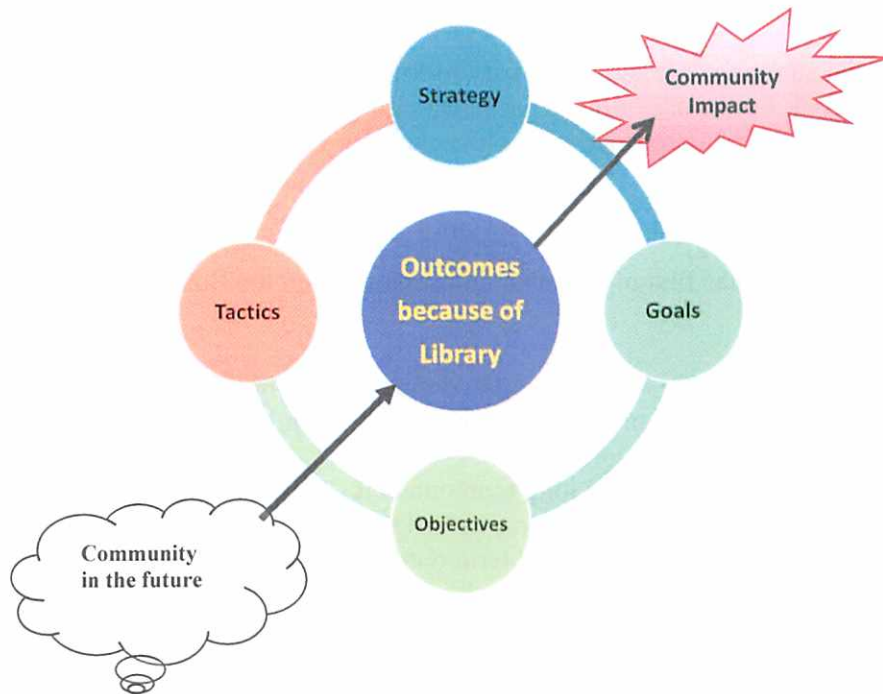
Outcomes Based Planning Path

The Outcomes Based path focuses on how the library can impact the community rather than on where to position the library given the future vision. What the library does and how it prioritizes depends on the best way Branch District Library can help the community achieve *its* vision.

Many of the steps on this path remain the same as the other but their focus shifts from changing who is served and how they are served to the identification of desired states to achieve in the community. The strategic choices of the Library will be aligned with that part of the future community vision for which the Library is best positioned to create or support. The Traditional Planning focuses more on what the Library will do while the Outcomes Based Planning focuses on how the Library can help create the desired impacts within the community.

There are also a few small but significant differences in the proposed planning process itself on this path. A set of one-on-one interviews with community leaders with vision creates additional insights into the future of the community. The process also incorporates a special planning session for Executive Management and selected library staff in which they will translate the Board and Executive Management broad strategic desires into operational decisions. Given that there are decisions proposed that could affect the broader strategic framework established by the Board and Executive Management a second Board and Executive Management planning session is needed in order to refine and/or accept the operational plan as well as to revise, as appropriate, any of the broad strategic decisions already made.

Outcomes Based Strategic Planning



Steps in this Solution Path

This path would follow a set of 12 steps over 5 Phases.

Phase 1: Finalizing the process

1. Conduct a call or meeting with appropriate representatives of the Branch District Library to discuss and agree to outcomes, approach, options and process for the strategic planning.

Phase 2: Information gathering

2. Gather secondary data (on national library trends, on trends within the community and review Branch District Library documents).
3. Conduct qualitative research in one focus group including community leaders and representatives of the governing bodies of organizations who also have a significant stake in the community's future (for example the County Commission, Friends of the Library, the Library Foundation, the Schools, the Chamber of Commerce as well as other important social good, for-profit and non-profit organizations.)
4. Conduct qualitative research using focus groups with library patrons to understand how the Library changes their lives, what they see they might need in their lives in the future, what barriers they see in using the library to accomplish the changes and in meeting their needs.
5. Address non-library users' perspectives by utilizing national and statewide research on the use of public libraries.
6. Test findings from the qualitative research in a patron survey designed by the consultant, implemented and compiled by Branch District Library and assessed by Branch District Library and the consultant.
7. Assess and summarize findings from all information sources and record them in a Briefing Book for the use of those participating in the strategic planning process. Elements of the research (such as articles) may also be shared as a whole with participants.

Phase 3: Strategic Planning

8. Consultant facilitates first of two planning sessions with the Board and the Executive Library Staff.

Board and Executive Management to define at a minimum:

- A crystallization of the community vision and of the library's role in it.
- Mission, Vision and Values
- The most important long term outcomes for the library to achieve in order to help the community realize its vision.
- The most important short term outcomes.
- Objectives and goals
- A set of short term priorities to be focused on.

- a. Second Session (**Occurs After Staff Planning in #9 below**): 4 hours
Board and Executive Management to define at a minimum:
 - Refine Mission, Vision and Values.
 - Refine long term and short term
 - Refine objectives, goals and strategies
 - Review the activities
 - Agree to the suggested resource allocations
9. Consultant facilitates one six hour planning session with a Library Staff Planning Team to determine, at a minimum, the following:
(Note: community vision and important long term outcomes and short term priorities have been established in the Board and Library Leadership planning session.)
 - Discuss long and short term outcomes and the objectives and goals developed by the Board and Executive Management.
 - Determine strategies that could impact the short term outcomes and identify what affect they would have on staffing, programming and resources.
 - Develop a list of actions/activities (services, programs, communications, etc.) which could achieve the strategies.
 - Determine methods of measuring both implementation and results.
 - Discuss how to allocate resources among the strategic efforts, the core services and the infrastructure needed to support the two.
10. Consultant facilitates one four hour planning session with the Board and Executive Management to refine and finalize the overall strategic plan.

Phase 4: Strategic Plan Approval

11. Consultant develops a written Strategic Plan which is reviewed by Library Executive Management, revised as needed, presented to the Board, revised as needed and then approved.

Phase 5: Implementation Planning

12. Consultant assists Executive Leadership in implementation planning as needed via phone and email.

Budget

Potential Investment

We offer a rate of \$1,800 per day to non-profits (regularly \$2,400 per day). The investment is calculated by multiplying the estimated hours involved times the associated hourly rate. If the allocation of time or budget seems inappropriate for the organization we are happy to discuss refining the process to fit your needs.

The proposal offers two different solution paths so each will be quoted separately.

Item # from Above	Traditional	Outcomes Based
Phase 1		
1. Plan to plan	\$ 0	\$ 0
Phase 2		
2. Secondary Info	\$ 1,800	\$ 2,700
3. One community leaders focus group	\$ 900	\$ 900
4. Two patron focus groups	\$ 1,800	\$ 1,800
6. Eight one-on-one interviews with community leaders with vision (Outcomes Based only)	\$ 0	\$ 2,700
5. Non-patron info	\$ 900	\$ 900
6. Patron survey	\$ 1,800	\$ 1,800
7. Briefing book	\$ 1,800	\$ 1,800
Phase 3		
8. 6 hour Board and Executive Management Planning Session	\$1,800	\$ 1,800
9. Management/Key Staff Planning 6 hour Session (Outcomes Based only)	\$ 0	\$ 1,800
10. One 4 hour Board and Executive Management Planning Session (Outcomes Based only)	\$ 0	\$ 1,200

Continued...

Item # from Above	Traditional	Outcomes Based
Phase 4		
11. Strategic plan	\$ 2,400	\$ 2,400
12. Implementation plan	\$ 1,800	\$ 1,800
Total Investment	\$ 15,000	\$ 21,600

Expenses

Growth Management Consulting will cover all incidental expenses; Branch District Library will be responsible for reasonable travel expenses, meeting spaces and any needed public communications

References

Specific References

Kathleen Zaenger, Library Director
Howell Carnegie District Library
zaenger@howelllibrary.org
(517) 546-0720 ext. 112

Marcia Warner, Director
Grand Rapids Public Library
mwarner@grpl.org
(616) 988-5401

Randy Dykhuis, Executive Director
Midwest Consortium for Library Services
DykhuisR@mcls.org
(517) 394-2420

James Botts Chair
Board of Library Commissioners
Grand Rapids Public Library
libcom6@sbcglobal.net
(616) 241-1542

Library Experience

Library Clients

I have worked with a wide range of libraries and library organizations including public, academic and local and regional consortia. The work with the consortia has allowed me to understand not only public libraries but the larger library landscape. It has also helped me understand how to identify which of the larger library trends might have particular impact on public libraries.

I have just recently finished work with Grand Rapids Public Library and RAILS and am currently working with post-secondary library group in Canada.

Below is a basic list of my library work and their focus.

Select Library Clients

Client Name	Location	Nature of Work
Portage Public Library	Michigan	Strategic Planning
Howell Carnegie District Library	Michigan	Strategic planning at both board and staff levels
Grand Rapids Public Library	Michigan	Strategic Planning
Michigan Library Consortium	Michigan	Organizational development, strategic planning, governance, policy development
PALINET	Pennsylvania	Governance, policy development
Missouri Library Network Corporation	Missouri	Strategic planning
University of Michigan Dearborn Libraries	Michigan	Organizational and strategic planning
Albion College Mudd Libraries	Michigan	Strategic planning
Cooley Law School Library	Michigan	Organizational design
RAILS	Illinois	Organizational research on resource sharing
Ontario College Libraries	Ontario	Develop structure for an eBook consortium
Library of Michigan	Michigan	Conduct 5-Year LSTA Independent Evaluation

Company Information

About the Consultant – Eric Craymer



Eric Craymer is the President and senior consultant for Growth Management Consulting, Inc. Eric brings a unique blend of professional training and practical experience to the projects he is associated with. He has been a business owner, researcher, manager, and consultant. His experience includes direct leadership roles with several start-ups and turn-arounds in both the retail and trade association environments as well as consulting in both the private and public sectors. Projects include:

- Leading and/or facilitating strategic thinking and planning sessions.
- Facilitating organizational development in an uncertain future through the use of scenario analysis and planning.
- Organizational development including management team development and board development.
- Providing guidance to organizations entering the start-up stage or transitioning from the entrepreneurial to the professionally managed organizational lifecycle stages.
- Instructing groups of different sizes in topics of expertise using seminar instruction, large group presentation, and individual learning methods.
- Installation and coaching within the Carver Policy Governance® model.

Eric earned an MBA from Michigan State University with a major concentration in marketing and with a secondary focus on classes in finance. His undergraduate degree, also from Michigan State University, was in Personnel Management with a dual major in Psychology. In addition, he is a Certified Management Accountant (CMA) in good standing with the Institute of Management Accounting and a graduate of the Carver Policy Governance® Academy.

He has authored two research articles on firm growth with Dr. Glenn S. Omura of the Eli Broad School of Business Management at Michigan State University. The first, *The Liability of Growth; A Second Critical Period of Liability*, was presented at the American Marketing Association's Marketing and Entrepreneurship Conference, New York, August 1995. The second, *A Portfolio Approach to Modeling Firm Growth Patterns*, was presented at the 41st International Small Business Conference World Conference, Stockholm, Sweden, in June 1996.

Eric has just completed his term as Director and Chair for the International Policy Governance® Association and is currently serving as a member of the Steering Committee for the CUES Center for Credit Union Board Excellence.

About Growth Management Consulting

Growth Management Consulting, Inc. is a consulting firm based in Grand Rapids, Michigan. They specialize in helping clients determine where they need to be and in making the actual changes in behavior required to get there. We serve clients in the region and across the United States. Our essential goal is to help organizations that make a difference be more effective. To do this we assist with group decision making, strategic planning, facilitation of dialog, modeling, governance and more.

Expert Areas:

- Strategy.
- Marketing.
- Governance.
- Strategic alignment (aligning operational systems and processes with the strategy).

Unique Value

Growth Management Consulting has many qualities that increase value and success including:

- A strong understanding of both business and governance.
- A range of experience with clients of varying size, industry, taxable status, and mission focus.
- Being pragmatic about solutions and methods.
- Being respectful and accepting of individuals and the organization as a whole.
- Having a “real hands-on” history as a manager and business owner.
- Being able to see the big picture and translate it into the necessary steps for implementation.

Services

We offer many services that include:

- Strategic Thinking and Planning
- Strategic Alignment of Systems, Processes and People
- Strategic Decision-Making.
- Leadership Development and Coaching.
- Scenario Development and Analysis
- Board/Staff Relations.
- Performance Management Systems
- Organizational Assessment.
- Complex Change Management.
- Computer Simulated Strategy and Process Models
- Installation of and coaching in Carver Policy Governance®
- Open Space Technology
- Other Dynamic Solutions

Facilitation Areas:

- Strategy making.
- Decision making.
- Organizational change.
- Team and community building.

Drawing Upon Knowledge In:

- Decision Making
- Business Strategy
- Business Operations
- Systems Knowledge
- Adult Learning Theory
- Group Dynamics
- Interpersonal Dynamics
- Organizational Behavior

Resulting in a systemic approach to organizational effectiveness; fixing the cause, not just the problem.

Non-Library Clients

Community and Governmental Organizations

Client Name	Location	Nature of Work
Gift of Life Michigan	Michigan	Strategic marketing
Ingham Regional Medical Center	Michigan	Customer service
Four County ADAMhs	Ohio	Governance, policy development
Buena Vista Regional Medical Center	Iowa	Governance
Department of Natural Resources	Michigan	Organizational design
Lucille Gorham Intergenerational Community Center	North Carolina	Community renewal
Ann Arbor Transit Authority	Michigan	Organizational design
American Cancer Society	Georgia	Governance

Associations and Consortiums

Client Name	Location	Nature of Work
Industrial Fabrics Association International	Minnesota	Governance, policy development
Small Business Association of Michigan	Michigan	Strategic planning
North American Quitline Consortium	California	Governance
International Society for Technology in Education	Oregon and Washington D.C.	Governance and strategy

Financial

Client Name	Location	Nature of Work
Muskegon Governmental Employees FCU	Michigan	Strategic planning, marketing
Los Angeles Policy FCU	California	Governance, policy development
NuUnion Credit Union	Michigan	Governance, policy development
Matanuska Valley FCU	Alaska	Governance, policy development
Comerica Bank - HR	Michigan	Seminar design and presentation
Kinecta Federal Credit Union	California	Governance and Board/CEO relationship
Community Financial Credit Union		Governance
Credit Union of Atlanta		Governance and Board/CEO relationship

Manufacturing, Wholesale and Industrial Services

Client Name	Location	Nature of Work
Great Lakes Hybrid (sub-contractor)	Michigan	Strategic planning, sales simulation modeling, decision making facilitation
RCM Industries (sub-contractor)	Michigan	Organizational development, top management development and coaching
Berner Cheese Manufacturing (sub-contractor)	Illinois	Computer simulated production modeling for decision making, strategic planning

Education

Client Name	Location	Nature of Work
College of Human Ecology, Eastern Carolina University	North Carolina	Organizational development, conflict management, community building, strategic planning
Grand Rapids Community College – HR (sub-contractor)	Michigan	Organizational development and strategic alignment
Grand Rapids Community College – Board	Michigan	Governance
Detroit College of Law at MSU	Michigan	Organizational development
Highland Hall Waldorf School	California	Governance

Professional Service

Client Name	Location	Nature of Work
Ciesa Design	Michigan	Business process and financial improvement, executive coaching, business acquisition
PACE & Partners	Michigan	Partner role definition and coaching, organizational development, partner decision making, strategic planning
Warmels & Comstock, PLLC	Michigan	Organizational development, partner decision making, strategic planning

Utility

Client Name	Location	Nature of Work
Cherryland Electric Cooperative	Michigan	Organizational development, management team coaching, board development, marketing
Matanuska Telephone Cooperative	Alaska	Governance training and public education
Great Lakes Energy (sub-contractor)	Michigan	Organizational development, alignment of staff with strategy
Santa Clara Valley Water District	California	Governance training



Strategically guiding organizations through successful change and growth!

May 9, 2017

Branch District Library
Attn: Linda Lyshol, Library Director
10 E Chicago St.
Coldwater, MI 49036

Dear Director Lyshol and the Board:

Thank you for the opportunity to submit a proposal for the Branch District Library's Strategic Planning. We would greatly like to work with you.

Growth Management Consulting, Inc. would like to identify itself as an offering firm for your proposal for strategic planning. Our information is as follows:

Growth Management Consulting, Inc.
2536 Belknap Ave NE
Grand Rapids, MI 49505
P: 517.281.4102
FEIN#38-3306932

We are a firm that does not follow a single planning process but rather that selects (or designs) a process based on the client's situation and culture. The proposal this letter arrives with includes a process which we think might work well for you but, please, know that we are willing to completely redraw the process and the proposal with your direct input. The plan proposed can also be scaled down or scaled up as needed.

I am also including the requested Example Strategic Plan. It is from an actual client so I would like to request your confidentiality of the information within it please.

During the period of proposal evaluation you may contact Eric Craymer, President, at:

Growth Management Consulting, Inc.
2536 Belknap Ave NE
Grand Rapids, MI 49505
P: 517.281.4102
EricCraymer@GrowthManagementConsulting.com

This proposal shall remain valid for a period of 90 days from the date of submittal. As the President of the firm I am authorized to bind Growth Management Consulting, Inc. to the terms of the proposal.

Thank you,

Eric Craymer, President
Growth Management Consulting, Inc.

2536 Belknap Ave NE, Grand Rapids, MI 49505 • Voice: 517-281-4102 • Email:
EricCraymer@GrowthManagementConsulting.com
Web: www.growthmanagementconsulting.com

DRAFT

Junction Public Library

Strategic Plan for 2014-2016

Executive Summary

Junction Public Library engaged in a wide ranging process of planning to develop its 2015-2020 Strategic Plan.

They utilized a customized strategic planning process combining three different planning processes. The reason for using a custom process was that they hoped to shift their planning to focus on carefully defined impacts and a more flexible plan which could be used to guide decisions based on an underlying theory of how to create success which could be adjusted based on actual results. The hope was that these shifts might lead to an even greater impact on the community and their users.

Both Board and Management planning benefited by a number of information different gathering activities. Those included focused conversations with users and community leaders, a formal online survey of all users, secondary research concerning the future of land current strategic thinking about libraries and an internal environmental scan concerning trends that may impact the Library's success.

Some of the overall findings include:

- The city is strongly valued by the City and its users but still has additional value it can give.
- That what is needed from the Library is pretty similar to what it has always been but the focus and manner of delivery may be changing.
- That the Library is uniquely positioned in the community due to its inherent neutrality and belief in equitable access.
- That being trusted is both of value to the Library and a necessary quality to maintain for success in the future.
- That even with strong efforts to educate users and the public about what the Library has to offer and the value it can bring that there are still many who only know a small part of what it has.

The Board and Management ran separate planning sessions with different but related focuses. The Board focused on the broadest strategic direction which Management then took this broad direction to a more detailed level by defining specific outcomes and strategies. Combined these directions and definitions create a Strategic Plan that might be thought of as more of a Strategic Framework because it is based on the Library's underlying understanding of how it creates impact, what impacts it is uniquely suited to create and its desired outcomes rather than primarily a set of planned actions. This will can allow the Library to measure impact and adjust fluidly and accordingly.

While there is more detailed information in the document below about both the Strategic Framework and its development, here are some of the broader elements of the plan.

Its purpose for existence is explained in its Mission and its Primary Impacts for the Community.

The Library's Mission

Powerfully connecting people to knowledge and information.

Primary Impacts for the Community

Residents of Junction will be resilient. They are fueled by the energy created in relationships, partnerships, and passionate self-actualization at every age.

The Library's best understanding of its unique method of creating those impacts is spelled out in its Theory for Creating Positive Impact.

The Library's Theory for Creating Positive Impact

The library creates opportunity for personal success through exceptional resources and expert staff.

- Users are challenged to expand through new awareness and knowledge of the world.
- Users are fostered in the discovery of their own interests, abilities and potential.
- Users are empowered by resources, access, and information that they may not afford or find on their own.
- Users are connected to ideas, each other and to the world inside and outside.
- Users experience a welcoming community that enriches their sense of self worth and confidence through personal relationships.

If successfully applied the Library will achieve its Mission and Primary Impacts for the Community by accomplishing the following four Long Term Outcomes.

The Four Long Term Outcomes

- Long Term Outcome 1: Users successfully navigate life's changes and challenges.
- Long Term Outcome 2: Users access resources they need to pursue their interest and goals
- Long Term Outcome 3: Users gain knowledge and choice
- Long Term Outcome 4: Users create community around library collections

These Long Term Outcomes each have a set of Short Term Outcomes, which each have a number of strategies all of which can be found below.

Information Gathering Process

Information was gathered through three major rounds of community information gathering. The resulting insights were used to inform both the Board planning process and the Management planning process.

Round 1: Reaching Out to Patrons

The consultant conducted a series of user focus groups seeking to better understand users perspectives, the value which JPL brought to their lives and ideas they had about both the Library's role in the future and how it could improve today. Participants were recruited to volunteer via notices in the branches, an email invitation and direct invitation by branch managers. There were three focused conversations held at three different branches around the city.

The major findings from those focus groups were:

- There is a strong need for Hispanic content, signage and communication.
- The library can sometimes be difficult to navigate (based on signage, line-of-sight, etc.)
- There are process issues that make use of the library more difficult.
- There is much more available in the library than many patrons know. The breadth of resources and content available remain unknown to them in spite of efforts to make them aware.
- They like the idea of the city being a regional center, offering many big city benefits but with a small city feel.
- The library is important as a place to do things and meet people.
- The library should be looking out for the individual patron's interests, recommending books, alerting them to new titles in a topic or from an author they like.
- Helping people to learn how to read is an important role of the library.
- The library helps them enhance their lives and their capabilities.
- Early childhood learning is an important role.
- Having a collection with breadth and depth is important. It is useful to be able to go deep into a subject.
- Online resources are not well known other than for the catalog and account transactions.
- Most people are not aware of how the library is funded or to what extent.

Round 2: Reaching Out to Community Leaders

A second round of focused conversations was held with people identified as community leaders based on their potential to impact the future of Junction, their visionary thinking and their current

active engagement in changing Junction. An initial list was developed by the Library Director and Assistant Director. Those who agreed to participate included those who were both deeply influential in the current direction of Junction.

The major findings were:

- It is important to bring the library to the people rather than the people to the library for some groups (businesses, cultural pockets, Millennials, etc.)
- If the library can articulate a uniquely valued role within the city, it will find support.
- Universal access to knowledge and information is a valued role of the library.
- The library increases the capacity of individuals and families, and thus the capacity of the city.
- The library could be a convener for the issues of a growing and diverse community as it changes, helping the residents learn, understand and resolve.
- Lifelong learning (both formal and self directed) is going to be increasingly important for employability.
- The library is a bedrock of civics, democracy and the life of a city.
- Space and opportunities to gather, meet and be together are very important.
- Establishing a sustainable financial model is important.
- In today's world partnering and collaborating are critical in making change (both from an approach perspective and a resource perspective).
- It is important to build familiarity and trust with populations and/or groups not already using the library.
- The library can lead the way into the future of knowledge by finding a platform to export the library, making it a creative and pervasive resource to the city, businesses and neighborhoods.

Round 3: User Survey

The information and insights gathered from the above conversations were used to develop several questions to insert in an online survey to which all users were asked to respond. The resulting 2,189 responses indicated the current state of interests, preferences and needs for those who did respond.

The major findings were:

(Deleted for privacy)

Planning Process

A customized strategic planning process combining elements from three different processes was used. The processes which were combined were Scenario Analysis (a process for envisioning multiple possible futures to learn about the critical requirements for success in volatile times), a process outlined by the Bridgespan Group in their article titled "Delivering on the Promise of Non-Profits" (Harvard Business Review,) and Outcomes Based Planning. The desired results that led to this combination included a plan focused on results rather than a list of actions, a plan which could provide both direction and flexibility to deal with changing realities and a plan which could potentially lead to an increase in the rate of successful community impact by rethinking strategy.

A very important concept of the Bridgespan model is that an organization must be very careful to define its primary intended impact(s) in order to guide decisions about focus and priority and that an organization should understand its Theory of Change (how it actually creates its intended impact in its uniquely value adding manner).

An additional difference in this hybrid process was to run separate planning processes with the Board and with Management. The Board focused on the very broadest and most important matters of purpose, vision and priorities. Management then took that broad direction to more specific and detailed levels which could guide strategic and operational decisions and actions.

The Board Planning Process

To understand more about library futures the Board read several articles (LIST?). And to get a wider perspective on how the future might evolve the board used scenario analysis to gain insights. Scenario Analysis is a process in which a group identifies critical factors that will likely influence the future in important ways whose direction and outcome are currently unknowable. These are used to create four different views of what the future might look like and its implications.

The information from the articles and the scenario analysis were then used to inform the boards strategic planning session in which they would set the initial strategic direction. Their purpose was to develop the very broad and overarching strategic elements including mission, vision, long term outcomes and areas for short term focus.

Major Findings

Articles

Based on the Readings, What is important?

- Be a place of activity and action.
- Outcomes oriented.
- Lifelong learning support.
- Valued role in the city.
- Change ready, able to anticipate it, not be dragged into it.
- Impact on Staff; what they will be doing, what skills they need, who gets hired.

Scenarios

Based on Scenarios, What is important?

- Keeping the library open.
- Need sustainable funding.
- Partnerships are important; governmental entities, businesses and non-profits.
- Community engagement; help them realize our value, show them how we are essential.
- Healthy relationships: BOC with Foundation, BOC with Staff, Staff with Public, etc.
- The source of funding is important; need to be seen as neutral and without a bias. This indicates the funding needs to come from the public.
- Trust is critical! Need to be a trusted source for information, different than what people can find on their own using the internet.

Planning Session

What are the library's hopes for the future of Junction?

- Junction is equitable and everyone has access to information and knowledge!
- Vision includes; employment opportunities, safe neighborhoods and streets, friendly, cultural center, healthy citizens, a knowledge "able" population (able to access, process and use information).

The library:

- Allows you to leverage resources anywhere you go in the world.
- Empowers you!
- Is a place where you can connect and leverage (...your abilities, capacity, understanding, etc.?)

Vision for the City

- A dynamic, growing city that is family and business friendly in which you can live a passionate life.
- A place where everyone can thrive!

Library's Role in Achieving the City Vision

- Serve all people.
- Anticipate what they need.
- Empower them to leverage knowledge to succeed.
- Empower and enrich patrons.
- Serve them wherever they are.
- Sense of being "in a community", whatever that means to them.
- Explore and grow.

These were then developed into a definition of what specific impact the Library existed for, a set of short term priorities to move forward on creating that impact and a set of operational parameters for the means or methods which would not allowed.

The Board's Broad Strategic Direction

Envisioning Junction

The library envisions a Junction community that is resilient and thriving. Our community advances through strong opportunities for education, employment, culture, business, and personal growth.

The Library's Mission

Connecting people to the transforming power of knowledge.

Primary Impacts for the Community

Residents of Junction will be resilient. They are fueled by the energy created in relationships, partnerships, and passionate self-actualization at every age.

Priorities

The following outcomes are priorities for the near future:

- Young learners are prepared to be successful.
- Growing cultural communities are active participants.
- Maximize high importance partnerships.
- Junction' historical past enriches its future.

Off Limits

The following are those situations or actions which would be unacceptable to the Board:

- Closing buildings (though they may be repurposed) or reducing open hours.
- Being duplicative; doing things that are already being done well enough by others.
- Allowing facilities to be poorly maintained.
- Risking, or divestiture of, the local history collection.

Management Team's Process

A Management Planning Team was formed and undertook a three session process to take the Board's broad guiding direction and turn it into an actionable plan. A series of three separate planning session occurred over a 30 day period.

Board direction was further developed into a set of four Long Term Outcomes. Short Term Outcomes for the Long Term Outcomes were then established in each of the areas of Board priority. Strategies Each Short Term Outcome were identified. Finally methods of measuring success, both of the strategies and of the Long and Short Term Outcomes were determined.

The work of the Board and Management when combined was seamless in that each step of Management's planning cascaded from the initial broad direction set by the Board. Taken together the work of Board and Management create a strategic framework which can both direct decisions. By being outcomes focused the framework places the focus on achieving the outcomes and allowing flexibility to change strategies and actions if they do not seem to be moving outcomes in the right direction.

Specific actions will be designed as part of an operational plan designed to successfully implement and succeed in achieving the Strategic Plan in the very near future.

Management Findings

Insights into Changes Facing This Library

- The technology divide is growing.
- Access (for individuals) to information is higher, so they need less reference.
- Funding - mostly down (due in part to property values), unreliable source (can change over time) and we have already cut a lot to deal with lower funds... what will we do if it is cut again? Where will we take it from?

Insights into Changes in JUNCTION

- Could find support for millage but don't control the mechanism (City Commission controls millage efforts).
- Arts and culture increasingly important.
- People don't know how we are funded.
- Growing downtown, changing the demographics.
- Increasing diversity in world and in JUNCTION.

Insights into Changes in Libraries in General

- Entertainment's role in libraries; growing but what is the value?
- Books as brand; our collection is what people know us for.
- The role of libraries is in transition.
- Others with a similar focus (information, etc.) can take over part of our traditional role and, working on a smaller piece of the whole, possibly do it better than we can.

Insights into Changes in Patrons Needs and Preferences

- The demographics of those who took the survey differs widely from who we see and serve everyday. What would they say? What about those who don't even use us?
- Patrons don't understand all of the things we do (and can do for them).

Questions that Need to be Asked given the Insights

- Is there anything we should be doing that we are not? If so, how do we find the funding?
- What are we uniquely qualified to provide and deliver to the City?
- With E-books increasing in use, and many of our patrons without a reader, the digital divide is increasing.
- Copyright issues abound.
- Are we redundant now?

The Resulting Strategic Framework

The combined results from the Board's planning and the Management Team's planning when joined together create the JPL Strategic Framework which defines the primary impacts it exists for, the process by which it creates impact (its "Theory of Change"), the specific Long Term and Short Term Outcomes it will successfully achieve and the strategies which will allow it to do so. This framework gives the staff the direction for its decisions and actions as well as the flexibility to change the strategies as needed to achieve the Outcomes.

Vision, Mission and Primary Impact

Envisioning Junction

The library envisions a Junction community that is resilient and thriving. Our community advances through strong opportunities for education, employment, culture, business, and personal growth.

The Library's Mission

Powerfully connecting people to knowledge and information.

Primary Impacts for the Community

Residents of Junction will be resilient. They are fueled by the energy created in relationships, partnerships, and passionate self-actualization at every age.

Impact Priorities

Young learners are prepared to be successful.

Reasoning: Having a base of literacy skills will be required to achieve resilience. Though it takes longer to see the results, working with young learners will have a bigger impact over time.

Growing cultural communities are active participants.

Reasoning: These cultures are a growing part of the City population. If they are not actively prepared to access and apply information to create knowledge they will face significant challenges both in resiliency and in navigating life's challenges and changes.

Create communities around special collections.

Reasoning: Discovering together can lead to a wider network of connections and a deeper sense of community. The library is especially positioned to do this because of its trustworthiness and its ability to identify collections of information and thinking which could be of interest to different groups. The Library also has a successful model in Local History which can be replicated with other collections.

Maximize high importance partnerships.

Incorporated in all areas.

Junction Public Library's Theory for Creating Positive Change

The library creates opportunity for personal success through exceptional resources and expert staff.

- Users are challenged to expand through new awareness and knowledge of the world.
- Users are fostered in the discovery of their own interests, abilities and potential.

- Users are empowered by resources, access, and information that they may not afford or find on their own.
- Users are connected to ideas, each other and to the world inside and outside.
- Users experience a welcoming community that enriches their sense of self worth and confidence through personal relationships.

Long Term Outcome 1: Users successfully navigate life's changes and challenges.

PRIORITY: Young learners are prepared to be successful.

Short Term Outcome 1.1: children 0-5 will be ready to succeed in school.

- [Develop a more comprehensive program for young learners. \[5\]](#)
- [Attention to parent programs \(help them help children\). \[3\]](#)
- [Caregiver education and early literature. \[3\]](#)
- Baby survey lead to including library resources (Pediatrician, library email, etc.)
- 1,000 books before kindergarten. [2]
- Strengthen programs and joint efforts with Great Start.
- Reduce discrepancies in ability to succeed between different cultural groups.
- Goal of getting new use from young users (% of kids born in the year; penetrate x% per year up until year 5).
- Duo program parent and kid program; at the same time (do it together).
- Train the trainer + early lit.
- Create "milestones" (celebrate accomplishments, like first 50 books, rather than nothing until completed, graduated rewards).
- Have more staff in Youth Services (through training, bringing those with rusty skills up to date, find people interested, etc.)
- Specialized 0-5 customer service.

PRIORITY: Growing cultural communities are active participants.

Short Term Outcome 1.2: Latinos, Junction' fastest growing cultural community, recognizes and accesses the library.

- [Work with people/orgs that are trusted. \[5\]](#)
- [Partner with CC Center and Johnson Center; be the library center. \[3\]](#)
- [Identify most significant changes and challenges and have pilot program to test need and efficacy. \[2\]](#)
- Establish a presence in those communities. [1]
- Utilize staff with language skills. [1]
- New American/residents programs and services. [1]
- Opportunity for staff to learn Spanish.
- Increase customer service for Latinos.
- Work skills classes.
- SBRC business start up classes in Spanish targeted to this group.
- Target families, multi-generational approach.
- Work with JNCD to establish deeper inroads.
- Signage in language.

PRIORITY: Create communities around collections.

Short Term Outcome 1.3: Connect people facing similar life issues in communities around collections.

- Promote collections attached to an issue. [8]
- Connect with support groups. [4]
- Identify specific strengths around which a community could form. [1]
- Book clubs on issues.
- Pilot program to test efficacy.

PRIORITY: Understand Long Term Outcome Goal 1. “Users successfully navigate life’s changes and challenges.” more deeply.

Short Term Outcome 1.4: Successfully identify what changes and challenges are most critical.

- Develop programs/resources to address those changes and challenges where the library can have the most impact. Define how "success" is measured.[6]
- Develop partnerships to target specific groups. [3]
- Tailor outreach. [3]
- Build trust with current patrons and non-patrons; feel safe to seek help or be helped. [1]
- Determine ways to interact with them when they are entering a challenge or change.
- Be prepared to address people who arrive in a distressed state.
- Run pilot programs targeted to new area of challenge or change to test need and efficacy.

Long Term Outcome 2: Users access resources they need to pursue their interest and goals

PRIORITY: Young learners are prepared to be successful.

Short Term outcome 2.1: children will be exposed to a wide range of possible interests.

- Creating opportunities for **BIG** experiences! [7]
- Unexpected/ not just popular themes. [3]
- Human Library for children. [1]
- Physical finding aids for children (e.g. "find" an item using a graphical guide, etc.) [1]
- Kids as experts (e.g. do demonstration, presentation, share something they like and discuss why, kid book review, etc.) [1]
- Incorporate info in young learner programs to invite them to explore topics beyond what is needed in school.
- Programs linked to curriculum (Common Core, STEM, etc.)
- Filling the gap in school programs.

PRIORITY: Growing cultural communities are active participants.

Short Term outcome 2.2: Make collections and services better known to emerging cultural communities.

- Little free libraries that connect to specific communities, provided by volunteers, staff, interested parties. [5]

- Partner with Literacy Center or other organizations and provide library orientation resources. [4]
- Pyramid scheme for spreading the word to immigrants/other groups. Recruit to be ambassadors. (e.g. Somali taxi drivers; reach into community). [3]
- Embedded librarians in other organizations.
- Mini-library collections in other locations; with check out capacity.
- Work with JNDC and Hispanic Center to find appropriate topics inviting to the Hispanic community.
- Remove barriers to access unique to the cultural community.
- Increase messaging in Spanish.

PRIORITY: Create communities around collections.

Short Term Outcome 2.3: Connect people with similar interests and goals in communities around collections.

- Identify strengths in the collection in areas around which communities could form. [5]
- Themed books by the stack. Interest kits. (Include books and other information in "kit"; e.g. study guide, list of other resources, video links, etc.) [4]
- Participatory interests (e.g. train/car/hobby clubs do show, yield exposure to club, bring new people into library, and maybe even discover library resources in area). [4]
- Local history volunteer corps (find experts to wander, do research, etc.)
- Promote collections through social media.
- Partner with FDL in sharing collections (focus on their strengths, our strengths, co-promote, share and showcase with each other).
- Local author/talent collection.
- Identify areas of the collection which could widen perspective on current issues and run a pilot program.
- Promotion (with/of/to?) Partners.

PRIORITY: Understand Long Term Outcome Goal 2. "Users access resources they need to pursue their interests and goals." more deeply.

Short term Goal 2.4: Identify current areas of interest and goal seeking.

- Themed programs for start-up business. [3]
- Develop a method to anticipate new interests and goals. [3]
- Identify learning gaps in community. [3]
- Deepen relationship with Community Media Center. [2]
- Inventors, etc. group-resources to help them. (People who are interested but not yet involved, get them before they are qualified for an "official" association, explore interests, may lead to taking actual step, understand how and that they could take the step). [1]
- Determine how to meet them where they are, using the same platform or medium.
- Research themes in collection use. Identify special strengths in collections in these areas.
- Identify specific strengths in collection in these areas.

Long Term Outcome 3: Users gain knowledge and choice

PRIORITY: Young learners are prepared to be successful.

Short Term outcome 3.1: children will become transliterate.

- Expand hardware for children beyond 0-5. [5]
- Children's app. [3]
- Expand teen tech camp - broaden age range? [2]
- Tie technology into navigating collection. [2]
- Expand software. [1]
- Incorporate technology into the early learner program.
- Intergenerational tech. - teens teach adults.
- Incorporate tech into school work.
- Develop transliterate programs/training/curriculum.
- Teach coding.
- Real world technology.

PRIORITY: Growing cultural communities are active participants.

Short Term outcome 3.2: Latino community uses the Library more.

- Spanish collection - different location (e.g. Cook Center). [7]
- Hispanic advisory committee. [3]
- Spanish language Nooks. [1]
- Partner with Spanish schools. [1]
- Parent/child programs.
- Partner with HR professionals.
- Incentivize for coming for the first time.
- Outreach to large gatherings (e.g. churches).
- Increase use of navigation and instruction in Spanish.
- Ask partners to provide data on success due to library.

PRIORITY: Create communities around collections.

Short Term outcome 3.3: Connect people to a wide range of groups.

- Library welcome wagon (develop our own or add to an existing e.g. neighborhood association). [8]
 - Reach out with an event OR materials OR packet OR resource fair
 - Be the "go to"... Local history, postcard book, etc.
- Expand display book/music AND local information (tie into a display). [2]
- New residents. Identify, reach, inform, invite. [2]
- More activities with groups, interchange of ideas/experiences. [1]
- Docents/tour guides. (Or automate with video at beginning of each program.)

PRIORITY: Understand Long Term Outcome Goal 3. "Users gain knowledge and choice." more deeply.

Short term Goal 3.4: Widen the community's range of perspective on currently critical topics.

- Enhanced Speak-Up program. [6]
- Mechanism to track current topics. Identify ways of tracking, leading and growing topic. [4]
- Displays/showcasing library resources. [1]
- Forums/town halls. [1]

- Assist community in widening perspective. [1]
- Education of City Management/Leaders (e.g. what we do, what we can do, how we can help the City with agenda).
- Identify and promote specific collections which will advance knowledge and help people make choices - run pilot programs.
- Identify areas of the collection which could widen perspectives and run pilot programs.
- Using current events/opposing viewpoints/enhanced displays/participatory displays.
- Identify areas of divergent perspectives and host a neutral town discussion.

Long Term Outcome 4: Users create community around library collections

PRIORITY: Young learners are prepared to be successful.

Short Term outcome 4.1: children will enjoy reading and learning with others.

- Have "teams" or "clans" for summer reading and library competitions e.g. "belong" to a clan, clan has name, clan works together to achieve things and win points, post progress, facilitate meetings, etc.) [5]
- Reading "pen pals". Could be to another geographical locale or even another branch. [3]
- Expanding teen tech camp to tweens. [2]
- Participatory displays/wall - recommend books (*Facilitator Question: include kids doing book reviews, recommendations, etc.?*) [2]
- Age segmented meet ups. [1]
- Find something/someone for children to read to (e.g. dog, fictional character on wall, etc.).
- Scaled down adult programs to appeal to kids (e.g. healthy eating, exercise, etc.)
- Intergenerational story time.
- Answer letters put in mailbox.
- Book clubs for kids.
- Caregiver clubs.
- Develop 0-5 book clubs.
- Identify topics that parents of young learners could coalesce around.

PRIORITY: Growing cultural communities are active participants.

Short Term outcome 4.2: Cultural communities help shape library collections.

- Identify cultural businesses and organizations whose materials we don't yet have. [7]
- Develop an Advisory Panel from cultural communities. [5]
- Gather first language focus groups; share what is available (list of new publications, etc.) and ask them which ones their community would most be interested in. [1]
- Book exchange club in native language (like a "free library").
- Approach entrepreneurs in cultural communities; help them access business resources.
- Collect for local history in cultural neighborhoods/groups (like SW efforts).
- Intentional effort to seek collections from cultural communities outside the library.
- Find a point of contact in a business or organization that has a historical collection. Tell them and show them that the library is interested in it.

PRIORITY: Understand Long Term Outcome Goal 4. “Create communities around collections.” more deeply.

Short term Goal 4.3: Facilitate the growth of communities of interest focused around specific strengths in the collection.

- Identify areas of collections strong enough to fuel interest groups. [7]
- Tap the interests and expertise of staff (e.g. Katie B and music interest/connections). [5]
- Be comfortable with what the community wants (meet their interests where they are, e.g. games, graphic novels, different formats, etc.) [1]
- Formalize way to create community (exchange contact information *Facilitator Question: refers to between departments??*)
- Transfer the knowledge gained by Local History community and transfer to others.
- Help 2 existing groups to grow.
- Run two pilot programs for new communities of interest.



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Strategic planning for library


7 messages

Linda Lyshol <lysholl@branchdistrictlibrary.org>
To: alanslevy@yahoo.com

Wed, Apr 26, 2017 at 11:37 AM

Good morning, Alan. I am attaching an RFP for Strategic Planning for my district library. I would be very interested in receiving a proposal from your company, if this would be something your company has done or would like to do. Thank you for your attention to this matter.

Linda Lyshol, MLIS, MPA
Library Director
Branch District Library
10 E. Chicago St.
Coldwater MI 49036
<http://www.BranchDistrictLibrary.org>
517-278-2341 ext. 16
517-279-7134 (fax)

 **RFP Strategic Plan 2017.pdf**
73K

alan.levy <alanslevy@yahoo.com>
Reply-To: "alan.levy" <alanslevy@yahoo.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Wed, Apr 26, 2017 at 11:51 AM

Hello Linda Lysol,

Thanks for reaching out. I will look it over. I noted in a quick review that the deadline for submittals has already passed. What is the new deadline?

Sincerely,

Alan Levy, Principal
Goaltrac -- Moving Groups from Talking to Doing
www.goaltrac.net

[313-409-1601](tel:313-409-1601) phone

From: Linda Lyshol <lysholl@branchdistrictlibrary.org>
To: alanslevy@yahoo.com
Sent: Wednesday, April 26, 2017 11:37 AM
Subject: Strategic planning for library
[Quoted text hidden]

Linda Lyshol <lysholl@branchdistrictlibrary.org>
To: "alan.levy" <alanslevy@yahoo.com>

Wed, Apr 26, 2017 at 12:03 PM

Yes, the original deadline has passed. My board was especially interested in using Michigan firms and asked me to do a new search. The new deadline is May 15.

Linda Lyshol, MLIS, MPA
Library Director
Branch District Library
10 E. Chicago St.
Coldwater MI 49036
<http://www.BranchDistrictLibrary.org>
517-278-2341 ext. 16
517-279-7134 (fax)

[Quoted text hidden]

Alan Levy <alanslevy@yahoo.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Wed, Apr 26, 2017 at 3:02 PM

Okay, I'll get back to you. Also, can I ask... how did you find out about Goaltrac?

Alan
[Quoted text hidden]

Linda Lyshol <lysholl@branchdistrictlibrary.org>
To: Alan Levy <alanslevy@yahoo.com>

Wed, Apr 26, 2017 at 3:36 PM

Sure, I found out about you on the Michigan Nonprofit Association website. I searched the member directory using strategic planning and state of Michigan as search parameters. Using library as a keyword only brought up one firm so I took that away and then just searched through the different firms looking specifically for strategic planning.

Linda Lyshol, MLIS, MPA
Library Director
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10 E. Chicago St.
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[Quoted text hidden]

Alan Levy <alanslevy@yahoo.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Wed, Apr 26, 2017 at 3:39 PM

That's what I figured! Okay, I'll be in touch.
[Quoted text hidden]

Alan Levy <alanslevy@yahoo.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>
Cc: Nancy Finegood <nancyfinegood@gmail.com>

Mon, May 15, 2017 at 4:30 PM

Hello Linda,

Please find attached a proposal from my team.

Thanks again for thinking of us!


Sincerely,

Alan Levy
Principal

On Apr 26, 2017, at 11:37 AM, Linda Lyshol <lyshol@branchdistrictlibrary.org> wrote:

Good morning, Alan. I am attaching an RFP for Strategic Planning for my district library. I would be very interested in receiving a proposal from your company, if this would be something your company has done or would like to do. Thank you for your attention to this matter.

Linda Lyshol, MLIS, MPA
Library Director
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 **GoaltracProposal_BranchDistrictLibrary.doc**
209K



May 15, 2017

Ms. Linda Lyshol
Library Director
Branch District Library
10 Chicago Street
Coldwater, MI 49036

RE: Request for Proposals, 2017 Strategic Planning

Dear Ms. Lyshol,

Goaltrac and The Sweeney Group are pleased to provide the attached response to the Branch District Library (BDL) 's Request for Proposals, 2017 Strategic Planning.

As you will see in the proposal, we are an excellent fit for the work proposed as our team can draw upon experience in strategic planning, small library systems, community facilitation, and even preservation experience in Coldwater to meet the requirements set out in the RFP. We also desire to go further than just meeting those requirements by offering to work with you over the life of the strategic plan to update the Strategic Workplan™ Goaltrac's online implementation plan.

We would be happy to answer any questions you or the Board of Trustees might have. We look forward to hearing from you.

Sincerely,

Alan S. Levy
Principal, Goaltrac

Enclosures



Goaltrac
Moving Groups from Talking to Doing

sg
the
sweeney
group

Proposal To Provide A Five-Year Comprehensive Strategic Plan for the Branch District Library

INTRODUCTION

Goaltrac and The Sweeney Group¹ are excited to respond to the Branch District Library (BDL) request for proposal to provide a five-year comprehensive strategic plan. Our team is very well suited to the needs expressed in the RFP and in conversations with the Library Director:

- Detroit and Lansing based consultants
- Expertise in facilitating community and board driven strategic plans;
- Extensive experience working with small library systems understanding their needs and communities;
- Vision, Mission, Goals, Measurable Activities and Proposed Activities are the basis for our Strategic Workplanning System—a tool for making the comprehensive strategic plan a living document through updates, progress assessment, and revisions;
- Well-regarded facilitation experience to conduct meaningful and information rich focus groups and board retreats;
- Planning exp to evaluate community growth patterns and demographics
- Financial and fundraising expertise to bring outside perspective and realism to matching funding to goals, and;
- Experience working on Historic Preservation projects in Coldwater--- specifically the Tibbetts Opera House.

Sweeney Group client Schreiner Memorial Library was just named Wisconsin Library of the Year. For more information on Sweeney Group's many library clients go to sweeney-group.com and scroll down to "Libraries".

We are a Detroit and Lansing based team with experience facilitating community-driven non-profits strategic plans. Goaltrac's principal consultant has over a decade of experience facilitating consensus among the decision makers at non-profit and governmental organizations in order to develop an effective strategic plan. The principal at The Sweeney Group's Lansing's office has the accounting and statewide nonprofit background necessary to provide on-target advice on the budgetary issues requested in the RFP.

In our work with nonprofits, we have come to believe that nonprofit boards and staff already have much of the wisdom necessary for strategic decisions about their organization's future direction and our role is to help facilitate a consensus. We will supplement that wisdom with

¹ The Sweeney Group is headquartered in Madison, WI with an Associate, Nancy Finegood, located in Lansing in an agreement with the Michigan Historic Preservation Network. She will be the primary representative for The Sweeney Group for this engagement.

feedback from the community at large through a combination of focus groups, selected interviews, and, if the situation and the budget is conducive, surveys. Our experience in small library systems, planning and even historic preservation projects in Coldwater will support and enhance this understanding of community needs. In reviewing BDL's RFP, it is clear that these three elements: facilitation-oriented strategic planning, ability to gather community feedback, and experience with libraries, demographics, planning trends and the historic value of libraries as a center of community life are exactly what the Branch District Library desires in a strategic planning process. This proposal outlines how we would meet those goals.

Additionally, we are going above and beyond the basic requirements of the RFP by using an innovative process we have found to be superior to standard strategic planning. Strategic Workplanning™ uses a goals-based project tracking software that allows the organization to update and review its progress on the priorities identified during the strategic planning process in real time.

SCOPE

Scope Refinement and Regular Updates

The consulting team sees its role as a partner and facilitator, helping the Strategy Planning Subcommittee, staff and eventually the Board, make decisions on the organization's future by working together to reach decisions, providing research results, facilitating discussion, and codifying results. To that end, the team's first action would be to meet with staff and the subcommittee of the Board and senior staff to better understand BDL's current structure and strategies, review scope details, further clarify expectations.

As suggested in the RFP, the consulting team would meet regularly with the senior staff and Board of Trustees' representatives to work in partnership on the process.

Background Research

While we will be able to draw upon the Sweeney Group's considerable experience consulting to Libraries, there are still specifics to the Branch District Library system and to the current state of the art that we will need to understand if we are to be able to respond to community feedback and stakeholder input on goals appropriately. We would work with BDL staff and Trustees to define the best avenues for research.

Conduct Stakeholder Interviews/Focus Groups/Surveys

Goaltrac and The Sweeney Group propose three types of community input—one-on-one interviews, focus groups, and surveys. Each tool has its advantages and disadvantages and the exact mix is to be used is best decided in partnership with BDL representatives based on such variables as the quality and quantity of existing databases (for surveys), the identification of target audiences (for focus groups), and the sensitivity of the information relayed (for interviews as well as budget and timing considerations).

Develop a draft SWOT analysis

The best, most cost-effective way we have found to provide a clear and concise snapshot of the current organizational situation is to provide a SWOT Analysis.

In 2016, Goaltrac conducted 8 focus groups in Philadelphia for Pew Charitable Trusts to gather data from millennials and immigrants on what attracted and keeps them in Philly. Goaltrac also used a combination of interviews and survey to form the basis of a strategic plan for a national nonprofit headquartered in Farmington Hills, MI.

Categorizing the feedback into current strengths and weaknesses allows for a common understanding of the current situation. Organizing ideas for the future into opportunities and threats encapsulates where there is momentum for change while still allowing for breakthrough ideas.

For the BDL five-year strategic plan, Goaltrac and The Sweeney Group would anonymize and incorporate into a SWOT analysis the following:

- Analysis of written and electronic materials review;
- Interviews BDL Board of Trustee members and Staff;
- Results of other stakeholder interviews;
- Results of focus groups, and;
- Results of a survey, if conducted.

The team would then review the preliminary SWOT Analysis with BDL and revise.

Facilitate a Board and Staff Strategic Workplanning Retreat

At a retreat, our team would address vision, mission, and goals for the five-year plan in 2012.

Using the draft SWOT analysis as the basis for discussion, Goaltrac and The Sweeney Group would facilitate the discussion on vision, mission, and major priorities for the next five years. Goaltrac uses techniques it developed to rapidly solicit the opinions of all attendees even those of individuals who by nature aren't likely to speak out forcefully in a group situation. Typically, we are able to bring a group to consensus on these three items in a one-day retreat.

Develop a Five-Year Strategic Plan

Goaltrac will organize the results of the strategic planning retreat(s) into an easy-to-read and easy-to-use document. We will also develop an online version which we call a Strategic Workplan. The Strategic Workplan can be used by staff and the Board of Trustees to track progress on measurable objectives as well as the overarching five-year strategic goals. We will then work with BDL staff and Board representatives to develop the measurable objectives and activities of the strategic workplan. Goaltrac will meet with BDL representatives to review the draft plan and come to agreement on revisions. This document will be packaged with the SWOT analysis and selected parts of the data summary to create the strategic plan.

Update Strategic Workplan Annually with Formal Review at Halfway Point

Unfortunately, many strategic plans, once finished end up on a shelf and are referenced only rarely. Even well used ones may be out-of-date only a couple of years later given how much can change in today's world. As part of this engagement, we propose working with you over the life of the plan to support frequent progress updates, annual activity revisions and a formal board

The Strategic Workplan was specifically designed for nonprofits to tie long-term vision and mission goals to short-term activities and measure progress on both. We'd be happy to demonstrate the app for you.

and staff review of progress in a retreat at just over the halfway point in the life of the strategic workplan.

BUDGET, TIMELINE and DELIVERABLES

For planning purposes, we are using a start date of July 1st, 2017. Goaltrac and The Sweeney Group would complete the work by April 15th, 2018. A detailed table of the scope, related cost, timeline and deliverables is below.

STRATEGIC WORKPLAN

	BUDGET	TIMELINE	
		Start	Finish
		7/1/17	4/15/18
Scope Refinement and Regular Updates	\$2,000	7/1/17	3/15/18
Confirm scope and contract Bimonthly Meetings and monthly updates			
Background Research	\$2,250	8/1/17	8/31/17
BDL provided/suggested documents; Internet-based research for best practices Review of financials			
Conduct Stakeholder Interviews/Focus Groups/Survey	\$8,500	9/1/17	12/15/17
Determine exact list Stakeholder interviews Community meetings (2) Survey Written report and presentation			
DELIVERABLE: DATA PACKET			
Develop a draft SWOT analysis	\$1,250	1/1/18	1/31/18
Analysis of written and electronic materials review; Analysis of Interviews, Focus Groups, Survey Data			
DELIVERABLE: WRITTEN SUMMARY OF STAKEHOLDER INTERACTIONS IN SWOT FORMAT			
Facilitate Strategic Workplanning Retreat	\$2,250	2/1/18	2/28/18
Develop Pre-meeting documents (i.e. agenda, process, timeline, etc.) Present SWOT Analysis Results Facilitate Vision and Mission discussion Facilitate Goals discussion			
Develop a Five-Year Strategic Plan	\$13,750	3/1/18	4/15/18
Draft Strategic WorkPlan (Implementation Plan) Develop Objective Measures for Implementation Plan Review draft Strategic Workplan w/ Executive Committee Revise Strategic WorkPlan Present Final Strategic Plan			

DELIVERABLE: FIVE-YEAR STRATEGIC PLAN

Update Strategic Workplan

\$8,500 5/1/18 6/30/23

Onboarding of Key Stakeholders for Application Use
Ongoing technical assistance support
Yearly goal reset (4 times)
Revision of Workplan at year 3

DELIVERABLE: FIVE-YEAR STRATEGIC WORKPLAN w/ Updates through June 2023

TOTAL

\$38,500

CONCLUSION

We believe that our previously cited combination of experience with nonprofits , our facilitation competence and innovative process provides a very solid solution to assist the Board of Trustees and staff to develop a second strategic plan and bring the movement forward. We look forward to discussing this opportunity further.

Alan S. Levy
4444 Second Avenue, Detroit MI 48201
313-409-1601

*Since its inception as a Michigan corporation in 2008, **Goaltrac** has grown rapidly and is currently working with a number of clients including the Kent County Land Bank, and statewide associations serving local nonprofits such as the Michigan Historic Preservation Network, the Community Economic Development Association of Michigan, and Heritage Ohio. Nationally, Goaltrac has worked with nonprofits and governmental agencies to create strategic plans and/or facilitate consensus including Preservation Action, the Society for Humanistic Judaism, and the National Park Service. Goaltrac has three lines of business: Strategic planning, consensus-oriented meeting facilitation, and neighborhood planning. Goaltrac uniquely offers strategic workplans -- a strategic vision tightly integrated with an implementation workplan. Typically, Goaltrac specializes in bringing multiple community development and economic development organizations into consensus on a vision supported by widely embraced implementation priorities.*

Using state-of-the-art techniques, Goaltrac helps groups efficiently come to consensus on shared goals and align these priorities through all levels of the organization. The success of Goaltrac and MHPN's partnership was recognized by the National Trust for Historic Preservation with the 2007 Trustee's Award for Organizational Excellence "for laying the foundation for continued preservation success through a significantly increased capacity and sharpened focus in recent years."

Experience

Principal, Goaltrac, 2/08 – Present

Created strategic planning business for community development nonprofits. With clients primarily in Detroit and the Midwest, Goaltrac uses an innovative Filemaker Pro-based tracking product and solution-oriented facilitation to help struggling organizations reach consensus on priorities and then track them.

Deputy Director, City of Detroit Planning and Development Department, 2/06 – 2//08

Directly supervised Planning, Neighborhood Support Services and Office of Neighborhood Commercial Revitalization divisions; helped to manage the 188 person department.

Director, Mayor's Office of Neighborhood Comm. Revitalization, City of Detroit, 9/01 – 2/06

Initiated citywide commercial development program, which has successfully supported over 100 façade renovations, the creation of over 30 new small businesses and over 200 jobs in 5 districts.

Program Officer, LISC Neighborhood Main Street Initiative, 10/99 – 8/01

Consulted nationally with community groups in major U.S. cities to provide strategic planning, neighborhood commercial revitalization and small business technical assistance.

Manager, Storefront Improvement, Main Street, and Infrastructure Impact Programs, Economic Development and Community Services, City of San Diego, CA 3/94 – 9/99

Created and implemented the second citywide Main Street coordinating program in the country. The Storefront Improvement Program won five awards, with 87 storefronts and expansion from 5 to 24 neighborhoods. The Infrastructure Impact Program changed street improvements from Council complaint hearings to merchants thanking contractors with applause and window signs.

Executive Director, Hollister Downtown Association, Hollister, CA, 8/91 – 2/94

Directed all aspects of a downtown revitalization organization including administration, budgeting, supervision of staff, project coordination, and extensive community involvement. Supervised 11 historic preservation projects involving \$250,000 in public matching funds.

Executive Director, Heart of Taunton, Inc., Taunton, MA 1/88 – 7/91

Directed all aspects of a downtown revitalization organization. Doubled membership and funding in one campaign alone. Christmas promotion grew from \$2,500 to \$20,000 in corporate sponsorships in second year.

Regional Planner, Treasure Coast Regional Planning Council, Palm City, FL, 1/86 – 1/88

Responsibilities spanned economic plan policy, economic impact analysis, and GIS mapping.

Education

M. A. Geography, Indiana University, 1986, GPA 3.56, fellowship grant and tuition remission

B. A. Geography, University of Kansas, 1983, GPA 3.46, honors thesis.

Awards

2007 National Trust Organizational Excellence for client, Award of Excellence, California Association for Local Economic Development, 1999, Construction Management Team of the Year, City of San Diego, 1998 Special Award for Innovative Application of the Storefront Improvement Program, Adams Avenue Business Association, 1997 Best Storefront, Normal Heights Community Association, Good Beginnings Award, SOHO, 1996 Special Award and 1996 Best Business, Normal Heights Community Association.

References available upon request.

Past and Current Clients by Term of Engagement

SP = Strategic Plan

SWP = Strategic Workplan (Annual Workplan based on long-term strategic goals)

F = Facilitation (either Community or Board)

UP = Urban Planning work

2017

Local Initiatives Support Corporation (SWP)

Corktown Economic Development Corporation (SP)

Building the Engine for Community Development in Detroit (SP, F)

2016

Local Initiatives Support Corporation (UP, SWP)

New Solutions Group (F, SP, UP, as part of a team contracting with a Philadelphia Foundation)

Southwest Detroit Business Association (SP)

2015

Downtown Synagogue (F)

Local Initiatives Support Corporation (UP)

National Park Service (F)

New Solutions Group (F, SP, UP, as part of a team contracting with a Philadelphia Foundation)

Southwest Detroit Business Association (SP)

State of Wisconsin Historical Society (F, SP)

2014

Detroit Economic Growth Corporation (SWP)

Heritage Ohio, Inc. (SWP)

Michigan Historic Preservation Network (SWP)

State Historic Preservation Office – State of Michigan (SP)

University of Michigan Urban and Regional Planning Program (SP)

The Villages Community Development Corporation (SWP)

2013

Detroit Economic Growth Corporation (SWP)

Global Great Lakes (SWP)

Grand Rapids Neighborhoods Organizations (F)

Heritage Ohio, Inc. (SWP)

Kent County Land Bank Authority (SP)

Keweenaw National Historic Park Advisory Commission (F)

State of Michigan Bar Association – Tax Section (F)

Michigan Historic Preservation Network (SWP)

State Historic Preservation Office – State of Michigan (F— community listening session)

University of Michigan Urban and Regional Planning Program (SP)

The Villages Community Development Corporation (SWP)

2012

Detroit Economic Growth Corporation (SWP)

East Jefferson Corridor Collaborative (SWP)

Heritage Ohio, Inc. (SWP)

Jefferson East Business Association (SWP)

Kent County Land Bank Authority (SP)

Michigan Historic Preservation Network (SWP)

Missouri Preservation (SWP)

Preservation Action (SP)

2011

Community Development Advocates of Detroit (P)
Detroit Economic Growth Corporation (SWP)
Heritage Ohio, Inc. (SWP)
Michigan Earned Income Tax Credit Coalition (SWP)
Michigan Historic Preservation Network (SWP)
Missouri Preservation (SWP)
Motor Cities National Heritage Association (SWP)
State Historic Preservation Office – State of Michigan (F—5 community listening sessions)
The Villages Community Development Corporation (SWP)

2010

Community Development Advocates of Detroit (SP, SWP)
Data-Driven Detroit (SWP)
Detroit Economic Growth Corporation (SWP)
Detroit HOPE (SWP)
Office for Foreclosure Prevention and Response (SWP)
Heritage Ohio, Inc. (SWP)
Invest Detroit (F)
Michigan Historic Preservation Network (SWP)
Missouri Preservation (SWP)
Preservation Iowa (SWP)

2009

Community Economic Development Advocates of Michigan
Detroit Economic Growth Corporation (SWP)
Detroit HOPE (SWP)
Office for foreclosure Prevention and Response (SWP)
Homeless Action Network of Detroit
Heritage Ohio, Inc. (SWP)
Michigan Historic Preservation Network (SWP)

2008

Community Legal Resources (SWP)
Detroit Economic Growth Corporation (SWP)
Detroit HOPE (SWP)
Office for foreclosure Prevention and Response (SWP)
Homeless Action Network of Detroit
Heritage Ohio, Inc. (SWP)
National Center for Preservation Technology and Training (SP)
Society of Historical Archeology (SWP)

2007

Detroit HOPE (SWP)
Office for Foreclosure Prevention and Response (SWP)
Homeless Action Network of Detroit (SWP)
Heritage Ohio, Inc. (SWP)
Kalamazoo Historic Preservation Commission (SWP)
Michigan Historic Preservation Network (SWP)
Preservation Wayne (SWP)

NANCY M. FINEGOOD
509 Osborn, Eaton Rapids, MI 48827
517-980-2992 nancyfinegood@gmail.com

The Michigan Office of the Sweeney Group was started by Nancy Finegood in 2016. While Executive Director of the MHPN, Nancy has mentored statewide organizations in Ohio and Wisconsin, evaluating their governance policies, providing financial and fundraising training, as well as strategic planning and workplan facilitation. Nancy has been active in advocacy initiatives at the Federal and state levels. She has chaired the Partners' public policy committee of the National Trust for Historic Preservation for many years, where she coordinates webinars, trainings and outreach for Partners around the country. In 2009, Michigan, she was instrumental in introducing and passing the Enhanced Rehabilitation Tax Credit. In 2011 she fought to save that same credit. Recently, she has fought to save the Local Historic Districts in 78 communities, protecting over 20,000 properties in Michigan.

As controller of a large synagogue and as Executive Director of non-profits for over 15 years, Nancy has experience budgeting, forecasting and strategic planning; preparation of financial statements, taxation issues; coordinating with external auditing firms, government agencies, and financial institutions. She has developed and rehabbed a historic building in Old Town Lansing with state tax credits, a community revitalization program grant, an EPA loan and private equity on behalf of MHPN. She has started and administers a historic properties program, with a successful statewide preservation easement program and a \$500,000 revolving loan fund.

PROFESSIONAL EXPERIENCE

Executive Director, Michigan Historic Preservation Network (MHPN) Nov 2002 to present.
Director of statewide 1,500 member, non-profit organization reporting to Board of Directors. MHPN is the 2007 National Trust for Historic Preservation's Board of Trustees Organizational Excellence and Michigan Historical Society's Institution award winner.

- Day to day operations management.
- Budgeting and financial management, including financial analysis
- Coordinate and manage all financial matters, including investments, bank relations and annual audit
- Analyze and prepare all financial reports for management review
- Creation and coordination of the MHPN tax credit partnership program
- Introduction and coordination of the MHPN revolving fund
- Participate in the evaluation of potential new funding opportunities
- Staff supervision and human resource administration.
- Michigan Preservation Fund grant promotion, solicitation and review
- Liaison with other organizations and government agencies
- Write and manage all grants, local state and federal
- Create and coordinate homeowners' and award-winning job training workshops
- Create and coordinate Detroit Pilot Project
- Oversee Detroit historic property survey
- Work with MHPN team to create historic preservation community assessment tool
- IT management
- Fundraising, donor solicitation, event planning, and grant writing.
- Advocate for threatened historic resources
- Legislative advocacy at the state and federal levels.

Executive Director, St. Croix Landmarks Society, Sept. 2000 to October 2002.

Chief Operating Officer of Landmarks Society. Responsibilities included:

- Site management of three museums.
- Day to day operations management.

- Contract negotiations.
- Budgeting and expense management.
- Supervised 23 employees in various locations
- Staffing and human resource management.
- IT management
- Liaison with other organizations and government agencies.
- Fundraising and donor management
- Oversight of all education programming
- Oversight of all tours and events

Partner/Owner, Caribbean Adventure Tours, LLC, Feb. 1999 to October 2002

Owner and operator of a historical and ecological kayaking tour business. Created tours balancing entertainment, safety and profitability. Managed all financial functions. Managed guest relations. Marketed tours to tourism industry. Sold the financially successful company in November 2002.

Director of Financial Analysis, The March Group, LLC, Sept. 1998 to Feb 2000

- Responsible for quality control of all published financial information.
- Prepared, analyzed and reviewed business valuations of all client companies.
- Worked closely with company principals, clients and business sales managers in negotiating sales of clients' companies.
- Managed a staff of five finance professionals.

Controller, Congregation Shaarey Zedek Synagogue, Nov 1995 to August 1998

- Supervised all accounting and financial functions for a multi-million dollar non-profit organization.
- Analyzed and prepared all financial reports for management review
- Human resource and payroll administration.
- Supervised accounting department staff
- Negotiated purchase agreements and contracts.
- Managed systems conversion of entire synagogue.
- Administration of computer networks.

Principal, Miller Systems, May 1995 to August 1998

- Managed company's finance and accounting systems
- Designed and installed computer based accounting and information management systems
- Trained executives, CPAs, attorneys, physicians and support staff to use diverse business and accounting applications.

EDUCATION

Stanford University - Executive Leadership Training, June 2007
 Preservation Leadership Training - National Trust for Historic Preservation, 2003
 Certified Public Accounting, February 1997
 MBA, Accounting, Wayne State University, 1988.
 BA, Education, English and German, Wayne State University, 1975.

PROFESSIONAL MEMBERSHIPS & AFFILIATIONS

Preservation Action and Preservation Action Foundation Board of Directors, Wash., DC
 Michigan Main Street and Oakland County Main Street Advisory Boards
 Michigan Vacant Property Campaign Advisory Board
 Michigan Association of Certified Public Accountants
 Wayne State University Alumni Association
 National Trust for Historic Preservation

AWARDS

Honorary Affiliate of AIA Michigan

Governor's Award for Historic Preservation - HP Job Training Program

Preservation Lansing - Building Award for Rehabilitation of Old Town Comfort

Station

Community Economic Development Advocate of the Year – 2016

COMMUNITY INVOLVEMENT

Volunteer, Ele's Place for Grieving Children, Lansing, MI

Volunteer, Isaac Agree Synagogue fundraising and capital improvement committees, Detroit

REFERENCES FOR GOALTRAC

Margaret E. Dewer
Professor, Urban and Regional Planning Program
2208B Art and Architecture Building
University of Michigan
Ann Arbor, MI 48109
(734) 763-2528
medewar@umich.edu

Goaltrac facilitated and wrote a strategic plan for this as part of their accreditation process. Goaltrac researched the trends in higher education in Michigan and across the country as part of the preparation for helping the Urban and Regional Planning Program decide on mission, priorities and resource allocation to address the changing statewide, national, and international market for planning degrees.

Ms. Miriam Jerris
Rabbi, Society for Humanistic Judaism
28611 W. Twelve Mile Road
Farmington Hills, MI 48334
(248) 478-4610
rabbimiriamjerris@shj.org

Goaltrac facilitated and wrote a strategic plan for this national organization with local, independent affiliates—helping to address via surveys, best practice research of comparable organizations, and planning retreats, the national organization’s role and direction, ideal relationship with local affiliates and marketing opportunities.

REFERENCES FOR MICHIGAN OFFICE OF THE SWEENEY GROUP

Ms. Jaime Schriener-Hooper
Executive Director
Community Economic Development of Michigan
1118 S. Washington Avenue
Lansing, MI 48910
(517) 485-3588
Jaime@cedam.info

Nancy Finegood worked with CEDAM on coordinating workshops and their budgets for a statewide Michigan Housing Development Authority initiative. She has worked on a cooperative

effort to establish new small developers' training, including creation of pro formas and other financial incentives.



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Branch District Library Strategic Planning Proposal

1 message

Lynda Jeffries <ljeffries2@prodigy.net>
Reply-To: Lynda Jeffries <ljeffries2@prodigy.net>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>
Cc: Jim Knight <knight.james@comcast.net>

Mon, May 15, 2017 at 10:15 AM

Hello Linda,
We are pleased to submit the attached proposal in response to your RFP for Strategic Planning. We are confident our consulting skills and expertise will add tremendous value to your project. Let us know if you require additional information or have questions on our approach. We would welcome an opportunity to learn more about the Branch District Library and to discuss our process in detail. Thanks for considering our proposal and we look forward to hearing from you soon.
Sincerely,
Lynda

Lynda K. Jeffries, PhD
Senior Consultant, The Leadership Group LLC
313-872-6339 phone, 313-515-4363 cell
313-872-6448 fax
ljeffries2@prodigy.net
www.theleadershipgroup.com



Branch District Library Strategic Planning Proposal From The Leadership Group 5-15-17.pdf
8700K



Celebrating 20 Years

**Strategic Planning
Consulting Services Proposal
To
Branch District Library**

May 15, 2017

Proposal Submitted By:

Lynda K. Jeffries, PhD, Senior Consultant (313) 515-4363

James E. Knight, Senior Consultant (616) 481-4372

The Leadership Group LLC

41150 Fox Run Drive Ste. 522

Novi MI 48377

www.theleadershipgroup.com

PROPOSAL CONTENTS

- Project Narrative
- Methodology and Deliverables
- Background and History of The Leadership Group LLC
- Consulting Approach and Philosophy
- Project Staffing and Management Plan
- Consultant Qualifications
- Professional References
- Project Work Tasks and Cost Estimate

Attachments:

- A. TLG Strategic Planning Process
- B. TLG Strategic Planning Model
- C. Resume - Lynda Jeffries
- D. Resume – James Knight
- E. Sample Reports (2)

The Leadership Group LLC (“TLG”) presents this proposal to Branch District Library (“BDL”) for consulting services.

Project Narrative

1. Situation

BDL is seeking consulting services to guide updating of their strategic plan. The focus of the planning efforts will include the BDL mission, facilities, collections, services, technology, staffing and funding.

TLG proposes to design and facilitate planning meetings, data gathering and planning retreat activities with the BDL community, leadership and stakeholders, including the Board and Staff, to develop and document a multi-year Strategic Plan.

2. Measures of Success

The measures of success will include a thorough planning process including

- Data gathering
- Facilitated meetings
- Deliverables
- Next-step recommendations
- Implementation and monitoring approach
- Timely completion of the project
- Within final budget.

The final plan document will include mission, vision, values, strategic goals, and objectives.

TLG is also available to facilitate optional detailed action/operational planning (not included in this proposal).

3. Value to BDL

BDL should benefit from:

- Inclusive planning and decision making based on relevant data and stakeholder input (internal and external).
- Assessment of the current and/or development of planning elements (mission, vision and values).
- Data gathering as an opportunity to raise awareness about the status and progress of BDL.
- Consensus agreement on a strategic organizational direction.
- A flexible approach and tailored process that meets BDL requirements.

Methodology and Deliverables

TLG's methodology emphasizes being flexible, dynamic, and tailoring engagements to the unique needs of the client organization. We take a practical, client-centered approach, working with our clients to transfer learning that supports the organization ongoing. Highlights of our methodology are described below:

- **Planning Committee** - TLG will work with a planning/steering committee to oversee and manage the logistics of the planning process. Support to the Committee will include modeling of best practice group communication and dialog, decision making, consensus building, balanced participation and project management. TLG will work with the Committee to develop and use an overall project work plan and timeline to document and track progress.
- **Data Gathering** – Document review will include analysis and interpretation of existing, relevant and current data. This could include review of existing organizational documents such as assessment reports, existing strategic framework, environmental scans, trend analysis, SWOT (strengths, weaknesses, opportunities, threats) analysis and community/stakeholder input. The Committee, guided by TLG, will determine the method, scope and sources of additional data needed to help inform the process. TLG will use an inclusive approach that gathers data from board, staff, external stakeholders, and the community through appropriate methods such as interviews, focus groups and/or surveys.
- **Data Analysis** - TLG will summarize the data and work with the Committee to develop appropriate presentations of the data, including a SWOT (strengths, weaknesses, opportunities, threats) analysis, that informs the planning process.
- **Planning Sessions** - TLG will work with the Committee to determine areas of emphasis for the planning sessions and to reach consensus on the design. TLG will develop materials, facilitate and document planning session results, summarize participant evaluations, and provide suggestions for next steps in the planning process.
- **Implementation Approach** - TLG will work with the Committee to develop an implementation approach that insures monitoring, tracking and measuring progress. A final report for the project will include recommendations and guidelines for identifying and/or justifying deviations from the plan to insure the organization is flexible and responsive to changing environmental factors.
- **Operational Planning (Optional)** - If BDL desires assistance with detailed action and/or operational planning, TLG would provide an estimate for these services in a Phase II proposal.
- **Assumptions** - BDL will handle scheduling, logistics, stakeholder and participant invitations, confirmation and communication for all sessions and meetings.

Background and History of The Leadership Group LLC

The Leadership Group LLC (TLG) was founded in 1997, is a woman-owned business, and specializes in assisting senior management on strategic planning, organizational effectiveness, capacity building and leadership development. Our mission is to transform organizations, for profit and nonprofit, by strengthening leaders and internal processes.

TLG consultants all have held senior level positions in business, have extensive nonprofit experiences in various roles (CEOs, Presidents, board members, and consultants) and represent a variety of skills and experience. TLG focuses on maximizing leader potential and partnering with organizations to achieve superior organizational performance. The Leadership Group provides the following services:

Leadership Development

- Executive coaching
- Assessment and development of experienced and potential leaders
- Assessment of candidates for hiring and promotion into leadership roles
- Assimilation of new executives into an organization
- Planning for leadership succession
- Life and career planning; transition planning for executives

Organizational assessment and development

- Conflict management and mediation
- Building diverse, inclusive organizations
- Team building
- Strategic planning and facilitation
- Increasing Board effectiveness

Consulting Approach and Philosophy

We have based our proposal on the belief that two consultants will add value to group facilitation and achieve quality outcomes to meet the proposed timeframe. TLG's professional work on this project will be done by two of our senior consultants, Lynda Jeffries and James Knight.

Our belief in customized solutions and tailored approaches for each planning project aligns with BDL's unique situation. From this perspective, we will tailor our standard planning process and model (see attachments A and B) to fit the needs of BDL.

Project Staffing and Management Plan

The proposed consultants for this project, Lynda Jeffries (who will serve as lead consultant), and James Knight, have a wide range of experiences in nonprofit capacity building. Their resumes are included as attachments C and D. Their short bios are also available at our website, www.theleadershipgroup.com.

Lynda and James have both successfully led capacity building, organization development and strategic planning initiatives. The following are examples of clients for whom the specific TLG consultants proposed for this work with BDL have provided strategic planning or similar capacity building services.

Consultant Qualifications

Lynda K. Jeffries

- Big Brothers Big Sisters of Greater Flint – organizational assessment, strategic planning, executive coaching, board development
- Detroit Public Library – strategic planning, board governance, team building, organizational assessment
- Flint Public Library – organizational assessment, strategic planning
- Habitat for Humanity – strategic planning
- Genesee County Youth Corporation – organizational assessment, strategic planning
- Flint & Genesee Chamber of Commerce – strategic planning, culture change, leadership development
- YWCA Greater Flint – operational and strategic planning
- Catholic Charities of Southeast Michigan – strategic planning

James E. Knight

- Lakeland Library Cooperative - Strategic Planning, contact person is Lance Werner, Board Chair, lwerner@kdl.org ; Grand Rapids
- YMCA - Organizational Assessment, contact person is Scott Lewis, CEO, slewis@gymca.org
- Skytron - Leadership Development and Executive Coaching, contact person is Craig Wassenaar, President, cwassenaar@skytron.us
- Performance Systematix Inc.- leadership assessment and executive coaching, contact person is Glenn Dunn, President, gdunn@psix.com

Professional References

Jo Anne Mondowney (Lynda)
Executive Director
Detroit Public Library
5201 Woodward
Detroit, Mi 48201
313-481-1302

jmondowney@detroitpubliclibrary.org

(Cabinet Retreat (2010), Commission Retreat (2011), Organizational Assessment (2015),
Strategic Planning (2016)

Kay Schwartz (Lynda)
Director
Flint Public Library
810-249-2038

kschwartz@fpl.info

(Organizational Assessment: Mar-Jul, 2006; Strategic Planning: Jul-Dec, 2011 and Mar –
Dec, 2012)

Craig Wassenaar (James)
President
Skytron

cwassenaar@skytron.us

Glenn Dunn (James)
President
Performance Systematix Inc.
gdunn@psix.com

Project Work Tasks and Cost Estimate

Narrative

TLG is committed to reasonable and fair pricing. We work hard to keep overhead costs low and pass that saving on to our clients. Project investment fees will be based on the final agreement about the scope of project activities. A significant factor in determining fees is the extent and method of data-gathering, e.g. surveys, focus groups, interviews and independent research. The “at-a-glance” matrix on the following page provides a complete picture of the proposed project work tasks, planned deliverables and costs estimates.

Proposed Billing

The Leadership group would invoice 50% of the total project estimate upon signature of the contract. The actual balance would be invoiced upon delivery of the final strategic plan report.

Project Tasks and Budget Estimate

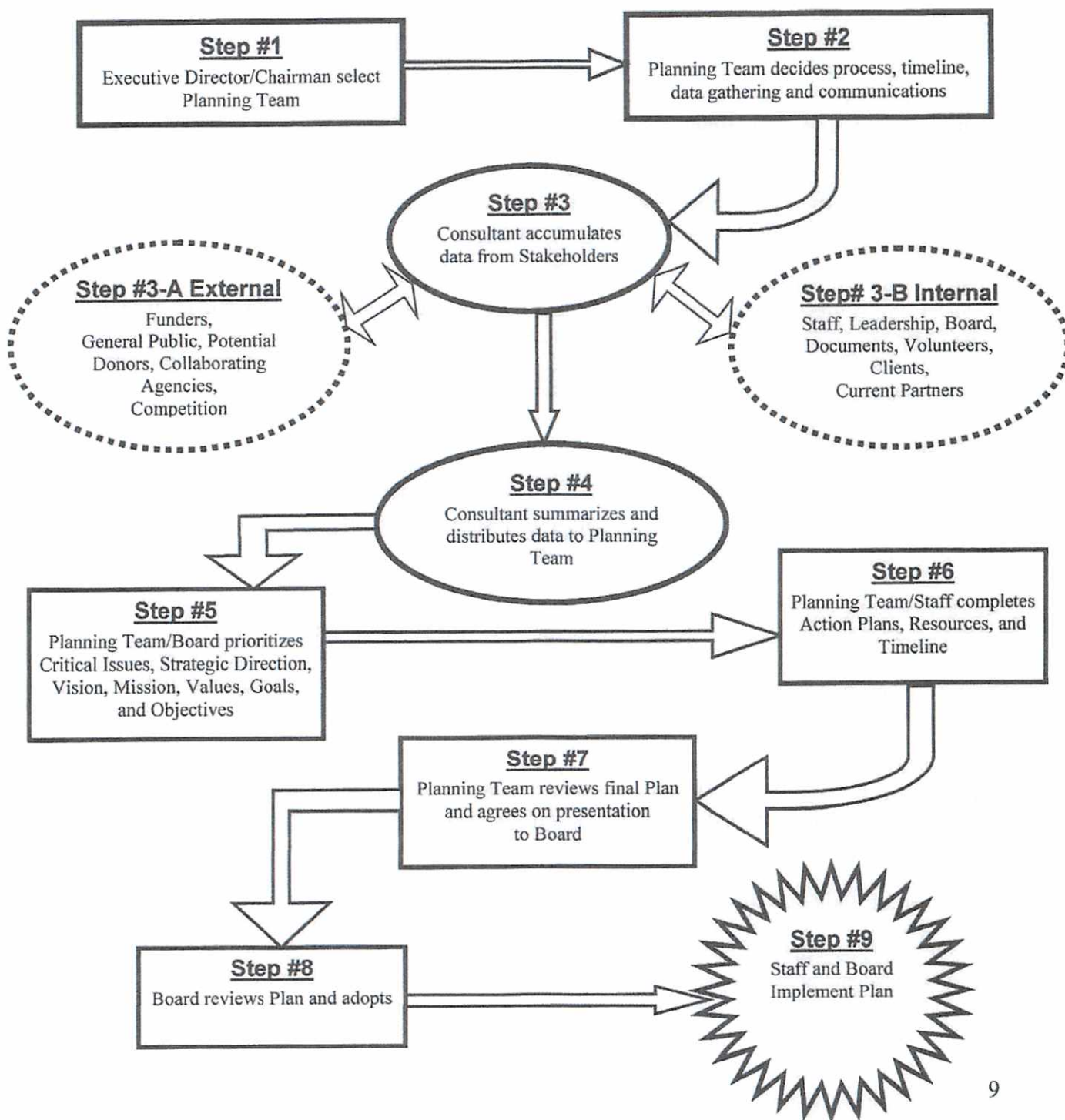
Strategic Plan Development Consulting Activities: July – December 2017	Consulting Hours Estimate	Consulting Costs (@\$150/hr	Expense Estimate	Deliverables
<u>Meeting</u> with Planning/ Steering Committee to confirm the project scope and timeline, plan for document review, and design data gathering approach to engage staff, stakeholders and the community.	4	\$600		<ul style="list-style-type: none"> • Project Timeline • Draft Doc. Review List • Draft Data Gathering Plan
Develop data gathering protocols (ex: questions, survey instruments, focus group agenda) based on data gathering approach.	10	\$1500		<ul style="list-style-type: none"> • Data Gathering Instruments and Protocols • Final Doc. Review List • Final Data Gathering Plan
Conduct document review and data gathering (i.e. survey, interviews, focus groups) based on data gathering plan.	40#	\$6000		<ul style="list-style-type: none"> • Participant and Data Summaries/Results
Conduct data analysis and prepare report for committee interpretation. Design board planning retreat agenda and materials.	16	\$2400		<ul style="list-style-type: none"> • Data Summary Report: Themes/Findings/ SWOT/ Analysis • Retreat Agenda & Design
<u>Meeting</u> with Planning/ Steering Committee to review data interpretation/analysis report, confirm strategic issues and review board planning retreat design and logistics.	4	\$600		<ul style="list-style-type: none"> • Final Planning Retreat Agenda
<u>Facilitate</u> planning retreat (individual, small and large group discussions, consensus agreements, etc.) and document board planning session results to include mission, vision, values, strategic goals and objectives.	16	\$2400		<ul style="list-style-type: none"> • Planning Retreat Summary Report • Mission, Vision, Values, Goals, Objectives
Customize and tailor an implementation, tracking, and monitoring approach for ongoing use of the plan. +	8	\$1200		<ul style="list-style-type: none"> • Implementation Plan
Create final project report including next step recommendations and <u>present</u> with draft strategic plan document for board approval.	12	\$1800		<ul style="list-style-type: none"> • Final Project Report • Draft Strategic Plan Document
Project Management	6	\$900		
Total Project Hours	116	\$17,400		
Project Expenses	Expense Item		Estimate	
Mileage (4 meeting round trips)	1960 miles	\$.535/mile	\$1049*	
Materials/Supplies	handouts, documents, etc.		\$500	
Total Expenses			\$1,549	
Total Investment: \$18,949		\$17,400	\$1,549	

*Does not include additional trips for data gathering billed at \$.535/mile
 # Allows for flexibility in scheduling up to 40 data gathering hours
 + Budget estimate does not include execution of implementation activities.

Attachment A

**THE LEADERSHIP GROUP LLC
STRATEGIC PLANNING PROCESS**

Consultant designs and facilitates meetings in steps 1 thru 7



Attachment B

Strategic Planning Model

Design Overall Planning Process

The Steering Committee designs and coordinates the planning process. The committee solicits additional resources, gains leadership commitment, identifies deliverables, sets timelines, monitors schedules and communicates the importance of planning throughout the organization.

Identify the Mission

The mission defines the organization's core purpose and the contribution it makes to basic human needs within society. It is a clear statement of the organization's reason for being. An organization's mission statement should include the type of organization (what the organization does), customers (who the agency serves), products and services (what the agency does), and markets (geographically, where does the agency compete).

Create a Vision Statement

The vision is the dream or overarching goal that drives the organization into the future. It is a mental picture of an ideal tomorrow. The vision statement is often short (preferably one sentence) and vividly describes the results of a fulfilled mission. It is usually developed after the mission statement and uses positive, inspirational, and idealistic language.

Document Core Values

Core values are a set of shared beliefs about how to operate, compete, relate to one another, and conduct the organization's business. Values are typically stable and form the foundation for planning and decisions. Examples include integrity, respect, teamwork, customer attentiveness, communication, character, intensity, and discipline.

Conduct an Environmental Analysis

Analysis examines internal and external environments to determine the impact of strategic issues on the organization's ability to fulfill its mission and vision. This could include stakeholder focus groups (internal and external), key informant interviews, surveys, SWOT analysis, environmental scans, gap analysis, or benchmarking.

Develop Strategic Goals

Address strategic issues by developing strategies to achieve the mission and to bridge the gaps. This includes developing SMART goals, action plans, and tactics to identify steps required to reach specific goals.

Ongoing Evaluation and Review

Periodically repeat the environmental analysis and assessment of emerging trends and strategic issues. This also includes review of goals, action plans, and tactics to measure performance, evaluate results, and monitor progress toward fulfilling the organization's mission and vision.

Lynda K. Jeffries, PhD
834 Seville Row - Detroit, Michigan 48202
313-515-4363 - ljeffries2@prodigy.net

EDUCATION

Doctor of Philosophy in Education Specialization in Training and Performance Improvement Capella University, Minneapolis, MN Dissertation Topic: <i>Referral Decisions as a Core Competency: Experiences of Coaches of Nonprofit Executives</i>	2012
Education Specialist in Instructional Technology Wayne State University, Detroit, MI	2004
Master of Arts in Business Administration - Management University of Detroit, Detroit, MI	1993
Bachelor of Science in Business Administration Lawrence Technological University, Southfield, MI	1989

TEACHING EXPERIENCE

Adjunct Faculty Lawrence Technological University Courses taught (masters level): <i>Leadership and Management, Strategic Nonprofit Management</i>	09/2006 to 02/2009
Adjunct Faculty Davenport University Courses taught (undergraduate): <i>Business Ethics, Management Principles, Social Diversity, Women in Management, Business and Society, Fundamentals of Speech, Professional Etiquette</i>	07/2001 to 03/2005

CERTIFICATION

Life Reimagined Guide, AARP Michigan, 2014
Certified Facilitator, Management Research Group Leadership Effectiveness Assessment, 2006
BEST Nonprofit Project Consultant, Flint/Genesee County, Michigan, 2004
NCCJ, "Building Inclusive Communities" Organization Development Consultant, 2003
Professional Qualification, Myers-Briggs Type Indicator, 1996

PROFESSIONAL EXPERIENCE

Leadership and Organization Development Consultant **04/2003 to Current**
The Leadership Group LLC

Coached executives using 360 assessment data to develop action plans for improving leadership effectiveness. Gathered and reviewed extant, survey, focus group and interview data to complete organizational assessments for nonprofit agencies pursuing capacity building grants. Facilitated strategic planning, leadership development, team building, succession planning, performance evaluation, board retreats and staff development initiatives.

Leadership Skills Facilitator, Jawood Management Associates **10/2001 to 06/2006**
Diversity Consultant, NCCJ **10/2002 to 01/2005**

Facilitated leadership training in diversity and inclusion, time management, coaching, performance management, conflict resolution, and listening skills for upper level management and executive personnel.

SBC/AMERITECH MICHIGAN:

External Affairs Director, Corporate **03/2000 to 11/2000**

Managed contributions budget and consulted with non-profit agencies to secure foundation grants. Lobbied state legislators and local key leaders to influence telecommunications policy and legislation. Served as the corporate liaison to community groups, city and county governments, and chambers of commerce within the South Oakland County geography.

Performance Assurance Manager, Human Resources **11/1996 to 02/2000**

Team Coach, Enhanced Business Assured Response Centers **11/1995 to 10/1996**
 Coached functional, cross functional and multi-level customer service teams in performance assessment, meeting management, conflict resolution, problem solving, decision making, leadership, consultative selling, change and stress management.

Performance Improvement Consultant, Workplace Learning **06/1990 to 10/1995**

Conducted needs analysis, developed and delivered training for information technology personnel. Led and managed several three-month, entry level training programs for mainframe programmer/analysts with 97% graduation rate. Designed and developed performance support systems, job aids, and development plans for over 2200 Telecommunications Specialists and Maintenance Administrators.

PUBLICATIONS

Jeffries, L. K. (2012). *Referral decisions as a core competency: Decisions of coaches of nonprofit executives*. (Doctoral Dissertation). ProQuest /UMI, 2012. (Publication No. 3546672)

Jeffries, L. and Amsden, T. (2009). Increasing diversity of leadership in environmental nonprofit organizations in a major brownfield city: Phase 1. *Environmental Practice*, 11(3), 164-169.

Jeffries, L. and Amsden, T. (2012). Increasing diversity of leadership in environmental nonprofit organizations in a major brownfield city: Phase 2. *Journal of Diversity Management*, 7(1), 27-33.

PROFESSIONAL PRESENTATIONS

Managing Emotions for Consistent Results
Staff Development Day, Detroit Public Library, 2016

Collective Impact 101
Michigan Association of United Ways Annual Conference, Crystal Mountain, MI, 2014

Workplace Stress and Conflict Management,
Dykema Gossett PLLC Labor and Employment Seminar, Ypsilanti, MI, 2007.

Five Generations of Women Thriving Together
Women and Leadership in the Workplace Conference, Michigan Business & Professional Association,
Dearborn, MI, 2009

Alumni Judge, 7th Annual Ethics Bowl - University of Detroit Mercy
Department of Philosophy, University Honors Program and the College of Liberal Arts, 2006.

Team Innovation
Detroit Regional Chamber, Team Building Seminar, Detroit, MI, 2004

Ethics & Confidentiality: Respecting, Protecting, and Defending the Rights of Customers and Colleagues
Child Care Coordinating Council Staff Development Day, Detroit, MI, 2003

Diversity Audits: Step One in Developing a Plan
Oakland County Employment Diversity Council, Annual Diversity Conference, Moving Beyond
Awareness, 2003

PROFESSIONAL AWARDS/RECOGNITION

Trustee of the Year, Leading Age of Michigan, 2014

Distinguished Volunteer, Association of Fund Raising Professionals, Greater Detroit Chapter, 2013

Recipient of the Outstanding Instructional Technology Education Specialist Student Award
Wayne State University School of Education, 2004

COMMUNITY INVOLVEMENT

Board Chair, Presbyterian Villages of Michigan, Southfield (2012 - 2013)

Committee Chair: Governance, Compensation, Presbyterian Villages of Michigan (2015-current)

Life ReImagined Guide©, AARP (2014 – current)

Board Chair, Considine Family Life and Recreation Center, Detroit (2007 - 2013)

Christian Education Director, Historic Little Rock Baptist Church, Detroit (2003 - current)

State Bar of Michigan, Presidential Diversity and Inclusion Advisory Group, (2010-2012)

Co-Host, "Hello Detroit" talk show, WGPR 107.5 FM, Detroit (2010-1012)

Board Treasurer, Child Care Coordinating Council (1999-2003)

James E. Knight

1245 Riverwalk Ct. SE
Ada, Michigan 49301
Residence: 616.676.0867

Office: 616.676.0867
Cell: 616.481.4372
E-Mail: knight.james44@gmail.com

CAREER SUMMARY

Executive with extensive experience in leading and developing people and managing projects that exceed expectations. 26-year career with major office furniture manufacturer. Provided significant expertise in sales and marketing, sales training, dealer relations and learning and development. Contributed to organizational performance by enhancing the skills and abilities of employees, dealers, customers and suppliers, particularly with the creation of the corporate university.

PROFESSIONAL EXPERIENCE

Leadership Development Consultant and Executive Coach 2004-2017

Provide leadership assessment and executive coaching to improve business results

- Senior Consultant, The Leadership Group, LLC (2012-2017)
- Leadership Consulting Associate (Adjunct) for Lee Hecht Harrison (2007-2011)
- Representative Client Engagements: Senior Partner in a major law firm, CEO in a distribution company, Senior leadership team in a manufacturing company

STEELCASE INC. Grand Rapids, Michigan

A Fortune 500, publicly traded company, leads the \$24 billion global office furniture industry with 2003 revenue of \$2.9 billion.

Director, Global Learning and Development 1996-2003

Directed the learning process, leadership assessment/selection, and development for 15,000 employees across all levels including executives.

- Created state-of-the-art corporate university
 - > Established vision for learning center
 - > Developed business plan to execute vision
 - > Awarded \$14 million budget approval from executive board to create learning center
 - > Recruited, selected and directed project team
 - > Managed completion of project under budget and on schedule
 - > Trained 16,600 employees/dealers/customers in first year compared to 5900 the previous year
 - > Benchmarked by over 160 organizations
- Established corporate development standards by creating job family competency models
- Transitioned organizational focus from training to learning in order to enhance performance and business results
- Developed business plan for creating corporate university in Europe
- Developed and implemented business ethics workshop for all leaders

Director, Sales Development 1991-1996

Directed the integration of sales training, sales and marketing strategies with the development of products, programs and services.

- Created new sales training curriculum that enhanced sales competencies of the sales organization
- Developed and implemented workshop for new and experienced sales managers
- Established new sales training structure that resulted in better integration of product and program launches
- Created new gatekeeping function that improved the communication of sales and marketing information to field offices and dealers

James E. Knight

Area Manager, Field Services, Atlanta, Georgia 1987-1991

Managed dealer relations, sales training and product and program launches for 12 state area

- Increased dealer training participation by 35%
- Created new launch format that reduced introduction time from 14 weeks to 8 weeks
- Established dealer planning process that improved dealer profitability by 12%

Regional Sales Manager, New Orleans, Louisiana 1982-1987

Managed the regional office/showroom and 5 state sales area

- Increased sales from \$20 million to \$38 million and exceeded sales objective 4 out of 5 years
- Provided justification to build new regional office/showroom from 5500 square feet. to 15,800 square feet
 - > Increased customer showroom visits by 200%
 - > New showroom featured in *Facilities* magazine in 1986

Manager, Sales Education, Grand Rapids, Michigan 1981-1982

Division Training Manager, Dallas, Texas 1979-1981

District Manager, St.Louis and Kansas City, Missouri 1977-1979

MILITARY

United States Army/Missouri National Guard

Captain and Commanding Officer of 165 person Military Police Company

EDUCATION AND PROFESSIONAL TRAINING

BS, Marketing, Southern Illinois University, Edwardsville, Illinois

Human Resources Executive Program, University of Michigan

Leadership Assessment (MRG-LEA 360)

Targeted Selection

Strategic Selling

Effective Negotiations

Intentional Leader

Birkman Method Certified Consultant

CIVIC AND PROFESSIONAL AFFILIATIONS

Professional Society of Sales & Marketing Training, Past President and Board member

Lt. Governor's Michigan Council on Technical Excellence, member

Sales Advisory Council, Ferris State University, member

Leader of 110 volunteer mentors for at-risk students at Madison Park Elementary School

Board Member for West Michigan Center for Arts & Technology

Executive Summary

The <AGENCY> of Metropolitan Detroit was established in 1893 and has been a continuous cornerstone in the metropolitan Detroit community. The <AGENCY> of Metropolitan Detroit is comprised of two major program emphases: Childcare and Domestic Violence.

In 2008, the <AGENCY> Metropolitan Detroit developed a Strategic Plan (2009-2012). This plan set goals to address important strategic issues including customer responsiveness, internal options, financial management, fund development and marketing. <AGENCY> utilized this plan to guide its work in support of its mission.

The purpose of this current project was to revisit the strategic issues and develop a Strategic Plan to guide the organizations activities from 2016 through 2019. The Leadership Group LLC (TLG) was engaged to customize and facilitate their Strategic Planning Model and facilitate the <AGENCY> planning process. TLG worked with the Strategic Planning Committee to complete the project using a detailed project work plan and timeline. The Planning Committee included:

Board Chairperson
Board Treasurer
President & CEO

To inform the planning process, various agency documents and external trend materials were reviewed after which additional survey and interview data was gathered. Themes emerged through analysis of the data from which a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was developed for interpretation during a day-long Board Planning Retreat. The Board also interpreted themes from the data focused on the mission, vision, and values of the <AGENCY> Metropolitan Detroit.

Based on the data interpretation and analysis, the Board reached consensus on the following planning elements:

Strategic Issues for 2016-2019

- Internal Operations
- Fund Development
- Marketing
- Programs & Delivery of Services
- Communication & Awareness

Mission Statement (reconfirmed)

The <AGENCY> of Metropolitan Detroit is a non-profit 501(c)(3) corporation whose mission is dedicated to eliminating racism and empowering women.

Vision Statement

The <AGENCY> of Metropolitan Detroit is dedicated to promoting investments that create a lasting impact for women, girls and families.

Core Values

Inclusion

We actively pursue inclusion, fairness, equity and nonjudgmental access to our programs and services.

Respect

We are courteous, professional and seek to preserve the dignity of all people we encounter.

Service

We strive to deliver the highest quality service to the community with excellence and maximum impact.

Honesty

We are trusted to honor our commitments and agreements with honesty and authenticity.

Caring

We care about those we serve and seek to meet their needs with compassion.

Competency

We continuously improve our skills and competencies to support ongoing development.

Empowerment

We raise awareness and provide education that empowers and inspires creativity and achievement.

Cooperation

We partner and cooperate with others to accomplish higher levels of excellence.

Strategic Goals for 2016-2019

1. Develop a Strategic Management Approach
2. Develop a Financial Management Plan
3. Develop Organizational Structure
4. Develop Key Fund Development Initiatives
5. Develop a Marketing Plan
6. Develop and/or expand Program Delivery of Services
7. Develop a Communication and Awareness Strategy

The success of the <AGENCY> Strategic Plan (2016-2019) depends on the implementation and monitoring approach the organization adopts. The Board considered key questions to answer while monitoring and evaluating implementation of the plan. Other considerations for their approach include establishing a frequency of monitoring and evaluation, reporting results, deviating from the plan and changing the plan. These considerations will ensure ongoing use of the plan to drive strategic activities.

Historical Synopsis

The <AGENCY> of Metropolitan Detroit was established in 1893 and has been a continuous cornerstone in the metropolitan Detroit community. The <AGENCY> of Metropolitan Detroit is comprised of two major program emphases: Childcare and domestic violence.

- By the mid 1920's the <AGENCY> of Metropolitan Detroit was advocating for better working conditions against child labor throughout the city. From that the Detroit Association provided the much needed child care programs to the surrounding Detroit communities and helped to improve the lives of children for many years. The program addresses areas of concern with a concise and direct approach while acting as a bridge between the school and parents. Each child's needs are different as are those of the community. Today, the primary sources of care and education for young children are childcare, pre-kindergarten programs and afterschool programs. These programs are in partnership with schools, townships, community centers and school districts in the Downriver communities and Detroit based schools.
- As early as 1975, the <AGENCY> of Metropolitan Detroit began discussing the issue of domestic violence, a topic previously considered taboo. Two years later, a group of professional and volunteer members of the <AGENCY> began the process of establishing a shelter specifically designed to house women and their children who were survivors of domestic violence. The lengthy process was supported by the late Detroit City Council President, Erma Henderson and many dedicated community activists, among them, the late Detroit City Council President (member) Maryann Mahaffey.
- On July 2, 1979, the <AGENCY> of Metropolitan Detroit opened its domestic violence shelter, <AGENCY> Interim House, at a former Downtown Branch on Witherell Street, presently, the location of Comerica Park
- <AGENCY> Interim House is a 24 hours, 7 days/week, 67 bed program providing emergency shelter, crisis line in a comfortable, supportive environment, food, personal needs, individual/group counseling, and referrals to other services, i.e., sexual assault advocacy, childcare services, child therapy, transportation, referrals to permanent housing, medical assistance, life-skills training, parenting workshops and referrals to other community resources. Since its inception, <AGENCY> Interim House has provided residential and non-residential services to more than 100,000 women and children from Metro Detroit and surrounding communities who find themselves homeless due to family violence. The average length of stay is ninety (90) days.
- <AGENCY> Interim House is among one of the oldest and largest in the State of Michigan and the **only one** in the City of Detroit.
- Some things we are proud of:
 1. For 122 years, the <AGENCY> of Metropolitan Detroit has been providing services in the Metropolitan Detroit communities.
 2. For 36 years, <AGENCY> Interim House has provided domestic violence, sexual assault services and homeless intervention services to the most vulnerable members of our community.
 3. During this time, the <AGENCY> of Metropolitan Detroit has been resilient and able to respond to increasing demands for emergency services and/or programs. Our adaptability can be attributed to many things such as our dedicated funders, volunteers, supporters and staff.

Project Overview

In 2008, the <AGENCY> Metropolitan Detroit developed a Strategic Plan (2009-2012). This plan set goals to address important strategic issues including customer responsiveness, internal options, financial management, fund development and marketing. <AGENCY> utilized this plan to guide its work in support of its mission.

The purpose of this current project was to revisit the strategic issues and develop a Strategic Plan to guide the organizations activities from 2016 through 2019. The Leadership Group was engaged to customize and facilitate the planning process. A detailed project work plan and timeline is attached that included the following key milestones:

1. Formulation of a steering committee to oversee the project
2. Status report of the objectives of the current plan
3. Data gathered from the board, staff and external stakeholders to identify trends (internal and external)
4. Review of pertinent demographic, research and trend documents
5. Review of the National Goals for alignment
6. Board retreat focused on vision, mission, core values, monitoring existing strategies, high level goals and objectives.
7. Post retreat small group action planning sessions
8. Board approval of final planning elements (Vision, Mission, Core values, Goals, Objectives, Action Plans)
9. Adopt an approach for implementation and monitoring of the plan
10. Ongoing project tracking
11. Written final project report

Document Review

- ✓ Board/Leadership Roster
- ✓ By-laws
- ✓ Financial Statements
- ✓ Fund Development Plans
- ✓ Marketing Materials
- ✓ Media Articles
- ✓ Organization Chart
- ✓ Program Descriptions
- ✓ Current Strategic Plan and Goals (2009-2012)
- ✓ SWOT Analysis 2008
- ✓ Plan of Work 9/30/2014 – 12/31/2015
- ✓ Web site

Data Gathering

Based on review of the planning model, the Steering Committee developed an approach to gathering pertinent data. The consultant built online surveys (via Survey Monkey) to gather anonymous data from the Board and Staff. The surveys focused on the vision, values, programs and environmental trends (SWOT) facing the organization. The survey response rates were:

- Board Respondents: 8
- Staff Respondents: 7

After analysis of the survey data, the Committee planned for deeper exploration of key findings. Using an interview protocol, the Consultant held individual confidential interviews with staff members (7) with questions focused on program areas, marketing and communication. An external stakeholder interview was held with a key funding source which supported the themes in the SWOT analysis.

The following materials were reviewed at the Board Retreat and used to clarify the environmental impacts, determine strategic issues and inform goal setting:

1. Strategic Planning Survey results
2. SWOT Analysis (Internal Strengths/Weaknesses, External Opportunities/Threats)
3. Nonprofit Lifecycles Analysis
4. 2014 Contributions (Charity Navigator)
5. Private Contribution Sources (Urban Institute)
6. Challenges for 2015 Fundraising (Nonprofit Research Collaborative)
7. Giving USA: Contributions by Donor Type – Nonprofit Research Collaborative

SWOT Analysis and Strategic Issues

SWOT

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Staff • Organizational Reputation • Leadership • Programs 	<ul style="list-style-type: none"> • Finances/Funding • Communication • Marketing • Staffing • Leadership • Programs • Technology • Stagnation • Facilities
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • Stakeholders • Collaboration • Increasing Need • Schools • Reputation • Advocacy 	<ul style="list-style-type: none"> • Funding • Similar Organizations • Awareness • Political Climate

Strategic Issues

Based on the data interpretation and analysis, the following strategic issues emerged as the top priorities for the strategic direction and goal setting for the <AGENCY> from 2016-2019:

- Internal Operations
- Fund Development
- Marketing
- Programs & Delivery of Services
- Communication & Awareness

Mission, Vision, and Values

Mission

The <AGENCY> of Metropolitan Detroit is a non-profit 501(c)(3) corporation whose mission is dedicated to eliminating racism and empowering women.

Vision

The <AGENCY> of Metropolitan Detroit is dedicated to promoting investments that create a lasting impact for women, girls and families.

Values

Core values are shared beliefs about how to operate, relate to each other, and/or conduct the organization's business. The following were identified as core values for the <AGENCY> Metropolitan Detroit.

Inclusion

We actively pursue inclusion, fairness, equity and nonjudgmental access to our programs and services.

Respect

We are courteous, professional and seek to preserve the dignity of all people we encounter.

Service

We strive to deliver the highest quality service to the community with excellence and maximum impact.

Honesty

We are trusted to honor our commitments and agreements with honesty and authenticity.

Caring

We care about those we serve and seek to meet their needs with compassion.

Competency

We continuously improve our skills and competencies to support ongoing development.

Empowerment

We raise awareness and provide education that empowers and inspires creativity and achievement.

Cooperation

We partner and cooperate with others to accomplish higher levels of excellence.

Strategic Goals and Objectives (2016-2019)*

As a result of exploring the Strategic Issues facing the <AGENCY>, the strategic goals and objectives below were developed to drive organizational activities from 2016-2019.

Goal #1: Develop a Strategic Management Approach

1. Board
 - a. Review and/or Revise By-Laws in order to maintain National Standards
 - b. Maintain National <AGENCY> Affiliation Requirements
 - c. Develop Job Descriptions for the Board and Committees
 - d. Review/Revise/Develop Policies that govern the operations of the Agency and funding requirements
 - e. Recruit Effective Board Members with skills needed for continuous operation
 - f. Develop and maintain agency insurance strategies for the agency and staff

2. Staff
 - a. Review and/or revise Personnel Policies and Procedures
 - b. Review and/or revise Job Descriptions
 - c. Develop a succession Plan for key employees
 - d. Hire and/or maintain staff that support agency programming and funding requirements
 - e. Review/revise/develop an effective evaluation tool
 - f. Develop and maintain insurance strategies appropriate for current operations

Goal #2: Develop a Financial Management Plan

1. Develop a budget process timeline
2. Develop a reporting process for CEO Reviews
3. Review and/or upgrade software capabilities
4. Review banking processes annually
5. Review auditors every three years
6. Develop and complete annual budgets
7. Monitor budgets monthly and quarterly
8. Complete annual audits
9. Develop a plan to maintain balanced budgets
10. Develop and maintain insurance strategies for the agency and staff

Goal #3: Develop Organizational Structure

1. Review and/or develop program structure to support delivery of services
2. Develop an appropriate evaluation and assessment tool
 - a. Perform an assessment of all key staff
 - b. Align skills using program requirements and job skills
 - c. Develop standard salary benefit ranges for all positions

Goal #4: Develop Key Fund Development Initiatives

1. Create a plan to diversify funding
2. Create one major signature event
3. Develop and/or maintain a yearly annual giving campaign
4. Develop individual, corporations and foundations supporters
5. Create and manage a reliable data base
6. Develop prospect research strategies

Goal #5: Develop a Marketing Plan

1. Develop a marketing budget
2. Hire Marketing staff/Communication Staff
3. Identify target market
4. Identify strategies for each target market
 - a. Social Media
 - b. Bill boards
 - c. E-marketing

Goal #6: Develop and/or Expand Program Delivery of Services

1. Maintain compliance with National Programming Standards
 - a. Utilize National <AGENCY> resources and webinars
 - b. Visit <AGENCY>'s who are subject matter experts
2. Develop an outline of expanded programs that benefit clients served in our programs
 - a. Acquire and attain professional trainers and/or instructors
 - b. Develop a schedule of these services/events focusing on major initiatives
3. Identify ways to improve delivery of service for domestic violence and child care
 - a. Implement an educational awareness model
 - b. Align with other agencies in order to expand and/or increase services
 - c. Establish strategic alliances using coalitions, etc.
4. Provide required advocacy trainings utilizing recommended National <AGENCY> Guidelines
 - a. Complete all requirements for Board
 - b. Complete all requirements for Staff
5. Meet bi-annually to review and/or assess progress

Goal #7: Develop a Communication and Awareness Strategy

1. Develop a plan to enhance agency communication (internal/external)
2. Develop a plan in cooperation with the marketing strategies
3. Identify radio, newspapers, etc.
4. Establish PSA as needed
5. Develop an advocacy speakers bureau

* Please Note: Staff and Board teams will develop detailed action plans for each of the goals and objectives listed above. A sample of the Action Planning Template that will be used is attached.

STRATEGIC PLANNING – Action Plan Form

<outcome area>

Goal # ____: _____

Goal Team Members: _____

Objective #1

	Action Steps	Dates		Responsible	Resources*	Status
		Start	End			
1						
2						
3						
4						
5						

Objective #2

	Action Steps	Dates		Responsible	Resources*	Status
		Start	End			
1						
2						
3						
4						
5						

*Estimated



Board of Directors 2012

President: Matthew Schlinker

Vice President: Dr. Nathel Burtley

Treasurer: James Richardson

Secretary: David McGhee

Tanya Jefferson

Jacquinne Reynolds

Linda Pylypiw

Management Team

Library Director: Kathryn L. Schwartz

Manager of Public Service: Leslie A. Acevedo

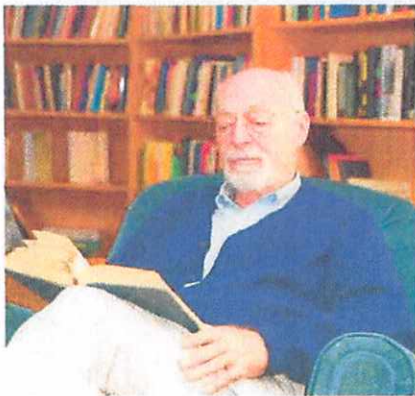
Manager of Finance: Connie Palmer



**Flint
Public
Library**

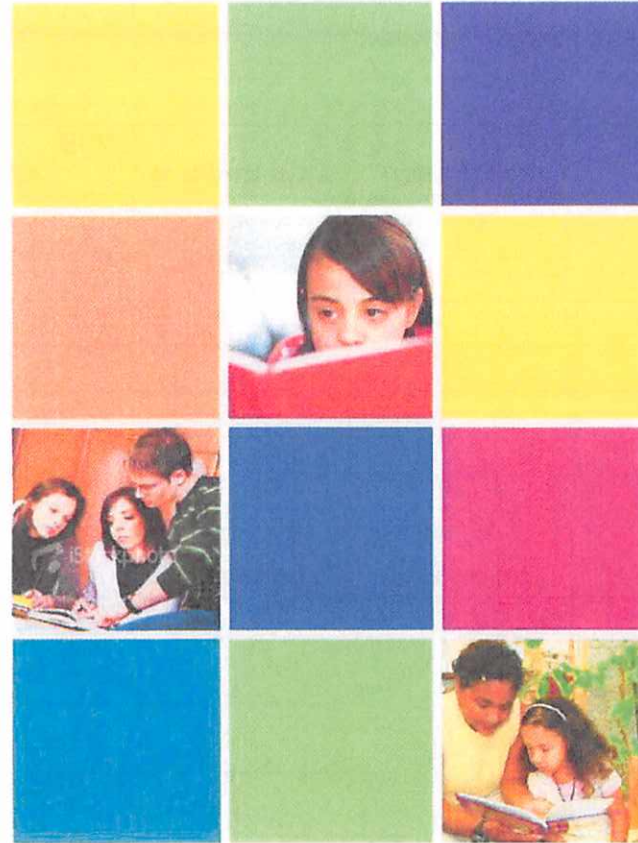
1026 E. Kearsley St.
Flint, MI 48502

www.fpl.info



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Strategic Planning Summary 2012-2014



Connect



Read



Dream



Executive Summary

Flint Public Library engaged in a strategic planning process during 2011, made possible by generous grant funding from the BEST Project. The work was completed in two phases.

- Phase I was intended to identify short-term solutions to the critical staffing shortage, and to facilitate the creation of a budget that included a specific fundraising goal.
- Phase II was designed to help the board and staff revisit the existing strategic plan, identify any changes to it, and then put forth a detailed set of objectives and goals that could be used to turn the plan into action.

The planning process was facilitated by Julie Hordyk of Mind Over Marketing, and Lynda Jeffries of the Leadership Group, both of whom are consultants in the BEST pool. Inputs into the plan included a key stakeholder focus group, reports on industry trends, Flint community and trend data, and management staff input. The board participated in a retreat, during which they utilized the above information to create the structure of the plan. A joint staff-board committee completed the plan, and the board approved it on November 3, 2011. Final reports were provided for both phases.

Mission

The mission of the Flint Public Library is to provide access for all: to collections, community, experiences, experts, ideas and information.

Vision

The vision of the Flint Public Library is to be Michigan's most vital, valued and vibrant public library.



Values

The Flint Public Library embraces the following values for its work.

- **Accessibility.** Every patron should have equal access to all available and up to date information, via every appropriate format and technology.
- **Respect.** Differences in people, ideas, and culture are valuable. They deserve thoughtful consideration and respect.
- **Integrity.** Our words and our actions should be genuine, reflecting honesty and moral character.
- **Innovation.** The library will anticipate and embrace changing needs in our community, using those needs as a catalyst for creative solutions.
- **Professionalism.** Our interactions with each other and with the public should deliver expert knowledge in a welcoming environment.

Goals (2012-2014)

Expand Funding

Create and implement a fundraising strategy supported by a marketing and advocacy plan. Explore strategic alliances to develop new funding opportunities.

Improve Facilities

Ensure that the Library is a safe and welcoming place, by completing annual facilities improvements and continuing to provide community meeting space, with a long-term goal of a major renovation or new building.

Insure Adequate and Diverse Staff

Create a recruiting and staffing plan that incorporates volunteers where appropriate, and also applies staff education, credentials and skills for maximum impact.

Increase Library Use through Programs and Services

Implement processes for monitoring community needs, and use that feedback to refresh programming, optimize hours, identify collaborative opportunities, and address any concerns.

Optimize Technology and Collections

Make technology a permanent part of the library's services, utilizing it effectively for collection development, community access and digital preservation. This commitment will involve ongoing funding, training and community assessment.

Maximize Board Effectiveness

Ensure that the board is a vibrant organization, well-trained and knowledgeable, and equipped for effective governance.





Linda Lyshol <lysholl@branchdistrictlibrary.org>

Branch District Library Strategic Planning Proposal

1 message

Lynda Jeffries <ljeffries2@prodigy.net>
Reply-To: Lynda Jeffries <ljeffries2@prodigy.net>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>
Cc: Jim Knight <knight.james@comcast.net>

Mon, May 15, 2017 at 10:15 AM

Hello Linda,

We are pleased to submit the attached proposal in response to your RFP for Strategic Planning. We are confident our consulting skills and expertise will add tremendous value to your project. Let us know if you require additional information or have questions on our approach. We would welcome an opportunity to learn more about the Branch District Library and to discuss our process in detail. Thanks for considering our proposal and we look forward to hearing from you soon.

Sincerely,
Lynda

Lynda K. Jeffries, PhD
Senior Consultant, The Leadership Group LLC
[313-872-6339](tel:313-872-6339) phone, [313-515-4363](tel:313-515-4363) cell
[313-872-6448](tel:313-872-6448) fax
ljeffries2@prodigy.net
www.theleadershipgroup.com



 Branch District Library Strategic Planning Proposal From The Leadership Group 5-15-17.pdf
8700K



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Proposal from NorthSky attached

1 message

Pamela Evans <pamelaevans000@gmail.com>

Tue, May 16, 2017 at 7:55 AM

To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Hello Linda. I've attached a statement of work which serves as a proposal from NorthSky. Please feel free to ask any questions or let us know if the deliverables need to be adjusted in anyway. I've itemized the fee so if it needs to be reduced you can see what might be trimmed back.

Thank you for the opportunity. Wishing you a swift recovery. Pam

--

Pamela Evans

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Statement of Work - signed.doc

896K



Statement of Work

Branch District Library

10 E. Chicago St.

Coldwater MI 49036

<http://www.BranchDistrictLibrary.org>

Contact: Linda Lyshol, MLIS, MPA, Library Director

[517-278-2341 ext. 16](tel:517-278-2341)

[517-279-7134](tel:517-279-7134) (fax)

Engagement Title: Branch District Library Strategic Plan

Engagement Type: Strategic Planning

This statement of work, dated May 15, 2017, is by and between Branch District Library (BDL) and NorthSky Nonprofit Network (NorthSky.) *See appendix 1 for description of NorthSky.* BDL has requested assistance with development of a strategic plan. The terms of the agreement are outlined below.

GUIDING OUTCOMES

The project will complete the key activities outlined in the next section to bring BDL closer to reaching the following capacity building guiding outcomes. Not all of these outcomes will be achieved by the close of this engagement, but are meant to ground the engagement in the longer-term capacity building best practices that relate to this work.

- 1) Organization has a clear mission that reflects its values and purpose
- 2) Organization has a clear, specific, and compelling vision
- 3) Vision is translated into clear, bold goals
- 4) Goals are used to direct actions and set priorities
- 5) Vision and organizational priorities respond to community needs and input
- 6) Organization has concrete, realistic and detailed strategic plan
- 7) Information is systematically collected and used to support and improve planning efforts
- 8) Planning is an ongoing activity to allow for innovation and adaptation as needed to meet new challenges or needs

INPUTS

NorthSky will provide Pamela Evans as lead consultant for this project (*see appendix 4 for consultant bio*). The project is anticipated to take not more than 64 hours.

BDL agrees to provide the following leadership and support to the project:

- Identify a project team that will work directly with the NorthSky consultant on project activities.
- Access to data and materials as pertinent to the project.
- Coordinate scheduling of all participants in meetings
- Active participation in all meetings and additional activities scheduled
- Provision of all refreshments, meeting location and meeting supplies
- Complete NorthSky evaluations of the engagement

ACTIVITIES & OUTPUTS

NorthSky will provide the following services to BDL to be completed by December 31, 2017.

June/ July 2017 or on a mutually agreed upon timeline Project Launch & Information Gathering

The NorthSky consultant will meet with BDL project team for information gathering and to plan the project logistics and timeline. The consultant will meet with library staff while onsite to discuss community needs and opportunities to improve and enhance library services. *See attachment 2 for information request.*

The NorthSky consultant will develop an online survey to solicit community input as to residents' needs, desires and dreams for library services and library patrons' satisfaction with current programs/ services. The NorthSky consultant will also work with BDL director to identify the best way to promote the survey and encourage community and patron participation.

The NorthSky consultant will work with the project team to schedule three community input sessions to discuss community needs, desires and dreams for library services. The sessions will be held on two sequential days and in different locations in the BDL service area. The sessions will include a mix of library patrons, community leaders and non-library users.

The consultant will develop a demographic profile of the BDL service area including census projects, graduation and college application rates, the status of children in poverty, employment and other key indicators that will be useful in strategic plan development.

The consultant will compile all the background, survey and community input findings into a briefing packet for BDL Board and Management Team that also includes an agenda and exercises for planning session 1.

July / August 2017 or on a mutually agreed upon timeline Planning Session 1

The NorthSky consultant will lead a 4-hour planning session with the BDL leadership (Board and Management Team).

The planning session will focus on the following topics.

- 4) Two planning sessions with the board and staff, additional sessions by conference call, if needed
- 5) A strategic plan with an implementation plan and funding model
- 6) A committee structure to support plan implementation
- 7) A follow-up session to ensure successful implementation.

Timeline

The project will be initiated after June 5, 2017 or on a mutually agreed upon timeline.

FEES AND TERMS

Activity	Estimated Hours	Rate	Fee
Online community survey and report	8	\$120	\$960
(Three) 2-hour community input sessions	22	\$120	\$2640
Strategic plan development including implementation/ tracking plan	34	\$120	\$4080
Per diem travel; 5 trips @ \$200 per trip			\$1000
TOTAL	64		\$8680

The project is anticipated to take not more than 62 hours of time. The NorthSky hourly rate is \$120/hour. The total project cost will not be greater than \$8680 (includes travel expenses) without the written approval of BDL. A 50% deposit or \$4340 is due prior to initiating the project. NorthSky will bill BDL on a monthly basis for actual hours worked less the initial deposit.

BDL and NorthSky retain the right to terminate the project at any time with written notice. In this event, BDL will be billed and responsible for the consultant hours worked up to the date of termination less any amount paid in advance to initiate engagement. A dispute resolution process that is mutually acceptable to both organizations will be used in the event of a potential contract termination.

All BDL data and information will be held in the strictest confidence and will remain its exclusive property. BDL will retain ownership of all documents, reports and project data supplied as part of this project. BDL will have permission to use tools and templates provided by NorthSky for future work with proper credits.

5/14/17

Linda Lyshol, MLIS, MPA Date
 Library Director
 Branch District Library

Rebecca Ewing Date
 Associate Director
 Rotary Charities/NorthSky

APPENDIX 1: BACKGROUND INFORMATION ABOUT NORTHSKY



NorthSky’s mission is to build strong communities by helping nonprofit organizations achieve and sustain excellence.

NorthSky is a nonprofit program of Rotary Charities of Traverse City, a public foundation, that assists nonprofit organizations strengthen their capabilities through capacity building and sustainability support. It provides a wide range of services and resources to help nonprofit organizations deliver programs effectively and efficiently. It also serves as an advocate—securing state and national political support and technical and financial resources, bringing them home to the nonprofits in its region.

NorthSky’s primary service area includes the counties of Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Manistee, Missaukee and Wexford. Within this predominantly rural area, more than 2000 nonprofit organizations serve sectors that include arts and culture, education, environment, faith-based, health care, and social services.

NorthSky’s Primary Service Lines Include:

Organizational Counseling

The NorthSky team is available to meet with your organization for limited, free counseling sessions. The sessions can cover a spectrum of topics for organizations in all stages of development including administration, management, finances, fundraising, and governance. These sessions should not be confused as free consulting or legal services. They are discussion and advice sessions to prepare your team to do additional work.

Professional Development Series

In an increasingly fast-paced changing environment, it is essential that nonprofit staffs and volunteers continue to grow and hone their skills and knowledge. The NorthSky series provides a variety of learning vehicles including workshops and webinars on a wide range of topics to help meet this need.

Online Resource Center: Providing Examples of Best Practice Tools and Templates

One of the most effective and efficient means to manage is to start with tools, templates and systems that represent acknowledged best practices in the field. All materials in the NorthSky Resource Center are available free-of-charge.

Fee-Based Consulting

NorthSky provides a network of consultants with vast expertise and experience in the nonprofit sector. Consultants in the network are vetted, including reference checks, and agree to meet annually for professional development and to utilize the NorthSky customer satisfaction evaluation process.

**Contact Becky Ewing, Associate Director at:
231.929.3934 or bewing@rotarycharities.org**

APPENDIX 2: PRELIMINARY PROJECT TIMELINE AND PROCESS*

TIMING	ACTIVITY
	Information Gathering
June/ July 2017	<ul style="list-style-type: none"> • Meet with project team for orientation, information gathering and to plan project logistics • Meet with library staff to discuss community needs and opportunities for improvement • Compile demographic profile • Conduct online survey • Conduct three community input sessions
	Planning Session 1
July/ August 2017	<ul style="list-style-type: none"> • Develop board/ management team packet with briefing on community needs, agenda and exercises for planning session 1 • Conduct planning session 1 • Develop first draft plan and distribute to board and management team
September 2017	Planning Session 2
	Review, refine and complete planning document
	Complete strategic plan
September/ October 2017	<ul style="list-style-type: none"> • Develop final plan and distribute to the board and management team for comment. • Work with project team (via conference call or email) to complete tracking mechanism and other implementation tools. • Present final plan to board for approval
Spring 2018	Conduct follow-up conference call with BDL board and management team to discuss plan implementation and how it's going; where they are progressing and where they may be stuck.

*This timeline and project plan is flexible and subject to revision based on BDL needs and the information gathering of the consultant upon project launch.

APPENDIX 3: INFORMATION REQUEST

Electronic version of logo

Mission statement

Copy of bylaws

List of board members/ affiliations/ contact information

Any previous planning documents

Any community needs/ evaluation data

Board committees

Income statements for past three years

Annual report (most current)

APPENDIX 4: CONSULTANT BIO

Pamela W. Evans, MS, CFRM, Principal Consultant, has over 30 years of experience working with foundations, health care entities and nonprofit organizations in the areas of organizational development, governance, strategic planning, business development, fundraising and marketing. She has also served as an organizational trainer and facilitator in the areas of total quality/process improvement, customer service, marketing, strategic planning, fundraising, and board governance.

Pam was employed by Trinity Health System for 17 years working for its flagship unit, St. Joseph Health System, as director of planning and marketing and as Vice President of Marketing & Strategic Planning for GNA, a national physical rehabilitation company headquartered in Grand Haven, Michigan. In her role at GNA, she consulted with hospitals and clinics throughout the country in the areas of planning, marketing and business development.

Pam currently serves as a lead consultant for Rotary Charities of Traverse City, the Council of Michigan Foundations, and the Community Advancement Network, Midland. For these organizations, she works with over 40 nonprofit organizations and foundations annually in organizational capacity building, strategic planning, fund development, succession planning and governance. She has taught more than 150 governance sessions during the past seven years. She has received advanced board consulting training through Board Source.

Pam has an undergraduate degree from the University of Michigan and a master's degree from Central Michigan University. She has a certification in fund raising management from Indiana University's School of Fundraising and is a certified business counselor with the Michigan Small Business Association. Pam has completed "Train the Trainer" from The Monitor Institute of Deloitte Consulting in the "What's Next for Community Philanthropy", governance consulting training through Board Source, and is a certified DiSC administrator. She currently chairs the West Shore Healthcare Foundation, Manistee, MI.

A sampling of Pam's clients:

- Rotary Charities of Traverse City
- Council of Michigan Foundations
- Goodwill Industries of Northern Michigan
- Northwest Michigan Community Action Agency
- Mid Michigan Community Action Agency
- Grand Traverse County
- Manistee Downtown Development Authority
- Harbor Springs Area Chamber of Commerce
- Benzie Bus
- Cadillac Wexford Transit Authority
- Area Agency on Aging of Northwestern Michigan
- Benzie Council on Aging
- Great Lakes Bay Area Big Brothers Big Sisters
- Traverse City Housing Commission
- Music House Museum
- Benzie Historical Museum
- Elk Rapids Historical Museum



MIDWEST COLLABORATIVE
for **LIBRARY SERVICES**
Building better libraries

June 2, 2017

Linda Lyshol
Library Director
Branch District Library
10 Chicago St.
Coldwater, MI 49036

Dear Linda,

Thank you for inviting MCLS to submit a proposal for strategic planning services. MCLS is a non-profit, member-driven organization whose mission is to facilitate sharing resources and to collaborate with other organizations to benefit Indiana and Michigan libraries. We have recently launched strategic planning consulting services with our experienced professional staff. Our method of planning involves deep community engagement, with a needs assessment based on the Harwood Institute for Public Innovation's aspirations model. Using this model, we can help you determine how your library can work in, and with, your community to improve the quality of life for all residents through your goals, actions, impacts and indicators.

The attached proposal outlines the process we will use to engage the community in your strategic planning process. We have also included a project timeline, information on our staff and organization's qualifications, and a cost proposal.

We look forward to working with you to develop a new plan for serving your community. If you have any questions regarding our proposal, please contact Michelle Bradley, Member Engagement Manager, at 800-530-9019, ext. 125 or email her at bradley@mcls.org.

Sincerely,

Randy Dykhuis
Executive Director



MIDWEST COLLABORATIVE
for LIBRARY SERVICES
Building better libraries

Proposal for Services

Branch District Library

Strategic Planning Process Summary

The Midwest Collaborative for Library Services (MCLS) is pleased to submit a proposal to deliver consulting services to the board, staff, and community of the Branch District Library in developing a comprehensive strategic plan.

The process outlined below can be accomplished over approximately four to five months from a mutually agreed upon start date.

Part 1: Preparation

- The planning process and timeline will be laid out in an initial 2-hour meeting with the director and key staff and/or board members. We will discuss the makeup of the strategic planning committee, identify and gather data, and assist you in identifying individuals and groups that will be invited to participate in the engagement stage of the planning process.

Part 2: Data analysis and community engagement

We will use a combination of “expert” knowledge about your library and community (data about your library’s performance over a 5-year period, demographic trends in the library’s service area, etc.) as well as “public knowledge” (conversations and interviews with community leaders and members) to gather information about the community’s needs relative to the library. The public knowledge will be gathered using the aspirations model of the Harwood Institute for Public Innovation.

- MCLS will benchmark the library’s performance against six other Michigan libraries serving approximately the same population, and six libraries of similar size across the country.
- MCLS will gather data about demographic trends in the library’s service area.
- MCLS will design and execute an online survey regarding the current state of library services.
- The planning committee members will conduct interviews with community leaders, and MCLS will compile the notes into a summary report.
- MCLS will conduct 10 community conversations, with around 12 community members in each conversation, identify themes, and create a community narrative. Community conversations are a series of 90-120 minute conversations with community members about what they want their community to be; what challenges they face in realizing these aspirations; and what changes are needed to overcome them. This process will help your library engage others, find partners, and develop strategies that strengthen the library’s relevance and significance in the community.

Part 3: Planning

- MCLS will facilitate a ½ day meeting with the planning committee to review the gathered data and community input and to develop the mission, vision and values, as well as the key success factors.

- MCLS will facilitate a full day retreat during which the director and key staff members review the community input, mission, vision, values and key success factors. At the retreat, staff will brainstorm activities that the library might implement to accomplish the key success factors and prioritize them. They will also agree upon output and outcome measures for assessing progress. The product of this retreat will be a draft implementation plan.
- Following the retreat, MCLS will work closely with the director to prepare the final plan document.

Part 4: Implementation

- MCLS will facilitate a ½ day meeting with key library staff to identify services to continue, develop, drop, or improve.
- MCLS will develop and deliver a multi-media presentation to the Board of Trustees and other stakeholders to communicate highlights of the strategic plan.

Proposed Work Schedule

Task	Planning Activity	Month
Task 1	Design the planning process (meet with consultant)	Month 1
Task 2	Start the planning process (Data gathering, benchmarking, demographics, put together planning committee)	Month 1
Task 3	Identify community needs (Interview community leaders, hold community conversations, make online survey available)	Month 2
Deliverables	Benchmark report, demographics report, library usage report, community needs statement, survey results report	Month 3
Task 4	Planning Committee selects Values/Mission statement and key service responses (meeting facilitated by consultant)	Month 3
Task 5	Retreat-write goals and objectives, potential activities, organizational competencies (key staff-facilitated by consultant)	Month 3
Task 6	Write the strategic plan	Month 4
Deliverables	Written Strategic Plan, Multi-media presentation	Month 4
Task 7	Key staff meeting—identify activities to continue, develop, drop, or improve (facilitated by consultant)	Month 5

Project Staffing and Management Plan

The following MCLS staff will make up the strategic planning team:

Michelle Bradley

Michelle's career includes more than 20 years in public libraries working in various capacities, including public services, technical services, branch manager, assistant director and director. She brings this experience to the Midwest Collaborative for Library Services (MCLS) where she works with multi-types of libraries throughout Indiana and Michigan as the Manager for Member Engagement.

Michelle has been trained as a Public Innovator through the ALA/Harwood Institute's Public Innovators Lab, and has facilitated multiple community conversations and kitchen table talks. She has given presentations at local, state and national conferences. She is a graduate of the Public Library Association's "Results Bootcamp" for strategic planning, and holds a Facilitation Skills Certificate from the Association for Talent Development. Michelle's educational background includes a B.A. in Advertising from Purdue University, an M.L.S. from Indiana University, and a Graduate Certificate in Public Management from IUPUI.

Michelle's role will be as project manager, meeting/retreat facilitator, and strategic plan writer

David Votta

With a background in special collections and reference services David has over 20 years' experience working in public and special libraries, museums, and public radio. Since 2013 he has served as Community Engagement Librarian with the Midwest Collaborative for Library Services (MCLS). He works with multi-types libraries across the region to traverse their ever-evolving roles and make deeper connections with their communities.

With training from the Harwood Institute for Public Innovation David has led dozens of community conversations, and roundtable discussions. He has a Facilitation Skills Certificate from the Association for Talent Development. With experience on numerous boards and commissions he currently is an advisor for the ALA Center for Civic Life. He has a B.A. in Journalism, a Certificate of Archival Administration, and a M.L.I.S from Wayne State University. Additionally, he holds a M.B.A. from the DeVos Graduate School of Management at Northwood University, where he was awarded the Dr. Daniel W. Behring Student Leadership Award in 2014.

David's role will be to lead the information-gathering sessions from the community, and to prepare the data package and multi-media presentation.

Cost Proposal

The costs for strategic planning services have been broken down “cafeteria” style below, as well as with a “not to exceed” cost for the full-service package.

Data Package (Benchmarking, demographics, library usage)	\$2,500
Survey design, delivery and analysis	\$1,000
Community Engagement--MCLS conducts 10 Community Conversations and prepares summary report	\$8,500
Meeting/Retreat Facilitation and Preparation	\$10,000
<ul style="list-style-type: none">• Initial 2-hour meeting with key staff• Half day meeting with the planning committee to review the gathered data and community input and to develop the mission, vision and values, as well as the key success factors.• Full day retreat during which the director and key staff members review the community input, mission, vision, values and key success factors. At the retreat, staff will brainstorm activities that the library might implement to accomplish the key success factors and prioritize them. They will also agree upon output and outcome measures for assessing progress. The product of this retreat will be a draft implementation plan.• Half day meeting with key library staff to identify services to continue, develop, drop, or improve.	
Written Plan	\$2,000
Multi-media presentation	\$500
Total not to exceed cost for full-service planning	\$24,500

MCLS can work with the Branch District Library on customizing elements of the planning process to meet your budget requirements. For instance, conducting fewer community conversations or removing some deliverables.

Payment Schedule

Payment of the fee is broken down and tied to deliverables during the project:

\$8,000 Upon contract signing

\$10,000 Upon completion of the research and community engagement phase portion of the scope of work and delivery of summary report

\$6,500 upon completion of meetings and delivery of final plan and multi-media presentation

Qualifications of Firm and Prospective Team Members

MCLS is currently in the pilot stages of our strategic planning consulting services. We are currently working with the Leland Township Public Library in Leland, MI and the Syracuse-Turkey Creek Township Public Library in Syracuse, IN. References and completed projects will not be available until those projects are completed, in September 2017 and November 2017 respectively.

See attached resumes for Michelle Bradley and David Votta.

Contact Information

To discuss this proposal, please contact:

Manager, Member Engagement
Midwest Collaborative for Library Services (MCLS)
1407 Rensen St. Suite 1
Lansing, MI 48910
Phone: 800-530-9019 ext. 125
bradley@mcsls.org

Michelle Bradley
bradley@mcls.org

EXPERIENCE

- 11/2015-Current **Midwest Collaborative for Library Services** **Lansing, MI**
Member Engagement Manager
Oversee the work of the Engagement Team, including community engagement, marketing, outreach, strategic planning, professional development and membership for over 700 libraries of multi-types in Indiana and Michigan.
- 10/2014-11/2015 **Midwest Collaborative for Library Services** **Lansing, MI**
Community Engagement Librarian
Represent the organization to the Indiana library community by developing and expanding MCLS' community engagement activities, including conducting community conversations, making site visits, conducting special programs, holding training programs, presenting at conferences, serving on statewide and national committees, conducting marketing activities, developing partnerships, and other aspects of MCLS' public presence. Follow trends that are likely to significantly affect libraries, and develop tools to assist libraries in engaging their communities.
- 01/2008-10/2014 **Frankfort Community Public Library** **Frankfort, IN**
Clinton County Contractual Public Library
Director
Responsible for planning, organizing, and directing a nationally recognized community library and cultural center's program of service including informational, educational, cultural, arts, communications and related services, as well as managing human resources, collections and 4 facilities, serving a population of 31,000.
- 04/2003-12/2007 **Frankfort Community Public Library** **Frankfort, IN**
Clinton County Contractual Public Library
Assistant Director/Head of Technical Services
Supervision of public service department heads, technical services, and extension services. Managed technology services. Performed original cataloging. Wrote grant applications and administered private, state and federal grants. Prepared reports and statistics, made equipment purchases, Managed E-rate program. Coordinated development of technology plan, disaster manual, long-range plan, job descriptions and personnel policies. Established staff recognition program, redesigned library web site, and established public wireless network.

- 5/2001-04/2003 **Tippecanoe County/Ivy Tech Library Lafayette, IN**
Public Library Manager
Managed the day-to-day operations and public library personnel of a 35,000 square foot, joint-use public/community college library, the first of its kind in the state of Indiana, and the first branch of county library system, serving a population of 130,000. Responsible for coordinating the opening of public library services on college campus, including planning operations, negotiating terms, selecting and purchasing furniture and equipment, oversight of delivery and installation of furniture and equipment, selecting personnel and training staff, and all aspects leading to opening of innovative operation.
- 6/1999-5/2001 **Tippecanoe County Public Library Lafayette, IN**
Reference Department Manager
Formulated, delivered and evaluated reference services and resources, including ILL, volunteer program, reference and readers advisory, genealogy and local history, programming, database licensing, and collection management. Supervised a staff of 11.75 FTE including both professional and support staff. Participated in the work of the management team. Approved all budgeted departmental expenditures and recommended new expenditures to the director. Participated in the development of new services, including preparing and administering grant proposals.
- 10/1995-6/1999 **Jasper County Public Libraries Rensselaer, IN**
Headquarters Manager
Managed the day-to-day operations and public services personnel of main library for a county library system serving a population of 40,000. Oversight of library maintenance and equipment, collection, programming, information services, circulation services, facilities and grounds and public relations. Administered and maintained the library's web page. Participated in the work of the system management team.
- 10/1993-9/1995 **Palm Beach County Library System West Palm Beach, FL**
Royal Palm Beach Branch
Reference Librarian
Provided reference and reader's advisory services in busy branch library of large county library system. Created bibliographies and instruction guides. Trained staff and public in the use of electronic and print resources. Selected and maintained non-fiction and reference resources.

EDUCATION

Indiana University/Purdue University Indianapolis
Indianapolis, IN
Graduate Certificate in Public Management

Indiana University
Bloomington, IN
Masters of Library Science (MLS) (ALA accredited)

Purdue University
Lafayette, IN
B.A. Advertising, minor in English

CERTIFICATIONS Certified Grant Administrator, Indiana Department of Rural Affairs, Community Development Block Grant Program 2006-2010.

Indiana Certification Librarian I

ATD Facilitation Skills Certificate

PROFESSIONAL TRAINING

Libraries Transform Communities Public Innovators Lab 2014
Public Library Association Strategic Planning for Results
Bootcamp 2009
The Fundraising School "Principles and Techniques of
Fundraising" 2011
The Fundraising School "Planned Giving" 2011

PROFESSIONAL AFFILIATIONS

Florida Library Association, Continuing Education Committee
1994.
Indiana Online Users Group, Programming Committee/Chair
2000-2002, Secretary 2002-2004, President 2006-2007.
Board Member, Ivy Tech/Tippecanoe County Public Library
2007-2016, Chair 2012-2013.
Public Library Association Legislation and Advocacy Committee
2010-2014.
Public Library Association Annual Conference Programming
Committee 2009-2011.
Indiana Library Federation District Conference Co-Chair, 2003,
Chair, 2013, member at large 2014-current.
LEAD IN Mentor 2005.
Ivy Tech Community College Library Science Program Advisory
Committee 2006-2017.
Indiana State Library and Historical Board Standards Taskforce
2014.

Indiana State Library and Historical Board Resource Sharing Committee 2015-current
Indiana State Library and Historical Board Professional Development Committee 2015-current
ALA-APA Certified Public Library Administrator Certificate Review Committee 2015-2017, Chair-Current

MEMBERSHIPS

American Library Association
Indiana Library Federation
Public Library Association
ASCLA
Indiana Online Users Group
Friends of Camp Cullom
Matchbox Co-working Studio, Lafayette, IN
Association for Talent Development

COMMUNITY SERVICE

Rensselaer/Remington Area Chamber of Commerce, Board of Directors, Secretary 1995.
Leadership Lafayette, Class of 2000
Lafayette Latino Advisory Committee 2001-2003
Board member, Clinton County Foundation for Youth, 2010-2014.
Zonta International Frankfort Chapter, Board of Directors 2009-2014; President, 2012-2014.
Clinton County Chamber of Commerce Pepp Committee
Clinton County Cooperative Extension Services Education Ad-hoc Committee

PUBLICATIONS

"The Book Clique: creating and running a successful book discussion group online". Public Libraries Magazine. Sept/Oct. 2000. pp 244-245.

PRESENTATIONS

- Learning Peer to Peer. Michigan Library Association Annual Conference. 10/2016
- Libraries Transform: Indiana edition panel. Indiana Library Federation Annual Conference. 11/2016
- More than Memes: Social media panel. Indiana Library Federation District 2 Conference. 5/2016
- Trends in Technical Services: A non-technical overview. Indiana Library Federation District 2 and District 6. 5/2016
- Community Engagement in Action panel facilitator. Indiana Library Federation District 2 and 5/7. 5/2016
- Library Match. Indiana Library Federation Annual Conference. 11/2015

- Wine tasting, beer making and literary pub crawls: Holding spirited events at your library panel. Indiana Library Federation Annual Conference. 11/2015 and 11/2016
- Community Engagement Panel. Indiana State Library Support Staff Conference. 8/2015
- Conversations, Aspirations: Services re-imagined. Rethink It: Libraries for a new age conference. 8/2015
- A Participatory Panel on Partnerships. Indiana Library Federation District 2 4/2015
- Turning Outward for Deeper Community Engagement. Co-presenter. Indiana Library Federation District 2, 5, 4 4/2015
- Motivating your Friends Groups. ILF Small and Medium Size Libraries Conference. 9/2014
- Programming for an Adult Audience. Co-presenter. ILF Small and Medium Size Libraries Conference. 9/2014
- Let's Take This Outside: Programming in the Great Outdoors Panel Presentation. Indiana Library Federation District Conference 4/2014
- Excellence in Rural Libraries Panel Presentation. American Library Association Annual Conference. 6/2009
- Tips from an Award Winning Library Panel Presentation. Indiana Library Federation Annual Conference. 10/2007
- Diversity Initiatives in Indiana Libraries. Indiana Library Federation Annual Conference. 3/2005.
- Bookcrossing, Geocaching, and Googling. Indiana Library Federation District Conference. 10/2004
- School Days: Public Library/School Partnerships. Indiana Library Federation District Conference. 10/2002.
- Branching Out. Indiana Library Federation Annual Conference. 3/2002.
- The Book Clique: Creating and Running a Book Discussion Group Online. Indiana Library Federation Annual Conference 4/2001 and Indiana Library Federation District Conference 10/2001.
- Evolving User Expectations. Indiana Online Users Group. Fall Program. 10/2000.

David Votta
vottad@mcls.org

EXPERIENCE

Community Engagement Librarian 2013-present

Midwest Collaborative for Library Services - Lansing, MI

Develop and expand MCLS' community engagement activities including facilitation, community engagement training, special programs, training programs, marketing activities, and other aspects of MCLS' public presence – Project manager for MI Library Harwood Public Innovator training - Project manager for MeL databases training

Local History Specialist 2007-2013

Capital Area District Libraries - Lansing, MI

Oversaw all aspects of the Capital Area District Libraries' Special Collections - Supervised practicum students and volunteers - Served as Assistant Manager in the Reference Department

Local History Reference Librarian 2004-2007

Capital Area District Libraries - Lansing, MI

Maintained daily functions of CADL's Local History Collection - Supervised practicum students and volunteers - Served in the Reference Department

Library/Archives Assistant 2000-2003

Detroit Institute of Arts Research Library/Archives - Detroit, MI

Provided reference and cataloguing. Trained museum staff and public on services, resources and usage

Digital Archives Project Manager 2002-2003

Wayne State University/Detroit Public Library - Detroit, MI

Through a grant funded initiative devised, developed and constructed an online exhibition for the Making of Modern Michigan Digital Libraries Project

Freelance Journalist 1998-2000

WDET Public Radio (National Public Radio) - Detroit, MI

Wrote and produced hundreds of stories including nationally aired features

EDUCATION

Master of Business Administration

DeVos Graduate School of Management
Northwood University – 2014

Master of Library Science

Wayne State University – 2003

Certificate of Archival Administration – 2003

Wayne State University – 2003

Bachelor of Arts – Journalism

Wayne State University – 2000

PROFESSIONAL AFFILIATIONS

American Library Association

Michigan Library Association

Indiana Library Federation

PROFESSIONAL DEVELOPMENT

Facilitation Skills Certificate

Association for Talent Development – 2017

Public Innovators Lab

Harwood Institute for Public Innovation – 2013

Archives for Rare Book Librarians

Rare Book School, University of Virginia – 2007

PRESENTATIONS

“Community Conversations” MI-ALA Board Retreat, 2016

“Library Match” Michigan Loleta Fyan Small and Rural Libraries Conference, 2016

“The Digital Public Library of American is Coming to Michigan”, Michigan Academic Libraries Annual Conference, 2015

“Digital Archives: Platforms and process”, Michigan Library Association Annual Conference, 2013

AWARDS

Class of 2015 Who’s Who Among Students in American Universities & Colleges

Who’s Who Among Students in American Universities & Colleges – January 2015

Dr. Daniel W. Behring Student Leadership Award

DeVos Graduate School of Management

Northwood University – 2014

Robert McConnell Award for exceptional customer service & innovation

Capital Area District Libraries – 2006

COMMUNITY

Advisor

ALA Center for Civic Life - 2016

Co-Chair Communications Committee

Michigan Hub Digital Public Library of America - 2016

Co-Chair Budget Committee

Great Lakes Resource Sharing Conference - 2015-2016

Planning Committee

Great Lakes Resource Sharing Conference - 2013-2016

Vice President

RE Olds Transportation Museum - 2014

Board of Directors

RE Olds Transportation Museum - 2012 - 2015

History Committee Member

Lansing Sesquicentennial Celebration - 2008-2010

President

Michigan Oral History Association - 2007-2013

Trustee

Historical Society of Greater Lansing - 2006-2012

Board of Directors

Michigan Oral History Association - 2005-2013

Strategic Planning Consulting Services

Branch District Library
Coldwater, MI

Submitted by:
Kimberly Bolan and Associates, LLC



June 14, 2017

June 14, 2017

Linda Lyshol
Library Director
Branch District Library
10 E. Chicago Street
Coldwater, MI 49036

Linda:

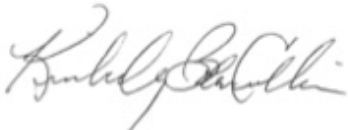
Kimberly Bolan and Associates is pleased to submit a proposal for consulting services to assist in the development of a *Strategic Plan* for the Branch District Library (BDL). Over the past several years, our team has developed a successful and efficient way to plan with libraries. Instead of strict adherence to a fixed methodology, we work with each client to tailor the planning tools to best fit each library and their community. We focus on the overarching goal of creating a strategic plan that can live and react to the quickly shifting world we live in today. Regardless of overall methodology settled upon, our work always includes the following activities:

- Collection analysis and library data analysis
- Direct input from stakeholders (user and non-users), staff, and board members with more of a focus on aspirational input over problem focused input.
- Segmented demographics analysis
- A comparison benchmark report (not limited to geographic comparisons)
- Discussion of best practices for today's libraries as a part of the stakeholder input process, which is part of our aspirational input (or appreciative input) process

KBA's and BDL's Strategic Planning Team will take all the gathered information and use it to develop strategies that will successfully guide BDL into the future. The final deliverable will assist BDL in working on processes that will keep its strategic plan living, breathing, and updated throughout its lifetime.

This proposal is firm and irrevocable for 60 calendar days from June 14, 2017. We look forward to the opportunity to respond to questions and further explain our process as needed. Please don't hesitate to call with questions.

Sincerely,



Kimberly Bolan Cullin, MLS
Principal Consultant / President



Rob Cullin
Principal Consultant / Vice President

Company & Contact Information

In 2004 Kimberly (Kim) Bolan Cullin, MLS and her husband Rob Cullin started Kimberly Bolan & Associates (KBA), a library consulting company based outside Indianapolis (IN). Over the past 13 years, Kim and Rob have been involved in numerous strategic plans, facilities projects, and other consulting work with hundreds of libraries across the U.S. KBA's clients range from small rural public libraries to large urban facilities, and everything in between.

Areas of expertise include:

- Facility and space planning and design
- New approaches to strategic planning
- 21st century library services and transformation
- Community awareness and marketing

Our team is passion about understanding what it takes to be a successful and thriving 21st century library, we have been presenting annually at state level conferences on current trends with libraries for over eight (8) years, in addition to numerous other speaking engagements where we have trained thousands of librarians across the U.S. and abroad.

We are about helping libraries survive and thrive in an environment of constant change. Change occurs every day with shifting demographics, newer and better technologies, increasing real and virtual competition. Not to mention a very unsettled economy. Our team addresses these issues using a holistic approach. In addition, we assist libraries with understanding and implementing successful 21st century services and facilities, increasing the efficiency of operational processes such as circulation and information services, incorporating and managing technology, streamlining behind-the-scenes activities, improving web-based access, and more.

Contacts:

Kimberly (Kim) Bolan Cullin, MLS

Principal Consultant/President, Kimberly Bolan and Associates, LLC

Robert (Rob) Cullin

Principal Consultant/Vice President, Kimberly Bolan and Associates, LLC

Address: 650 Spring Hills Drive, Zionsville, Indiana 46077

Work/Cell/Text: 585-739-7003 Kim
317-509-3268 Rob

Email: kim@rethinkinglibraries.org
rob@rethinkinglibraries.org

Web: www.rethinkinglibraries.org

Executive Summary

The Branch District Library (BDL) leadership is looking for a firm to assist them with the creation of the Library's next Strategic Plan.

If selected, Rob Cullin will be the principal consultant on this project and be responsible for coordination of all onsite and offsite work, managing the project communications and timelines, and coordinating all deliverables. Also heavily involved in the project will be Kim Bolan Cullin, principal consultant, and/or Elly Dawson, associate consultant, with KBA. At least two of the three of us will be actively involved for the execution of all onsite and offsite work. Elly is currently the Director of the Victor-Farmington Public Library (NY), but also works with KBA on projects like this as she nears retirement summer of 2017. Her experience and specialty is working with libraries like BDL. The involvement of Kim and/or Elly will be mostly driven by schedules and availability. Other KBA associates may be used as needed as well to help BDL complete their project most cost effectively.

The KBA team views its role in this project as facilitator and collaborator. We will analyze information and offer professional recommendations based upon observation, stakeholder feedback, demographics, and assessment of BDL's existing services, facility, and community. We will also facilitate staff and board strategy planning meetings to help the team find the right strategic vision for your community's library. KBA will work with the BDL team, prior to the formation of the plan, to benchmark and evaluate library practices, staffing, efficiencies, etc. Once the plan has been created, KBA can be available to work with BDL to implement best practices for measuring progress as the plan is implemented.

Of key importance to a project such as this will be the quality of the communication and collaboration between KBA and BDL's Strategic Planning Team. As your consultants, we must effectively share analyses and opinions so all stakeholders can fully understand the implications of decisions that may be made. In turn, the Strategic Planning Team must help KBA fully understand the local context related to any resulting choices.

The Strategic Planning Team members will actively participate in the creation of the Strategic Plan so they are fully invested in the process and the final product. It is also essential that all involved have a clear vision of what needs to be done based on the in-depth assessment of the existing situation, the consideration of new and emerging trends in library services, and an understanding of local realities and sensibilities.

Public libraries in the 21st century, regardless of size and budget, can thrive and become the center of their community, providing valuable services and facilities for residents of all ages. Focused and visionary planning is the only way libraries can continue to be successful within the confines of limited human and fiscal resources. The result will be an improved library that effectively delivers services that are targeted to the community's expectations and compatible with the library's overall vision, mission, and goals.

Our Approach / Methodology

At a core level, KBA is not married to a single philosophy or methodology of strategic planning. A variety of different approaches and toolsets can help any organization arrive at a solid plan. Throughout our professional work we have been exposed to and worked with many philosophies, processes, and toolsets and, if selected, we will work with your team to determine what tools and methodologies best fit your community and your library.

All that being said, KBA does have two overriding philosophies that drive our vision of best practices for strategic planning:

1. Ample community input from users, non-users, community leaders, staff, and the board based on aspirational discussions over problem focused dialogue. Though we don't formerly call this Appreciative Inquiry, many of the premises and approaches are very similar.
2. The plan must be structured in a way that makes it dynamic and easy to "live against." This means the plan must maintain a certain level of flexibility, while still being measurable, in order to address the shifting landscape facing today's libraries. If the plan is truly aspirational then the often the target of aspiration must be able to grow and evolve as well.

Though we are agnostic when it comes to specific tools and methodology, we are proponents of some key aspects of the "Real-Time Strategic Planning Process" developed by La Piana Associates and outlined in the book *The Nonprofit Strategy Revolution*. We recommend it for consideration as at least an overlay for BDL's strategic planning project.

This methodology centers on the previously mentioned two philosophies and helping organizations build both a strategy framework and a more strategic-minded culture. Typically, KBA's process leads to a 2-page strategic plan that encompasses the top levels of strategy. In addition, a separate work plan is developed that focuses on the operational level and the details and tactics of the plan.

A big strength of this process is its inherent design on feedback. As you live the plan, the process helps you constantly evaluate your library against that plan and, when necessary, allow for changes and adjustments to be made. No plan can predict the future. The best plan and process is one that accepts this fact and builds evolution into the plan, while still maintaining a discipline to the higher mission and vision of the library and its community.

The "Real-Time Strategic Planning Process" was developed with emphasis on not-for-profit organizations. KBA is adept at translating this process to the similar, but distinctly different approaches, vocabulary, and mindset needed for a great library strategic plan.

Regardless of the process and toolsets chosen for your project, KBA's overall goal for strategic planning is to encourage our clients to think and innovate. We are interested in motivating libraries to the next level. We want our clients to end up with a concise plan they can live and breathe, not just file with their state agency and/or stick in a drawer.

It is important to keep in mind that the planning process is about identifying what members of your community (library users and non-users) want and need from their library in terms of services, spaces, etc. We recognize that KBA's role in this project is not to develop the "consultants' plan" or the "staff and board's plan" for BDL. Rather, our responsibility is to help BDL educate its public, generate ideas and solutions, and develop a plan that reflects its community members and the future.

Process

During this project, KBA will work with BDL's Strategic Planning Team to:

1. Review and analyze data and information gathered throughout this process
2. Understand what it means to be a successful and thriving 21st century library
3. Gather and analyze stakeholder input from the community, staff, board, etc. via community focus groups, public forums, and surveys.
 - a. Our typical approach for a library of BDL's size involves conducting 8-12 stakeholder focus group sessions
 - b. The stakeholder sessions come in three forms:
 - i. Targeted Groups (6-9) (Staff, Board, and Public sessions)
 - ii. Open Forum Sessions (2-3) (Public)

The content for the two is the same. The difference is that the targeted sessions involve targeting specific demographic groups where the open forum is available to anyone and everyone who is interested in participating.

This phase is where we incorporate aspirational input into the process. For every client, we develop a custom presentation deck that best fits the existing state of the library. And, with insight from the library team, we focus on the aspirational areas that will most likely resonate with the community.

- c. KBA will also work with the library team to develop and conduct a general supplemental public web-based survey. Our approach is to work with our clients to promote and advertise the survey on a broad level, targeting users and non-users.

KBA doesn't recommend that our clients spend the significant dollars to conduct full "scientific-level" studies. KBA has been involved in projects that made that extra level of investment and, in the end, did not get any better results than when a more moderate approach to community input, such as we're proposing here, was taken. We believe that the best results come from getting the "pulse" of those community members who are interested in the library and/or the community, regardless of if they use the library or not.
4. KBA will facilitate a 6-hour long strategy session (aka, Strategic Planning Retreat) where the Library Planning Team along with other key stakeholders, board members, and community members will distill the input previously gathered and discuss best practices for 21st century public libraries. Through a series of small group and larger group exercises we help the Planning team surface a general consensus on the top issues and strategic opportunities for the library to direct its forward focus. BDL's mission and vision will also be reviewed and related back to the key strategies. Through the retreat process, we work to incorporate an aspirational focus as opposed to a just a problem-solving approach. The retreat team will gain clarity and insight into:
 - BDL's identity (i.e., who you are and who you want to be)
 - How BDL can better address current and future (unseen) trends
 - The key ingredients and focus of BDL strategies

A key outcome of this session is the development of a high level 2-page plan that can live, breath, and be readily useable on a day-to-day basis.

5. After the development of the high-level strategies, a more detailed *Work Plan* will be created. This document has a shorter window of time (usually 12-18 months) and focuses on the details of the plan (e.g., action steps, tactics, milestones, etc.). This *Work Plan* is developed primarily by the Library Team and staff with the remote guidance and assistance of KBA.

Deliverables

KBA's deliverables will include:

- A detailed community analysis including demographics and geo-mapped psychographic (market segmentation) analysis of the community using MosaicZ4 data from Experian & CensusViewer
- Organizational and community assessments
- We do a high-level collection analysis looking at turnover by genre/collection type.
- A benchmark analysis of primary library metrics focused primarily on regional comparisons
- A stakeholder input summary (from focus groups, online survey, etc.) and analysis of the key priorities and goals emerging from these inputs
- A 2-page high-level strategic plan focusing on the top 3-5 priorities coming out of the process

This is structured in a way to be an easy asset for the board and administration to reference on a regular basis to easily and efficiently gauge progress.

SEE APPENDIX B – 2 PAGE PLAN EXAMPLES

- Assisting the BDL staff in the development of a detailed work plan that addresses, in specifics, the work/tasks to be conducted in order to effectively execute the plan, including actions, timeline, and budget-related to initiatives.

SEE APPENDIX C – WORK PLAN EXAMPLES

Expected Timeline

The following is a basic suggested timeline for Branch District Library's project assuming a goal of having the plan completed by end of 2017.

- Project Kickoff Meeting and Begin Data Gathering – June 2017
- Staff and Board Focus Groups – July/August 2017
- Survey goes public – On first day of Stakeholder Sessions (typical)
- Stakeholder Groups and Forum invitations sent/advertised – July/August 2017
- Stakeholder Focus Groups and Public Forums –September 2017
- “Full Day – 6 Hour” Strategic Retreat – Late October / Early November 2017
- Draft of 2-page High Level Strategic Plan – Provided by KBA no more than 2 weeks after the completion of the Strategic Retreat (Absolutely by year end assuming the retreat is held prior to Dec 15, 2017)
 - High Level Plan typically approved by Board of Trustees at a subsequent meeting so that KBA can assist staff to work on the detailed Work Plan
- Work Plan and Technology Plan development – December/January 2017
- Detailed Work Plan Complete– January 2017

Our Strategic Planning Experience

Both Rob and Kim have been involved in strategic planning of one form or another since 1996. Their work has taken place in libraries, library associations, non-profit organizations, and small and large for-profit businesses. They have been facilitators, executives, team leaders, and team members of these plan developments. Rob has in-depth experience in strategic planning with all those types of organizations, both as a facilitator and as the internal project leader/champion. As a former library administrator, Kim was actively involved in her libraries' own strategic plans in addition to her full-time consulting work over the past 13 years working with libraries across the U.S.

In the last 15 years, Rob has not only worked with a variety of public libraries, he also led his former company Evanced Solutions through two major strategic planning initiatives, both leading to major strategic shifts the organization. One shift led to the strategic sale of Evanced to Demco, Inc. and the other was the launching of a whole new line of educational apps. Rob was a team leader on the Demco, Inc. 2013 Strategic Plan and a committee chair on the Young Actors Theater (Indianapolis based non-profit) for the 2014 strategic plan. Throughout these recent experiences as well as Rob's previous business experiences, going back to 1995, he has worked with a variety of strategic planning methodologies, approaches, and styles. This variety has enabled him to be highly adaptable to a variety of approaches that are needed to address planning for various types of organizations, communities, and organizational cultures.

When Kim and Rob started KBA in 2004, strategic planning was a part of the many services that KBA provided to libraries. With Rob now full-time at KBA since 2014; strategic planning has become one of the leading services offered by KBA. KBA has led or is currently leading over 20 public library strategic plans over the past 4 years.

Some of the Strategic Plans KBA has facilitated:

- James Prendergast Library Association (NY) – (nearing completion)
- Niles Public Library (IL) – (nearing completion)
- Avon-Washington Township (IN) – (In progress)
- Orion Township Public Library (MI) – (2014 and Update in progress)
- Charlevoix Public Library (MI) – (2016)
- Bloomfield Township Public Library (MI) – (2016)
- Salem-South Lyon Township District Library (MI) – (2016)
- Anderson Public Library (IN) – (2016)
- Plainfield-Guilford Township Public Library (IN) – (2016)
- Westfield Washington Public Library (IN) – (2016)
- Jennings County Library (IN) – (2014)
- Morrison-Reeves Library (IN) – (2014)
- Vigo County Public Library (IN) – (2012)

For all of these clients, we worked to determine the best approach and methodologies that would give each library the best end result and meet their own standards as well as their state requirements, if appropriate.

Key Staff - Library Experience and Backgrounds

Kimberly (Kim) Bolan Cullin, MLS is an experienced librarian, consultant, and author with a broad background in libraries. She is the president and principal consultant of Kimberly Bolan & Associates, LLC a library consulting firm established in 2004 by Kim and her husband Rob Cullin. Kim is a *Library Journal* recognized “Mover & Shaker”, has published three books and numerous journal articles, and is a frequent speaker at state and national conferences. Kim has consulted with hundreds of public, school, and academic libraries across the United States and abroad specializing in space planning and design, 21st century library services, children’s and teen services and spaces, marketing, and customer service. Prior to starting her consulting business, Ms. Bolan Cullin was a public library administrator in New York State. There she planned and managed two public library building and expansion projects.

Rob Cullin helped start Kimberly Bolan & Associates with Kim in November 2004. Rob’s primary involvement with KBA began in 2005 when he and Kim co-authored *Technology Made Simple* and began writing and presenting together across the United States. Since then, Rob has been involved in many of KBA’s strategic plans and facility planning projects. Through his previous work as President and Co-Founder of Evanced Solutions, LLC he was involved with thousands of libraries across the USA, Canada, and Australia. With a broad set of experiences reaching beyond libraries, Rob has direct specialties in strategic planning, data and demographic analysis, marketing, and organizational design. He was also a *Library Journal* recognized “Mover & Shaker” in 2008.

Elly Dawson, MLS has served as a director in three New York State libraries over the past thirty-five years. Her specific areas of interest include staff development and mentoring, planning with vision and developing community networks among libraries as well as within communities. Working within her positions as library director, Elly has created and executed numerous strategic plans as well as facilitated planning for others. While she has always enjoyed the process of building a strategic plan, Elly is a strong supporter of encouraging staff and trustees to utilize their strategic plan in project planning as well as daily routines. Elly has served on numerous boards and committees, is the recipient of the Pioneer Award given by the Pioneer Library System (NY) for innovation and leadership, the recipient of the NYS Library Assistants Association's Ray Murray Award for her encouragement of paraprofessionals in their personal and professional development, and has been most recently nominated for the Victor Chamber of Commerce Women of Excellence. Elly currently serves as the library director in the Victor-Farmington Library (NY), serving a rapidly growing community of nearly 26,000 residents who utilize, appreciate and support their library.

See full resumes in APPENDIX A

In addition, please refer to KBA's website at www.ReThinkingLibraries.Org for additional information.

Cost Estimate

This process will include onsite work as well as offsite work by KBA. We are open to conducting your project in a variety of ways, in terms of deliverables, work responsibilities, onsite and offsite time, etc., in-order to be as cost effective as possible. We are presenting both fixed and time and material based pricing options.

Time and Material Option:

KBA's standard rates are:

- \$160/hour for Principals (Kim and Rob)
- \$130/hour for Associates (Elly, Jessica, or others)

For this project, we are offering BDL our Indiana Library discounted rates of:

- \$130/hour for Principals (Kim and Rob)
- \$110/hour for Associates (Elly, Jessica, or others)

Estimate of Labor: \$13,800 - \$15,500

Travel expenses will be billed at cost. All travel will be based from Zionsville, IN based on driving to the Rochester area. Overnight stays will not be necessary.

Round-trip mileage charge per visit: \$80/trip

Any other miscellaneous (printing, shipping, etc.) expenses will be billed at cost.

OR:

Fixed Price Option:

- This option gives BDL more predictable costs, but less flexibility in terms of scope of activities. It is limited to following for onsite visits and key scope aspects:
 - Kickoff Meeting and Data Gathering (Audio/Video Conference)
 - 3 Consecutive Days for Forums & Focus Groups/Stakeholder Discussion Groups
 - 1 Day for Stakeholder Retreat
 - 1 Onsite Meeting for Work Plan Development Kickoff and Board Presentation
 - Online Survey
 - All other meetings and work being done remotely or via web/video conference (unless KBA at its discretion chooses to be onsite)
- Stakeholder sessions are capped at 10 sessions total (no more than 6 in any one day) with sessions conducted over NO more than 3 days (NOT required to be concurrent)
- If BDL would like a fixed price option, but prefers different terms on scope, we are happy to provide a custom fixed price for your preferred scope of activities.
- **Total Costs inclusive of Expenses: \$15,500**
 - Billing for the fixed price option is done in 5 phases (Phases 1 thru 4 bill 75% of the project total spread over 4 months. With the final 25% billed upon delivery of the High Level Strategic Plan and the Kickoff of the Detailed Work Plan process)

Optional or alternate components – Description and costs:

- Marketing Brochure Development **\$ 2,900.00**
 - Graphical development of a “user-friendly” brochure highlighting the key aspects of the plan

References

We encourage you to speak to any of our clients or references, but the following are four of our most recently completed Strategic Plan projects.

Karen Knox, Director

Orion Township Public Library
Lake Orion, MI
248-693-3000 x305 kknox@orionlibrary.org

Projects: Facilitated and developed the 2014 – 2017 Strategic Plan. In addition to Strategic Planning, KBA has also done all space planning and design for the facility in the last 2 years, and currently working on renovation for the remainder of the library. KBA has recently been contracted to update Orion's Strategic Plan for 2018 – 2021

Mary Hougland, Director

Jennings County Public Library
North Vernon, IN
(812) 346-2091 x225 mary.hougland@jenningslib.org

Projects: Facilitated and developed the 2015 – 2018 Strategic Plan. Working on ongoing marketing and operational initiatives with the library. In addition, KBA has provided facility and redesign services for the library since 2010 and designed and managed the renovation of the library in 2013.

Sarah Later, Director

Anderson Public Library
Anderson, IN
(765) 641-2454 slater@andersonlibrary.net

Projects: Facilitated and developed the 2015 – 2020 Strategic Plan. In addition, KBA has been providing facility and redesign services for the library in response to the Strategic Plan.

Rachel Ziegler, Director

Plainfield-Guilford Township Public Library
Plainfield, IN
(317) 839-6602 rziegler@plainfieldlibrary.net

Projects: Facilitated and developed the 2015 – 2018 Strategic Plan. Working on ongoing marketing and operational initiatives with the library. In addition, KBA has provided facility and redesign services for the library since 2010 and designed and managed the renovation of the library in 2013.

Appendix A: Résumés

KIMBERLY BOLAN CULLIN, MLS

Email: kim@rethinkinglibraries.org

Kimberly Bolan & Associates, LLC

2004 – present

President, and Principal in Charge



Ms. Bolan Cullin started her library consulting business Kimberly Bolan & Associates (KBA) in November 2004. In 2008, she also started working as an Associate Principal Consultant with Providence Associates.

Prior to beginning her business, she worked full-time in public library administration while also consulting part-time since 1998. Ms. Bolan Cullin has been involved in numerous building and space planning projects, strategic plans, and other consulting work. She is the author of *Teen Spaces* and *Technology Made Simple* (both published by ALA Editions) and has consulted with hundreds of libraries, library systems, consortia, and library-related businesses in 18 states and abroad.

Relevant Project Experience:

- Hamilton East Public Libraries (IN) – Facility Programming, Planning & Design (2015 – present)
- Anderson Public Library (IN) – Strategic Planning and Facility Planning (2015 – present)
- Orion Township Public Library (MI) – Strategic Planning, Facilities Planning & Design (2013 – present)
- Indianapolis-Marion County Public Library, Eagle Branch – Facility Programming, Planning & Design (present)
- Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014 – present)
- Community Library Network (ID) – Facility Programming and Planning for 7 Branches (2015 – present)
- Huntington Public Library (NY) – Facility Strategy, Planning, and Design (2014-present)
- Greenwich Library (CT) – Facilities Planning and Design (2013– present)
- Tiverton Public Library (RI) – Facilities Planning and Design (2011– 2015)
- Hudson Area Library (NY) – Facilities Planning and Design (2011–present)
- Plainfield-Guilford Township Public Library (IN) – Facilities Planning & Strategic Planning (2010 – present)
- Westborough Public Library (MA) – Facilities Planning and Design (2011–2015)
- Las Vegas-Clark County Library District (NV) – Facilities Planning and Design (2012– 2013)
- Knox County Public Library (IN) – Community Input and Facilities Planning and Design (2012 – 2013)
- Charlotte Mecklenburg Public Library (NC) – Twenty-Year Facilities Master Planning (2008 – 2009)
- Queens Library (NY) – Facilities and General Consulting (2006 – 2011)

ADMINISTRATIVE EXPERIENCE:

Webster Public Library, Webster, New York

1999 – 2004

Assistant Director

- Oversaw budgets for 5 departments for library of \$1.6 million operating budget
- Worked with Director to oversee 40,000 square foot building project including fundraising, bid process, facilities design, and implementation of new space and services. Served as the project manager.

Brighton Memorial Library, Rochester, New York

1996 – 1999

Reference & Network Services Supervisor

- Directed reference and network/computer services departments
- Library Expansion Project – managed the design and planning team

PUBLICATIONS:

Teen Spaces, 1st and 2nd editions, Chicago: ALA, 2003 and 2009.
“Just for Them,” *Library Journal’s Library by Design*, Fall 2008.
Technology Made Simple, Chicago: ALA, 2007.

HONORS AND AWARDS:

2010 Indianapolis Business Journal’s “Forty under 40” Award
2004 Library Journal’s Movers and Shakers Award

EDUCATION:

Syracuse University, School of Information Studies – Syracuse, New York, M.L.S.
State University of New York at Geneseo – Geneseo, New York, B.A.

ROBERT CULLIN

650 Spring Hills Drive, Zionsville, IN 46077
Phone: 317-509-3268 (cell/business)
Email: rob@rethinkinglibraries.org
Web: www.rethinkinglibraries.org



Kimberly Bolan & Associates, LLC 2004 – present

Vice President and Principal Consultant

Mr. Cullin helped Ms. Cullin start Kimberly Bolan & Associates in November 2004, though his primary involvement began in 2005 when they co-authored *Technology Made Simple* and began writing and presenting together across the USA. Mr. Cullin has been involved in most of KBA's strategic plans and facilities plans work. He is the co-author of *Technology Made Simple* (ALA Editions 2006) and, through his work with Evanced Solutions LLC and Demco, Inc., he has been involved with thousands of libraries around the world. With a broad set of experiences reaching even beyond libraries, Mr. Cullin has direct specialties in strategic planning, data, demographic & psychographic analysis, marketing, and organizational design.

Relevant Project Experience:

- Pike County Public Library (IN) – (in progress)
- Avon-Washington Township (IN) – (In progress)
- Orion Township Public Library (MI) – Strategic Planning x 2, Facilities Planning & Design (2013 – present)
- James Prendergast Library Association (NY) – (nearing completion)
- Niles Public Library (IL) – (nearing completion)
- Charlevoix Public Library (MI) – Strategic Planning (2016)
- Bloomfield Township Public Library – Strategic Planning (2015 – 2016)
- Salem-South Lyon Township Public Library – Strategic Planning (2015 – 2016)
- Anderson Public Library (IN) – Strategic Planning (2015 – 2016)
- Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014 – present)
- Plainfield-Guilford Township Public Library (IN) – Facilities Planning & Strategic Planning (2010 – 2016)
- Community Library Network (ID) – Facility Planning for 7 Branches (2015 – 2016)
- Hamilton East Public Libraries (IN) – Facility Planning & Design (2015 – present)
- Indianapolis-Marion County Public Library, Eagle Branch – Facility Planning & Design (2015 – present)
- Greenwich Library (CT) – Facilities Planning and Design (2013– Present)
- Sachem Public Library (NY) – Facilities Planning and Design (2012– 2015)
- Hudson Area Library (NY) – Facilities Planning and Design (2011–2016)
- Beech Grove Public Library (IN) – Strategic Planning (2014)
- Demco Inc. (WI) – Annual Strategic Planning (2011-2014)
- Evanced Solutions, LLC (IN) – Annual Strategic Planning (2002-2014)

ADDITIONAL EXPERIENCE:

Evanced Solutions, LLC, Indianapolis, Indiana

2002 – 2014

President and Co-Founder

As part of Demco, Inc. Madison, Wisconsin

2011 – 2014

Vice President

2011 – 2014

PUBLICATIONS:

Technology Made Simple, Chicago: ALA, 2007.

"Technology Planning: The Big Picture for Small Libraries," *WebJunction* (November 20, 2006).

"Putting Free Public Wi-Fi Access into Action." *WebJunction* (July 1, 2005).

HONORS AND AWARDS:

2008 Library Journal's Movers and Shakers Award

EDUCATION:

Purdue University, West Lafayette, IN and Indianapolis, IN, B.S. Electrical Engineering Technology
GE Six Sigma – Green Belt Certified

Appendix B: 2-page Strategic Plan Examples

In May 2015, under the guidance of the Bloomfield Township Public Library's strategic planning committee consisting of the library director, assistant director two library board members and two staff members, the Library began the strategic planning for years 2016 – 2020. Library consultants Kimberly Bolan and Associates, LLC facilitated the process.

The Process

The Library's strategic planning process included the following key areas.

- 1) **Gathering community input and data**, which involved showing Bloomfield staff and residents (both users and non-users) the possibilities for the Library as a thriving 21st century library, and then gathering their input and ideas. In addition, benchmark, demographic, SWOT, and collection analysis were completed.
- 2) **Developing solutions** by compiling all gathered data and input and then working with the planning team during a Strategic Retreat to establish key strategic areas, specific goals, and related investments required to implement the goals to help the Library thrive over the next three years and beyond.
- 3) **Providing a path to results** by developing a plan that the Library staff and board can live, breathe, and readily implement on a day-to-day basis.

In total, twelve stakeholder sessions were conducted for the Bloomfield Township Public Library during August and September 2015. Focus group participants included the general public, parents, educators, boomers and seniors, the business community, Friends of the Library, teens, staff members, and trustees. Participants included frequent library users and non-users and ranged in ages and backgrounds. In addition, four one-on-one meetings were held with the township clerk, the township treasurer, the school superintendent, and the township supervisor. Overall, 125 stakeholders participated in the discussions regarding the Library's facility, services, and strategic future. In addition to the stakeholder sessions, an online survey was conducted from August 4 – September 18, 2015. 270 surveys were completed. Survey participants included a mix of library users and non-users with 94% being regular users (i.e., using the library multiple times a month or more) and the remainder being infrequent to non-users. Survey takers ranged from 13 years of age to over 75. 81% were 55 years of age or older.

What We Heard

The community focus groups and online survey explored several topics including customer service, programming, outreach, marketing, technology, collections, overall physical library space. Detailed summaries of all focus group and stakeholder feedback were provided in separate documents to the Library's leadership. All stakeholder input, data analysis, and follow-up exploration work led to the strategic foci, goals, and investments outlined on page 2 of this document.

Evaluation & Collaboration

With the goal of achieving all outlined goals over the next three years, Library administration, staff, and board of trustees will regularly evaluate their progress and achievements. Objectives set forth in this plan will be accomplished as outlined and will be reviewed on a monthly basis at the Library's board meetings. This balanced and systematic process also emphasizes that the resulting plan will be iterative and evolve substantially over the next several years. A strategy screen and work plan will be created by the team in order to best carry out and assess the plan.

The keys to Bloomfield Township Public Library's implementation, evaluation and, ultimately, the success of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the board of trustees
- Frequent and ongoing communication between administration and staff
- Frequent and ongoing communication between Library staff and the public
- Active collaboration between the Library's board of trustees, administration, staff, outside organizations, and the community

Our Mission:

Bloomfield Township Public Library champions the power of words to spark discovery and imagination.

Strategic Focus	Goal	Investments	Outcome
Renowned Customer Service	Further develop the highest level of customer service for Bloomfield Township residents	<ul style="list-style-type: none"> • Increase staff awareness in order to reduce user redirecting • Improve wayfinding throughout the building • Offer Library tours to new and existing users • Develop consistency and application of policies by staff • Improve Wi-Fi access: outdoors, terraces & parking lot 	A community that loves the Library as much for the outstanding service as for the resources
Effective Public Awareness & Fundraising	Expand awareness, use and support of the Library and its services	<ul style="list-style-type: none"> • Commit more resources and attention to marketing • Develop a marketing and awareness plan • Work to better personalize the marketing experience • Increase the commitment to social media • Re-evaluate newsletter content and design approach • Expand outreach within the community • Develop opportunities to increase donor commitments 	The Library is viewed as one of the community's most important resources & priorities
Exceptional Services & Collections	Increase use of and customer satisfaction with the Library's services and collections	<ul style="list-style-type: none"> • Create a coordinated programming plan focusing on quality over quantity • Expand the scope and depth of technology training • Increase senior outreach and senior center partnerships • Upgrade the usability of the website and online calendar • Further enhance the local history collections • Further evaluate collection content and merchandising • Engage all staff in continuous learning about library services and collections 	Quality services that engage and elate all users and deliver the most effective use of taxpayer dollars
Quality Spaces & Places	Provide an attractive, easy-to-use and flexible facility and grounds that meet a variety of users' needs	<ul style="list-style-type: none"> • Re-evaluate the layout, size and functionality of various spaces throughout the building including, but not limited to, the computer lab, café, youth room, and teen area • Improve awareness of the use of appropriate volume levels and activities in the respective quiet and active areas • Increase and improve practicality, comfort and flexibility of furnishings • Improve outdoor space usability for programming and individual use 	The community perceives the facility is efficiently and effectively supporting the needs of all users



Jennings County Public Library

Strategic Plan for 2015-2017

Adopted by the JCPL Board of Trustees on February 9, 2015

In August 2014, under the guidance of a strategic planning committee consisting of the library director, a library board member, two staff members, and a member of the public, the Jennings County Public Library (JCPL) began strategic planning for years 2015 – 2017. Library consultants Kimberly Bolan and Associates, LLC facilitated the process.

The Process

JCPL's approach to strategic planning was based on collaboration, open communication, and showing community stakeholders "the possibilities" for today's successful 21st century public libraries. Simply stated, the process focused on

- 1) **Community Input** - showing the Jennings County community the possibilities for JCPL as a thriving 21st century library and gathering their input
- 2) **Ideas and Solutions** - developing ideas and solutions (i.e., the strategic foci, goals, and the investments that will be required to implement the goals) to help the Library thrive over the next three years and beyond
- 3) **Results** - developing a mission, vision and plan that the JCPL staff and board can live, breathe, and readily implement on a day-to-day basis

Nine interactive focus group sessions were conducted by Kimberly Bolan and Associates (KBA) on October 1, 2014. Overall, 49 stakeholders participated in the discussions. Stakeholders included the general public as well as local city and government officials, teens, parents, local business professionals, educators, the library board of trustees, and staff members. Participants included a mix of library users and non-users with 83% being regular users (i.e., using the library at least one time per month) and ranged in ages and backgrounds. 60% of respondents were between the ages of 36 and 65.

In addition, from October 1 through October 29, 2014, JCPL conducted a supplemental online survey. Altogether 223 surveys were received. The survey results provided some helpful information even though many of the respondents did not have the benefit of the focus group presentation and discussion. 86% of survey respondents were library and 65% were regular library users (once a month or more). Finally, an internal assessment of JCPL's services, technology and facilities was also completed in addition to gathering community feedback.

What We Heard

The community focus groups and online survey explored several topics including collections, overall library services, computers and technology, physical library space (i.e., the building, décor, etc.), and children's and teen services and space. Priorities include children's services and space, programming, hours of operation and access to library services, marketing, and meeting space. Please refer to page two for detailed goals and investments/objectives and outcomes.

Evaluation & Collaboration

With the goal of achieving all outlined goals over the next three years, JCPL administration and staff will regularly evaluate their progress and achievements. Objectives set forth in this plan will be accomplished as outlined and will be reviewed on a monthly basis at JCPL board meetings. In addition, JCPL is establishing an Annual Report Card as part of its plan in order to assess patron satisfaction. The keys to JCPL's implementation and evaluation of its strategic plan will be:

- A thorough understanding of the plan as well as active involvement in implementing the plan by staff and the board
- Frequent and ongoing communication between administration and staff,
- Frequent and ongoing communication between JCPL staff and the public.
- Active collaboration between JCPL's board of trustees, administration, staff, outside organizations (e.g., the school district, etc.), and the community are an essential piece of this strategic plan



Our Mission:
GATHER, LEARN, INSPIRE

Our Vision:
To be a cornerstone of Jennings County 's success.



Strategic Focus

Goal

Investments / Objectives

Outcome

Youth
(Ages 0 – 18)



Provide engaging, age-appropriate, technology enhanced spaces and services for ages 0 - 18 and their caregivers.



- Increase youth services staff hours.
- Continue to strengthen JCPL's contribution to the development of Jennings County's teenagers.
- Update the children's space to reflect the vibrancy of the overall children's program.
- Increase access to the library and its services for school aged children and teens.



Welcoming, timely, engaging service and space for Jennings County youth and their caregivers.

Programming for All Ages



Deliver well-rounded and forward-thinking programming that engages the public from birth through adulthood.



- Be Jennings County's source for quality and relevant free programs and instruction for all ages.
- Strengthen and expand the Library's delivery of programs.
- Increase community awareness of library programs.



Delighted patrons provided with sought after programming by a knowledgeable and customer-driven staff.

Collections & Information Access for All Ages



Provide the community with a variety of quality materials and resources.



- Develop relevant and inspiring collections that meet Jennings County's changing needs and expectations.
- Work with local schools and other organizations to improve the alignment of JCPL collections with student needs.
- Expand digital access to the Local History collection.



A quality collection that meets the needs and expectations of the community.

Customer Service



Provide excellent customer service that leaves every library user with a lasting positive impression and promotes JCPL as a community leader.



- Build library staff's ability to deliver the highest quality customer service.
- Drive new service models and practices for improving information access and delivery.
- Enhance and expand meeting room use within the community.



Happy and informed library users well served by happy, knowledgeable, customer service driven staff and spaces.

Marketing



Increase awareness of the role and services of JCPL.



- Drive new approaches to marketing and outreach.
- Empower library staff to be JCPL ambassadors in the community.



JCPL is recognized as a core community service with a growing and informed patron base.

Appendix C: Work Plan Example

JCPL Strategic Plan Work Plan 2015 - 2017					Last revised: 1/15/2015
Strategic Focus:		YOUTH SERVICES			
Goal	Investment	Project	Timeline	Budget	Outcomes
Provide engaging, age appropriate, technology enhanced spaces and services for ages 0 - 18 and their caregivers.	Increase youth services staff hours	1. Establish a full-time children's services position. 2. Establish a full-time teen services position.	1. 2nd Quarter 2015 2. 2nd Quarter 2015	1. \$18,000 2. \$18,000	Welcoming, timely, engaging service and space for Jennings County youth and their caregivers.
	Continue to strengthen JCPL's contribution to the development of Jennings County's teenagers.	1. Finalize and implement physical improvements to the teens area. 2. Establish Teen Avengers Group. 3. Increase regular outreach visits to middle and high schools (a min. of 2x per quarter). 4. Explore and maintain new technologies for teen services. 5. Increase collaboration with outside teen-related organizations (e.g., Key Club, National Honor Society, etc.).	1. 4th Quarter 2015 2. 2nd Quarter 2015 3. 3rd Quarter 2015 4. Ongoing 5. 3rd Quarter 2015	1. \$5,000 2. \$500 3. \$800 4. \$2,000 5. \$500	
	Update the children's space to reflect the vibrancy of the overall children's program.	1. Revisit the 2011 children's room floor plan, furniture and décor plans. 2. Determine funding needs and set a strategy to obtain funds to implement the new space plan (e.g., grants, taxes, fundraising). 3. Implement the the new space plan.	1. 1st Quarter 2016 (Following the completion of the Teen Area.) 2. 2nd Quarter 2016 3. 4th Quarter 2016+[@Timeline]	1. \$5,000 2. \$2,000 3. TBD	
	Increase access to the library and its services for school aged children and teens.	1. Increase outreach into all local schools (2 elementary schools per quarter). <i>*See also outreach to teens previously discussed.</i> 2. Increase outreach to preschools and daycare facilities (2 per quarter). 3. Investigate busing options from the schools to the library as well as to the schools for library field trips. 4. Investigate creating a library "pop-up" location.	1. 4th Quarter 2015 with intention to increase the number of monthly visits in 2016 and 2017 2. 4th Quarter 2015 with intention to increase the number of monthly visits in 2016 and 2017 3. 3rd Quarter 2015 4. 2017	1. \$800 2. \$800 3. \$0 to investigate, TBD if implemented 4. \$10,000 (outside help)	
Strategic Focus:		PROGRAMMING FOR ALL AGES			

Goal	Investment	Project	Timeline	Budget	Outcomes
Deliver well-rounded and forward-thinking programming that engages the public from birth through adulthood.	Be Jennings County's source for quality and relevant free programs and instruction for all ages.	<ol style="list-style-type: none"> 1. Identify specific programming needs for ages birth through adulthood by gathering direct community input through a variety of tools (e.g., survey, social media, polling outside local grocery store, etc.). 2. Develop an updated program plan for all ages in terms of content, schedule, location of programs, staffing needs, instructors/presenters. 	<ol style="list-style-type: none"> 1. 3rd Quarter 2015 2. 1st Quarter 2016 	<ol style="list-style-type: none"> 1. \$3,000 2. \$5,000 (outside help?) 	Delighted patrons provided with sought after programming by a knowledgeable and customer driven staff.
	Strengthen and expand the Library's delivery of programs.	<ol style="list-style-type: none"> 1. Establish a programming budget. 2. Revisit staff job descriptions to reflect changing responsibilities and duties based on community needs. 3. Revise mileage policy for outreach travel. 4. Implement a program feedback mechanism for all programs. 	<ol style="list-style-type: none"> 1. 2nd Quarter 2015 2. 2nd Quarter 2015 3. 2nd Quarter 2015 4. 4th Quarter 2015 	<ol style="list-style-type: none"> 1. \$5000 for 2016 & 2017 2. \$0 3. \$0 4. \$1,000 	
	Increase community awareness of library programs.	See Marketing Initiatives	See Marketing Initiatives		

Strategic Focus: COLLECTION AND INFORMATION ACCESS FOR ALL AGES					
Goal	Investment	Project	Timeline	Budget	Outcomes
Provide the community with a variety of quality materials and resources.	Develop relevant and inspiring collections that meet Jennings County's changing needs and expectations.	<ol style="list-style-type: none"> 1. Revamp the checkout process for DVDs. 2. Review collection development policy and establish a process for regularly evaluating all collections (i.e., types of collections, size of collections, weeding, etc.) in all formats. 3. Evaluate collection organization (i.e., how they're arranged, displayed, etc.) for all material/collection types. 4. Actively explore collection format options as well as preferences within the community through surveys, social media, etc. 5. Strive to meet or exceed Indiana State standards for collections as a percentage of operating budget. 	<ol style="list-style-type: none"> 1. 2nd Quarter 2015 2. 1st Quarter 2016 3. 1st Quarter 2016 4. 2nd Quarter 2016 5. Ongoing 	<ol style="list-style-type: none"> 1. \$1,000 2. \$0 3. \$0 4. \$0 5. \$TBD 	A quality collection that meets the needs and expectations of the community.
	Work with local schools and other organizations to improve the alignment of JCPL collections with student needs.	<ol style="list-style-type: none"> 1. Establish a communication channel to the local schools. 2. Increase school visits. 3. Increase marketing materials to the school. 	<ol style="list-style-type: none"> 1. 2nd Quarter 2015 2. See Youth Initiatives 3. Begin in 3rd Quarter 2015 and regularly evaluate and revise as needed 	<ol style="list-style-type: none"> 1. \$500 3. \$3,000 	
	Expand digital access to the Local History collection.	<ol style="list-style-type: none"> 1. Investigate options for implementing a more active volunteer program. 2. Review other libraries and their processes and budgets for digitization. 3. Establish a plan for digitization (needs, options, etc.). 4. Investigate funding options. 5. Implement plan and begin digitization. 	All plans and investigation in 2016 and implementations in 2017.	1. \$4,000 to investigate, implementation TBD	

Strategic Focus: CUSTOMER SERVICE					
Goal	Investment	Project	Timeline	Budget	Outcomes
Provide excellent customer service that leaves every library user with a lasting positive impression and promotes JCPL as a community leader.	Build library staff's ability to deliver the highest quality customer service.	<ol style="list-style-type: none"> Educate all staff on the library's mission, vision and pursuit of goals and objectives. Review/revise job descriptions to reflect changing needs and responsibilities. Revisit family visit policy. Establish (and maintain) a service and procedures handbook and guidelines for staff Provide ongoing education for staff at all levels in order to increase knowledge across the board. 	<ol style="list-style-type: none"> 2nd Quarter 2015 2nd Quarter 2015 3rd Quarter 2015 Ongoing Ongoing 	<ol style="list-style-type: none"> \$0 \$0 \$0 \$0 \$5,000 (conferences and other training) 	Happy and informed library users well served by happy, knowledgeable, and customer service driven staff and spaces.
	Drive new service models and practices for improving information access and delivery.	<ol style="list-style-type: none"> Assess options for adjusting library hours to better serve the public's needs. Modify library hours of service. Add self-check to improve efficiency and service delivery. Expand and enhance JCPL's library orientation program for the public. Establish a more robust volunteer program to assist with delivery of library services. 	<ol style="list-style-type: none"> 4th Quarter 2015 2016 3rd Quarter 2016 2016 2016 	<ol style="list-style-type: none"> \$0 \$TBD \$12,000 \$500 \$900 	
	Enhance and expand meeting room use within the community.	<ol style="list-style-type: none"> Review meeting room policies and evaluate expanding usage of rooms for parties, for-profit groups with a fee-based system, etc. Improve equipment/technology in all meeting rooms spaces. Update the look and feel of large meeting spaces. Spearhead a community-wide meeting room calendar and booking system. 	<ol style="list-style-type: none"> 3rd Quarter 2015 2017 2017 2016 	<ol style="list-style-type: none"> \$2,000 \$15,000 \$50,000 \$5,000 	

Strategic Focus: MARKETING					
Goal	Investment	Project	Timeline	Budget	Outcomes
Increase awareness of the role and services of JCPL.	Drive new approaches to marketing.	<ol style="list-style-type: none"> 1. Establish a marketing budget. 2. Develop a marketing plan and JCPL awareness campaign. 3. Evaluate the effectiveness of JCPL's existing marketing tools. 4. Explore new marketing tools such as text message notifications, etc. 5. Conduct regular customer surveys that measure levels of customer satisfaction. 6. Create an JCPL Annual Report Card to assess patron satisfaction. 	<ol style="list-style-type: none"> 1. 2nd Quarter 2015 2. 4th Quarter 2015 3. 2016 - 2017 4. 2016 - 2017 5. 2016 - 2017 6. 2016 - 2017 	<ol style="list-style-type: none"> 1. \$1,600 2. \$6,000 3. \$2,000 4. \$400 5. \$800 6. \$1,600 	JCPL is recognized as a core community service with a growing and informed patron base.
	Empower library staff to be JCPL ambassadors in the community.	<ol style="list-style-type: none"> 1. Revisit and modify job descriptions to reflect changing needs and responsibilities. 2. Increase staff outreach and word-of-mouth advertising / public speaking. 3. Develop a library elevator pitch and train staff to delivery it. 	<ol style="list-style-type: none"> 1. 2nd Quarter 2015 2. 2016 - 2017 3. 4th Quarter 2015 	<ol style="list-style-type: none"> 1. \$0 2. \$500 3. \$800 	



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Library Strategic Plan

6 messages

Linda Lyshol <lysholl@branchdistrictlibrary.org>
To: jeff@schilling-consulting.com

Wed, Apr 26, 2017 at 12:20 PM

Dr. Jeff,

I am attaching an RFP for Strategic Planning for my district library. I would be very interested in receiving a proposal from your company, if this would be something your company has done or would like to do. Thank you for your attention to this matter.

Linda Lyshol, MLIS, MPA
Library Director
Branch District Library
10 E. Chicago St.
Coldwater MI 49036
<http://www.BranchDistrictLibrary.org>
517-278-2341 ext. 16
517-279-7134 (fax)



RFP Strategic Plan 2017.pdf
73K

Jeff Schilling <jeff@schilling-consulting.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Wed, Apr 26, 2017 at 1:19 PM

Linda. Thanks again for sending the RFP to me and for spending some time on the phone with me today. I would like to submit a proposal, and as I mentioned, will contact you again, probably next week, with a few more questions and/or to have one more conversation. Meanwhile, if interested, you can learn more about my consulting practice at my web site.

Thanks! Have a great day!

Jeffrey Schilling



www.schilling-consulting.com

8 East Bridge Street, Suite A-2

Rockford, Michigan 49341

Office Phone: [616.951.7277](tel:616.951.7277)

Cell Phone: [616.822.1491](tel:616.822.1491)

E-mail: jeff@schilling-consulting.com

LinkedIn: <https://www.linkedin.com/in/jeffreyschilling>

Information & Analysis + Strategic Planning + Performance Improvement

From: Linda Lyshol [mailto:lysholl@branchdistrictlibrary.org]

Sent: Wednesday, April 26, 2017 12:20 PM

To: jeff@schilling-consulting.com

Subject: Library Strategic Plan

[Quoted text hidden]

Jeff Schilling <jeff@schilling-consulting.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Tue, May 9, 2017 at 11:06 AM

Hi Linda. I am just touching base regarding the Strategic Plan RFP. My notes indicate that you will be out of the office May 10 -17, so I had just a few quick questions for you as I work on the proposal:

1) I wanted to confirm the meeting schedule of the Library Board – my notes and the web site seem to be at odds. Is it the 3rd Monday or 3rd Wednesday of each month? Also, is this the group that would be approving the new Strategic Plan and/or is there another body within County government that would need to approve it?

2) With 6 locations spread through the County and your Branch County focus, it could be helpful to field a survey among a sample of Brach County residents. Not just Library users, but non-users as well, closer to a random sample of the County. Surveys administered by mail or e-mail are the most cost-effective. Do you know of any County-wide mailings that we could tag onto – perhaps something from County government? If there is such an opportunity in the next few months, I may build some assumptions into the proposal. (I will be proposing some other research as well).

3) In addition to research directed toward County residents and library users, I would propose structured interviews with other key stakeholders. Examples could include key officials in County Government, major donors, educators, Friends of the Library leadership, and representatives of groups that use the facility. I'll include pricing "per interview" so you can understand how the total proposal cost might be affected by adding or decreasing interviews, but if you have an approximate number of key stakeholders in mind that you would like interviewed, I can use that as the basis for the baseline estimate. Alternatively, this can be discussed early in the engagement if you choose to select me for the project.

That's all I can think of at the moment. I am looking forward to finishing the proposal and getting it to you by May 22nd if not before.

Thanks!

Jeffrey Schilling



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8 East Bridge Street, Suite A-2

Rockford, Michigan 49341

Office Phone: [616.951.7277](tel:616.951.7277)

Cell Phone: [616.822.1491](tel:616.822.1491)

E-mail: jeff@schilling-consulting.com

LinkedIn: <https://www.linkedin.com/in/jeffreyschilling>

Information & Analysis + Strategic Planning + Performance Improvement

From: Linda Lyshol [<mailto:lysholl@branchdistrictlibrary.org>]

Sent: Wednesday, April 26, 2017 12:20 PM

To: jeff@schilling-consulting.com

Subject: Library Strategic Plan

Dr. Jeff,

[Quoted text hidden]

[Quoted text hidden]

Linda Lyshol <lysholl@branchdistrictlibrary.org>
To: Jeff Schilling <jeff@schilling-consulting.com>

Tue, May 9, 2017 at 11:36 AM

Hi, Jeff,

In answer to your questions:

1) I wanted to confirm the meeting schedule of the Library Board – my notes and the web site seem to be at odds. Is it the 3rd Monday or 3rd Wednesday of each month? Also, is this the group that would be approving the new Strategic Plan and/or is there another body within County government that would need to approve it? [The Board meets the 3rd Monday of each month and this is the group that would be approving the Plan.](#)

2) With 6 locations spread through the County and your Branch County focus, it could be helpful to field a survey among a sample of Branch County residents. Not just Library users, but non-users as well, closer to a random sample of the County. Surveys administered by mail or e-mail are the most cost-effective. Do

you know of any County-wide mailings that we could tag onto – perhaps something from County government? If there is such an opportunity in the next few months, I may build some assumptions into the proposal. (I will be proposing some other research as well). [I am not aware of any county-wide mailings.](#)

3) In addition to research directed toward County residents and library users, I would propose structured interviews with other key stakeholders. Examples could include key officials in County Government, major donors, educators, Friends of the Library leadership, and representatives of groups that use the facility. I'll include pricing "per interview" so you can understand how the total proposal cost might be affected by adding or decreasing interviews, but if you have an approximate number of key stakeholders in mind that you would like interviewed, I can use that as the basis for the baseline estimate. Alternatively, this can be discussed early in the engagement if you choose to select me for the project. [Right now, I do not have an approximate number of stakeholders in mind but certainly at least, the ones you have mentioned are good stakeholders to target.](#)

Linda Lyshol, MLIS, MPA
Library Director
Branch District Library
10 E. Chicago St.
Coldwater MI 49036
<http://www.BranchDistrictLibrary.org>
517-278-2341 ext. 16
517-279-7134 (fax)

[Quoted text hidden]

Jeff Schilling <jeff@schilling-consulting.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Tue, May 9, 2017 at 12:19 PM

Thanks Linda. I'll be back to you soon. Have a good trip!

Jeffrey Schilling



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Rockford, Michigan 49341

Office Phone: [616.951.7277](tel:616.951.7277)

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E-mail: jeff@schilling-consulting.com

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Information & Analysis + Strategic Planning + Performance Improvement

From: Linda Lyshol [mailto:lysholl@branchdistrictlibrary.org]
Sent: Tuesday, May 09, 2017 11:37 AM
To: Jeff Schilling <jeff@schilling-consulting.com>
Subject: Re: Library Strategic Plan

[Quoted text hidden]

Jeff Schilling <jeff@schilling-consulting.com>
To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Mon, May 22, 2017 at 11:14 AM

Good morning Linda. Please find attached my proposal in response to the Branch District Library Strategic Planning RFP. My proposal consists of two documents: a main proposal document and a detailed line item budget.

Please acknowledge receipt as soon as convenient.

I appreciate the opportunity to submit this proposal. If there are any questions or if any other information is needed, please don't hesitate to contact me.

Thank you.

Jeffrey Schilling



www.schilling-consulting.com

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Information & Analysis + Strategic Planning + Performance Improvement


From: Linda Lyshol [mailto:lyshol@branchdistrictlibrary.org]
Sent: Wednesday, April 26, 2017 12:20 PM
To: jeff@schilling-consulting.com
Subject: Library Strategic Plan

Dr. Jeff,

[Quoted text hidden]

[Quoted text hidden]

2 attachments

 **SCS Proposal - BDL SP 051817.pdf**
1084K

 **SCS Proposal - BDL SP 051917 - Budget.pdf**
525K



Jeffrey Schilling, Principal

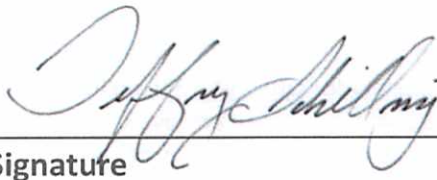
8 East Bridge Street, Suite A2
Rockford, MI 49341

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www.schilling-consulting.com

Proposal
for
Branch District Library
Development of a 2018-2022 Strategic Plan

Applicant: Schilling Consulting Services, Inc.
Contact Person: Jeffrey Schilling, Principal
Mailing Address: 8 East Bridge Street, Suite A-2
Rockford, Michigan 49341
Telephone: 616.951.7277 (Office)
616.822.1491 (Cell)
E-Mail Address: jeff@schilling-consulting.com
Federal Tax ID #: 38-3215166
Proposal Date: May 19, 2017
Invoicing: SCS can provide invoices on a monthly or every other week basis if desired. Monthly invoicing is preferred unless otherwise requested by the client.


Signature

May 19, 2017

Date

Firm Demographics

Schilling Consulting Services, Inc. (SCS) was founded and incorporated in 1995. The mission of the practice is to bring the interrelated disciplines of

- information and analysis
- strategic planning, and
- performance improvement

to client organizations. SCS provides a wide range of related services to different size clients in different industry sectors.

2017 Biography – Jeffrey Schilling



Overall Experience: Jeff Schilling is the principal consultant at Schilling Consulting Services, Inc. Jeff has over 30 years of experience in planning and development, working in a variety of settings, including policy development in an association, operations, and corporate level responsibilities in a large organization with multiple operating units. He has been an independent consultant for over 20 years.

Strategic Planning & Implementation: Jeff has written numerous Board-approved strategic plans and business plans and has developed balanced scorecards for both senior teams and departments. His preferred approach to strategic planning emphasizes full deployment in the organization and ongoing measurement of results against plan targets. Jeff has also worked extensively as a Project Manager, where his work includes both the implementation of strategies and special initiatives to improve organizational performance. His completed projects include the design and implementation of new processes and systems, organization redesign, consolidation of departments, and new service start-ups.

Information & Analysis: Often as a precursor to strategic or business planning efforts, Jeff has undertaken a wide variety of analysis projects including market assessments, volume projections, and interactive utilization models. His experience with *Quantitative* data includes a variety of statistical methods as well as many forms of graphs and other interpretive tools. His experience with *Qualitative* data spans both many different collection methods (aka Listening Posts, such as surveys, interviews, focus groups, etc.) as well as innovative ways to interpret and utilize findings.

Performance Improvement: Jeff also has extensive experience in quality and process improvement. He has served in the organizational roles of CQI Coach, trainer, and team facilitator, taught improvement methods and statistical process control, and facilitated process improvement teams. He sees many ways in which the disciplines of planning and improvement can complement each other, and he feels his process improvement experience gives him added perspective on both the planning process and the operational ramifications of strategy.

Education, Certifications, & Memberships: Jeff holds a Master of Science degree in Health Care Administration from the University of Alabama at Birmingham and a Bachelor of Arts degree from Michigan State University. He is a past member of the [American Society for Quality \(ASQ\)](#), including serving as Chair of the Leadership Committee of the Grand Rapids Section. He also achieved certification as a Manager of Quality and Organizational Excellence by ASQ. Jeff currently serves as a Board Member and the Treasurer of the [Michigan Society for Healthcare Planning and Marketing](#).

Strategic Planning Experience: Following is a partial listing of Jeff Schilling’s Strategic Planning clients. Individual references are available on request.

Strategic Plan Engagements	Various Planning Work
<ul style="list-style-type: none"> • Battle Creek Health System • Community Action of Allegan County • Community Treatment Centers (Cherry Street Health Services) • Consolidated Electrical Contractors • The Economic Club of Grand Rapids • Forrest Hills Pediatrics • Level Design (Rockford, MI) • Mary Free Bed Rehabilitation Hospital • Mercy Health - Saint Mary’s (Grand Rapids) Foundation • Mercy Medical Center – Sioux City Foundation • Michigan Blood • Michigan Center for Clinical Systems Improvement • Michigan Reading Association • MorningStar Health • Ottawa County Community Action Agency • Pella Windows by Horne (Grand Rapids) • RehabPros (Grand Rapids) • Rick Dayton, DDS • Ronald McDonald House of Western Michigan • Walloon Lake Association 	<ul style="list-style-type: none"> • Covenant HealthCare • Grand Rapids Area Chamber of Commerce • McLaren Health Care • Mercy Health - Saint Mary’s (Grand Rapids) • Michigan Department of Education • Michigan Health & Hospital Association • North Ottawa Community Health System • Pine Rest Christian Mental Health Services • Saint Joseph Regional Medical Center (Indiana) • Sparrow Health System • The Rapid (Interurban Transit Partnership, Grand Rapids) • Trinity Health

Statement of Work

The Plan for Planning: Core aspects of this process have been developed and fine-tuned over many years and with a variety of clients. The result is an organized, methodical, and sequential approach to Strategic Plan development. Key elements of this approach and the sequence in which they occur are summarized in a diagram in Attachment A, page 10. Several overall features of this process are worth noting here:

- The process includes a *significant amount of preparation*. Over half of SCS’s time will be spent on work prior to the first Task Force meeting
- The process results in a *Vison-centered plan*. Much of the focus is on determining the desired future state of the organization, whether in the form of a Vison Statement or Goals, along with a small set of measures. Only then can appropriate tactics be identified, both within the process, and on an ongoing basis throughout the life of the plan as the “industry” of Libraries and the Branch District Library market needs continue to evolve.
- Part of the process will be focused on designing an effective *Plan Review methodology*. SCS will guide the Task Force in this work, with the goal of creating a workable, easy to manage review process designed to maintain focus on the desired future state while assessing progress and providing a mechanism for ongoing management of tactical level work. This review process will

culminate in routine (typically 3 or 4 times a year) reviews of Plan progress at the Board level. A unique Plan Review template provided by SCS results in short (typically 30 minutes or less) but effective reviews. SCS will attend and facilitate the first Plan Review by the Board at no cost. In this way, the process is designed to go beyond the development of a single point-in-time Strategic Plan to the implementation of the ongoing practice of planning.

*The Plan is nothing.
Planning is everything.
~ Dwight D. Eisenhower*

While core aspects of the proposed process are established and proven, it is always customized to meet the specific needs of the client. In this case, a Mission Discernment (review and assessment) as well as a significant amount of market research has been recommended. More detailed descriptions of these two features of this proposal follow.

Mission Discernment and Full Board Involvement: The proposed Strategic Plan Development process intentionally *begins* and *ends* with the full Board. This relates to two unique responsibilities that Boards have regarding Strategic Plans.

The first responsibility relates to the organization Mission. Because the Mission addresses the purpose of the organization, it tends to have the longest timeframe and usually changes less often than any other Plan element. That said, most Boards find it helpful to conduct a formal review of the Mission every 5 to 10 years, though the more frequent end of that range is becoming more popular. Because Branch District Library has not conducted a formal review of the Mission in over five years, it is recommended that this be incorporated into the Strategic Plan Development process. And, because the full Board is the primary custodian of the organization Mission, any review or update of the Mission needs to involve the full Board. The Mission is also the “highest level” element of the Strategic Plan, so the plan development process should start with a review of the Mission in cases where this is needed.

Secondly, the Board is responsible for approval of the Strategic Plan. This ensures a unity of purpose in the organization at all levels, including governance. For this reason, the plan development process also *ends* with full Board action on the proposed Strategic Plan.

Market Research Plan - Community / Stakeholder Involvement: Community / Stakeholder involvement is always very helpful in the development of a Strategic Plan but it is critical for community focused non-profit organizations such as Libraries. In addition to providing a vehicle for engaging community leaders and stakeholders, it also provides a direct conduit to their impression about the organizations’ performance, relevant community needs, and opportunities to collaborate.

In order to obtain input from the wide but relevant spectrum of Branch District Library stakeholders, a variety of Listening Posts will be utilized with multiple constituents including subject matter experts, customers (regular/frequent users), vested stakeholders (staff, volunteers, and Branch Advisory Boards), and infrequent users (as a proxy for non-users in the community). Following is a more detailed description of each proposed research effort.

- **Association Interviews:** Structured 45 minute interviews of a key staff member at the Michigan Library Association and the American Library Association. The interviews include assistance with recruitment and scheduling, development and advancement of an Interview Guide, conducting the interview, and preparation of findings for incorporation into the Industry Assessment. As part of their service to members, most associations monitor trends and issues and some publish compendiums in the form of Environmental Assessments (ALA does this). For this reason, interviewing a key staff member at these organizations is a great source of Industry Assessment Material. (SCS will augment the information obtained with a limited amount of web research).

- **Infrequent Users Survey:** As a cost-effective way to gain input from the “non-customer” portion of the community at large, SCS proposes a survey of infrequent or rare users of the BDL system. BDL would generate a list of individuals who have used a BDL branch less than a given number of times over a period of time (e.g. less than 2 times in the last 3 years). An invitation to complete the survey can be issued by post card or e-mail address if available. An incentive can be offered for the first number of people to respond and complete the survey as a way to help ensure target levels of respondents. SCS can assist in determining specific respondent targets and recruitment methods, and will lead development of the survey which will be administered on-line using SurveyMonkey and will be made available to participants using a web link. 10 – 20 questions are assumed. Includes results analysis (including graphs and comment themes) and incorporation of findings into the Market Assessment.
- **Branch Advisory Board Focus Groups:** The unique and valuable perspectives of the different Advisory Boards would be captured using Focus Groups. SCS is proposing a 90 minute Focus Group with each Branch Advisory Board held on-site at the Branch. SCS would assist with scheduling, lead the development of a Moderator Guide, Moderate the Focus Groups, and prepare a summary of findings for each Focus Group plus a comparative findings analysis. The findings would be incorporated into the Market Assessment, though some findings may also be relevant to the Organizational Assessment, depending on the specific topics covered. SCS can audio record each group using SCS equipment and provide a digital file of the recording if desired and with the informed consent of the participants.
- **Customer (Regular Users) Survey:** A survey of 20 – 30 items is proposed for routine customers of the BDL system. The survey would consist of a core set of questions for all participants as well as specific tracks that include a limited number different questions triggered by the Branch most commonly used as identified by the participant in the survey. BDL would be responsible for identifying candidates and for providing an incentive if desired. SCS would assist in identifying the target participant group with analysis library of use data if desired. SCS would lead the development of the survey which will be administered on-line using SurveyMonkey and will be made available to participants using a web link. Includes results analysis (including graphs and comment themes). Because many of the questions would related to key quality characteristics and satisfaction, most of the findings would be incorporated into the Organizational Assessment, although some findings, depending on the questions asked, could relate to the Market Assessment.
- **Staff and Volunteers Survey:** A survey of 20 – 30 items is also proposed for BDL staff and volunteers. SCS would lead the development of the survey which will be administered on-line using SurveyMonkey and will be made available to participants using a web link. Includes results analysis (including graphs and comment themes). It is recommended that the questions address both dimensions of satisfaction and drivers of engagement, and focus on actionable topics. The findings would be incorporated into the Organizational Assessment.

At the top of the next page, a table summarizes these recommended research methods and how they relate to the three critical Assessments (Industry, Market, and Organizational) that inform Strategic Plan Development.

Proposed Research Initiatives & Assessment Matrix					
Initiative → ↓ Assessment	Association Interviews	Infrequent Users Survey	Branch Advisory Board Focus Groups	Customer (Regular Users) Survey	Staff & Volunteers Survey
Industry	✓				
Market		✓	✓		
Organizational				✓	✓

Task Force Formation and Staff Involvement: In order to ensure Governance perspective throughout the Plan development process without requiring additional meetings of the full Board, a Plan Development Task Force would be formed consisting of no more than 7-8 members, typically 4 to 6 of whom are Board members. The remaining members include the President/CEO and staff members in leadership positions (number corresponding with size of the organization).

Planning consultants may differ on staff involvement in the plan development process, however SCS recommends it. Executive level leadership should be part of the Plan Development Task Force, and encouraged to comment selectively where their operational knowledge and daily experience can add understanding and clarity to discussions. They also work before and between Task Force meetings to provide information, review and comment on materials, and handle meeting scheduling.

Tactics, Action Plans & Reviews: With their ongoing involvement in the Plan development process, it is easier for the management team to assist in the development of Action Plans for selected Tactics. SCS can provide support and tools for this important part of the work, including an Excel-based Tactics Summary (refer to Option E in the separate Proposed Budget for more detail). This summary features a Gantt Chart format timeline for all tactics with automatic summation of resource requirements and individual leader workload by quarter. An example is included as Attachment B on page 11. The Gantt Chart and summation are interactive so that during the Tactics Development Phase prior to Task Force Meeting 3, individual Tactics can be easily shifted to different time periods within the Plan timeframe allowing for instant evaluation. SCS also provides a free template and guidance on the development of Action Plans for tactics which are then built in as a part of the monitoring and feedback process, culminating in periodic Plan Reviews.

Communication Plan: SCS recommends that the final Strategic Plan be widely communicated at all levels of the organization. As part of the engagement, a single page diagram containing all the key elements of the plan will be provided. This diagram is similar to the process diagram in Attachment A, except that relevant BDL Plan content replaces the generic descriptions. The diagram is also frequently used as a Board meeting “placemat” by SCS clients. It can also be very effective in new Board member and staff orientations.

SCS recommends posting a summary of the Strategic Plan on the organization web site. Some clients also invite stakeholders that participated in the Plan Development (Interviews, Survey Participants, etc.) and other community leaders to attend one or more sessions where the Plan is shared and questions and comments are encouraged. This can be a very effective way to continue and strengthen dialogue with the community.

The Vision / Goal Measures can be effectively summarized on a single spider graph (see example in Attachment C, page 12). This graph is updated prior to each Board meeting and can be placed on the flip side of the single page Action Plan Summary described earlier. It can also be shared with staff on an ongoing basis to keep them informed about Plan progress.

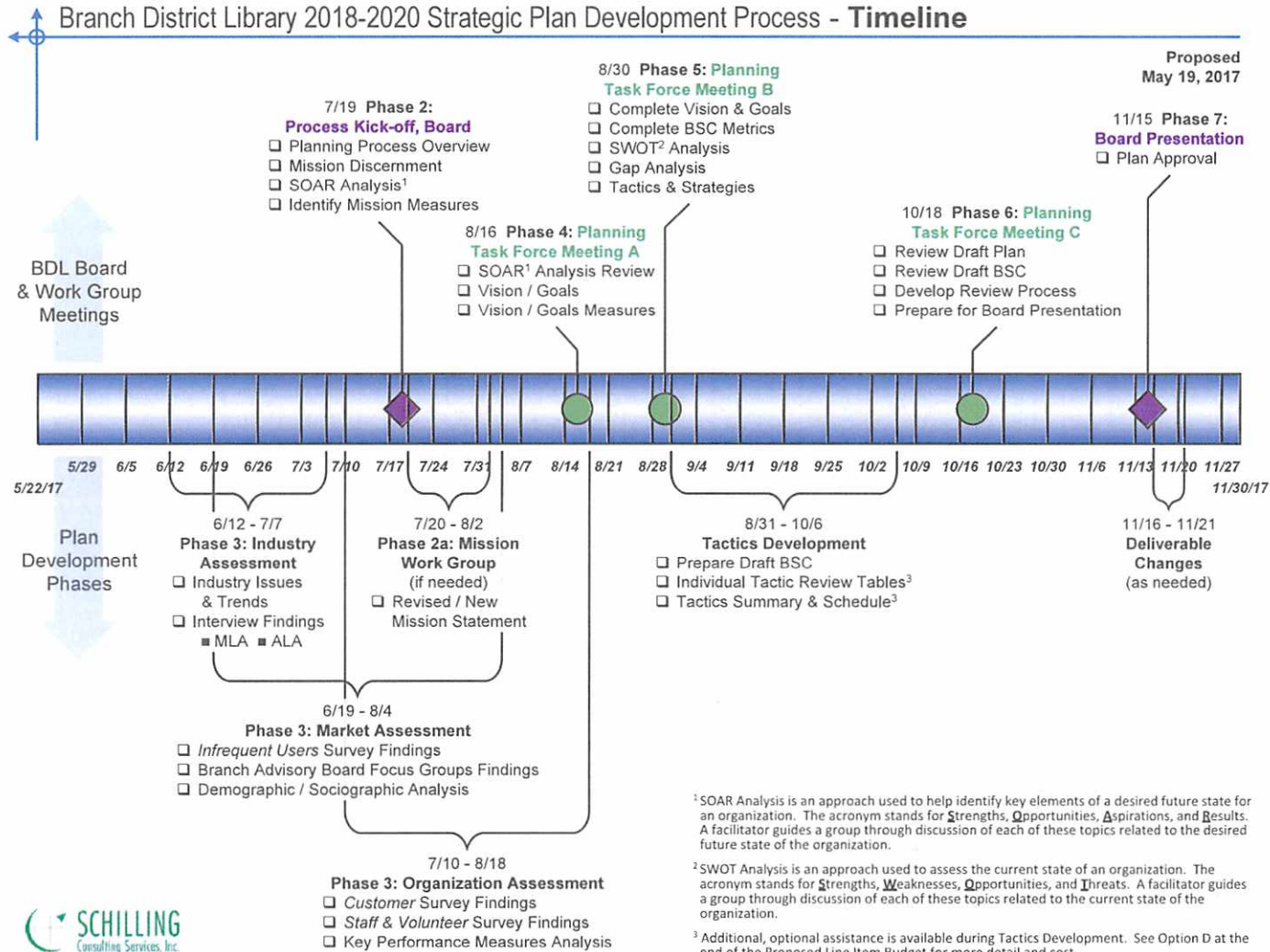
Work Phases and Cost: The proposed Base Work Plan consist of eight phases of work with a **total estimated cost of \$15,372.32** (\$13,900 in professional fees and \$1,472.32 in expenses). Five optional initiatives are also presented for consideration; these items can be purchased independently. The Base Work Plan and these optional initiatives are summarized in the table at right. Additional detail is included in the separate Proposed Detailed Line Item Budget document.

Most organizations have limited budgets for Strategic Planning. Because the Base Work Plan was prepared using detailed task-level content and cost estimates, **SCS is prepared to discuss alternative budgets that may not include all the recommended content.** For example, one possibility would be to reduce the amount of research involved and leverage the results of any recent surveys or focus groups. In addition, if the meetings of the Branch

Advisory Boards can be scheduled during a short period, and it would be less expensive for SCS to utilize hotel stays while reducing mileage, SCS would be happy to explore those alternatives.

Proposal for Branch District Library Development of a 2018-2022 Strategic Plan Summary of Base Work Plan Phases and Options		
<i>Base Proposal Professional Fees (Jeff Schilling, \$125.00 / hour)</i>		
Phase		Cost
1	Design and Development	\$ 500.00
2	Process Kick-off, Board	\$ 875.00
3	Assessments & Analysis - Industry	\$ 1,125.00
	Assessments & Analysis - Market	\$ 3,862.50
	Assessments & Analysis - Organization	\$ 1,850.00
4	Planning Task Force Meeting A (3 hours)	\$ 1,250.00
5	Planning Task Force Meeting B (4 hours)	\$ 1,875.00
6	Planning Task Force Meeting C (3 hours)	\$ 2,187.50
7	Board Presentation (1 hour) and Follow-up	\$ 375.00
8	Facilitate First Plan Review (45 minutes – 1 hour)	\$ -
<i>SubTotal - Professional Fees</i>		<i>\$ 13,900.00</i>
<i>Base Proposal Expenses</i>		Cost
Mileage - Process Kick-off, Board		\$136.96
Mileage - Six Branch Advisory Board Focus Groups		\$787.52
Mileage - Task Force Meetings A- C		\$410.88
Mileage - Board Presentation		\$136.96
<i>SubTotal - Expenses</i>		<i>\$ 1,472.32</i>
Base Proposal Total (+/- 10%)		\$ 15,372.32
<i>Options</i>		Cost
A	Mission Work Group (if needed)	Refer to Proposed Detailed Line Item Budget
B	Additional Stakeholder Research (if needed)	
	Focus Groups	
	Interviews	
D	Additional Market Assessment	
D	Additional Organizational Assessment Research	
E	Tactics Development Tools and Assistance	

Proposed Timeline: A proposed timeline for this project appears below. This timeline includes examples for some meeting dates in order to provide an idea of the time typically required to complete phases of work. Specific dates will be based on client schedules and needs.



References

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<https://www.michiganreading.org/>

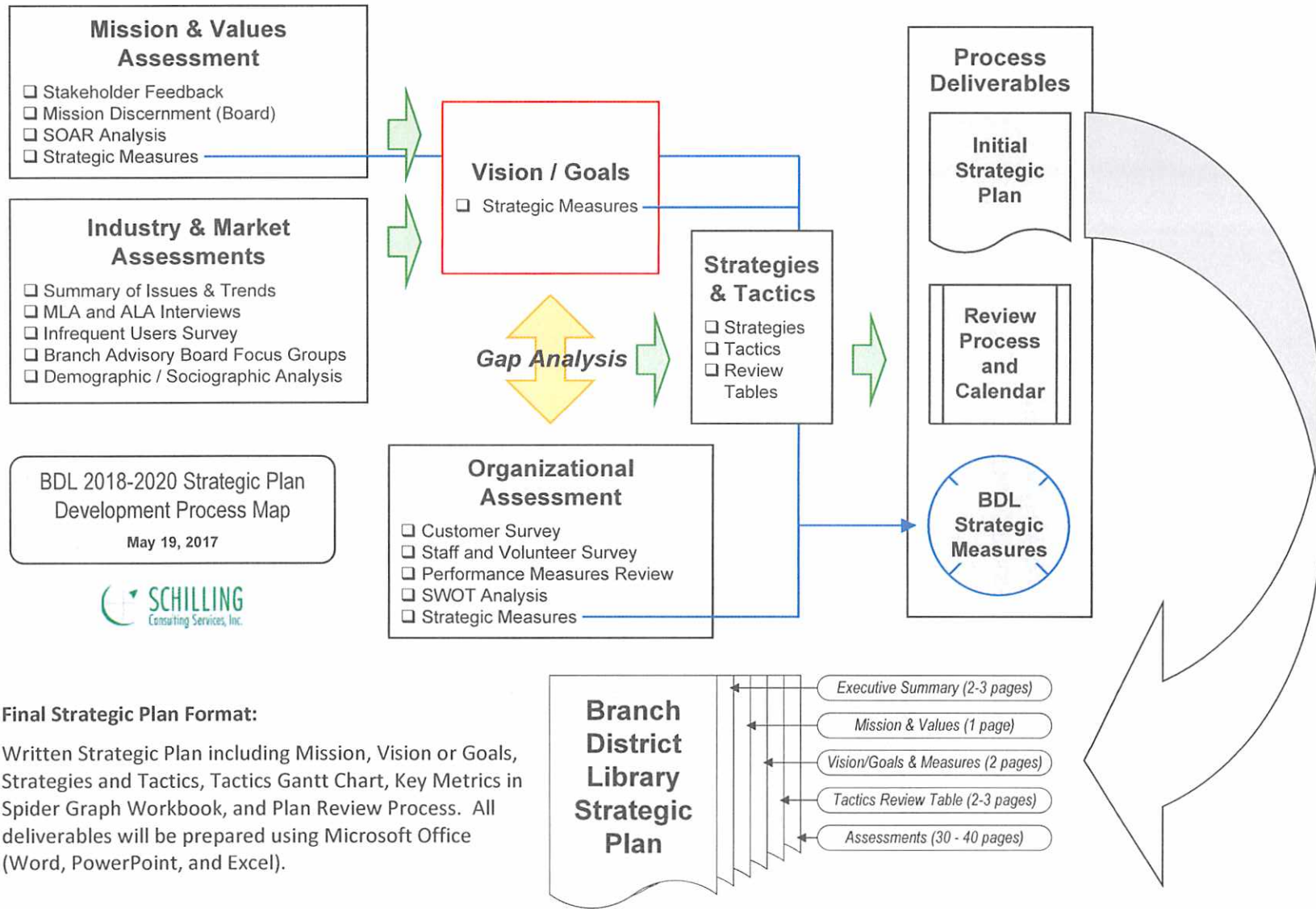
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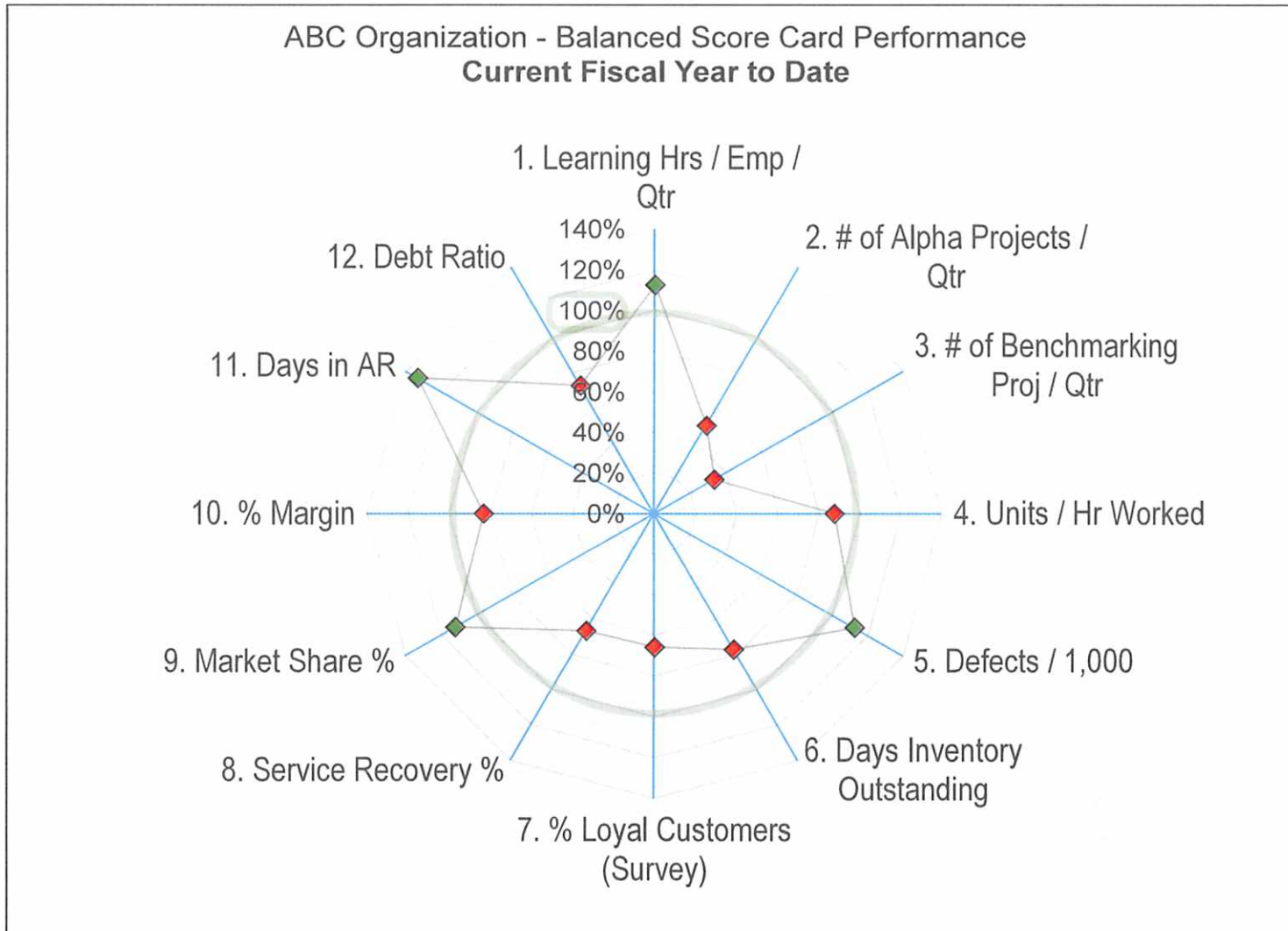
ATTACHMENT A: Process Summary



ATTACHMENT B: Example Tactics Summary

[Organization Name] - 2015-2017 Strategic Plan Tactics Table - [Current Date]													Impact Key: 3 = Critical Success Factor, 1 = Some contribution toward Vision Urgency Key: 3 = Serious Financial Implications within 6 mos, 1 = Could be undertaken any time in 3 yr plan period Readiness Key: 3 = Could initiate next week, 1 = Optimal timing is 1 or more years away															
Strategy	Tactic #	Tactic Names	[Extra Designation]	Project Leader	Sponsor	Tactic Plan Drafted	Impact Rating	Urgency Rating	Readiness Rating	Total Priority Score	In Progress	# Quarters	Financial Resources	Qtr 1 (Jul - Sep, 2016)	Qtr 2 (Oct - Dec, 2016)	Qtr 3 (Jan - Mar, 2017)	Qtr 4 (Apr - Jun, 2017)	Qtr 5 (Jul - Sep, 2017)	Qtr 6 (Oct - Dec, 2017)	Qtr 7 (Jan - Mar, 2018)	Qtr 8 (Apr - Jun, 2018)	Qtr 9 (Jul - Sep, 2018)	Qtr 10 (Oct - Dec, 2018)	Qtr 11 (Jan - Mar, 2019)	Qtr 12 (Apr - Jun, 2019)	Qtr 13 (Jul - Sep, 2019)	Qtr 14 (Oct - Dec, 2019)	
Strat A	1	Tactic Name	<input type="checkbox"/>	TM		<input checked="" type="checkbox"/>	3	3	3	9		4	\$0															
Strat A	2	Tactic Name		TM		<input checked="" type="checkbox"/>	3	3	1	7		6	\$0															
Strat A	3	Tactic Name		CR		<input checked="" type="checkbox"/>	2	2	2	6		11	\$2															
Strat A	4	Tactic Name		CR		<input checked="" type="checkbox"/>	2	1	1	4		6	\$0															
Strat B	5	Tactic Name		BE		<input checked="" type="checkbox"/>	3	2	1	6		5	\$13,200															
Strat B	6	Tactic Name		BE		<input checked="" type="checkbox"/>	3	2	2	7		3	\$1,000															
Strat C	7	Tactic Name		JP		<input checked="" type="checkbox"/>	2	2	2	6		4	\$2,000															
Strat C	8	Tactic Name		JL		<input checked="" type="checkbox"/>	2	1	3	6		2	\$77,500															
Strat C	9	Tactic Name		JM		<input checked="" type="checkbox"/>	1	1	2	4		4	\$5,000															
Strat C	10	Tactic Name		JL		<input checked="" type="checkbox"/>	1	1	2	4		4	\$0															
Strat D	11	Tactic Name		DM		<input checked="" type="checkbox"/>	1	1	2	4		3	\$700															
Strat D	12	Tactic Name		LR		<input checked="" type="checkbox"/>	3	2	2	7		11	\$500															
Strat D	13	Tactic Name		LS		<input checked="" type="checkbox"/>	3	2	2	7		5	\$4,000															
Strat D	14	Tactic Name		LR		<input checked="" type="checkbox"/>	3	2	2	7		4	\$0															

ATTACHMENT C: Example Spider Graph



ATTACHMENT D: Resume

Jeffrey Allen Schilling

4920 Plainfield Avenue, N.E., Suite 13
Grand Rapids, Michigan 49525

Office Phone: 616.363.6240

Cell Phone: 616.822.1491

E-mail: jeff@scsinc.bz

◆ OBJECTIVE

Working with management teams in the related disciplines of information and analysis, strategic planning, and performance improvement.

◆ PROFESSIONAL PROFILE

- | | | |
|-------------------------------|-----------------------------------|-----------------------|
| ❖ Skilled, Innovative Planner | ❖ Comprehensive Analytical Skills | ❖ Proficient Writer |
| ❖ Effective Project Manager | ❖ Knowledgeable Researcher | ❖ Experienced Trainer |
| ❖ Interpersonally Effective | ❖ Balanced Scorecard Developer | ❖ Team Facilitator |

◆ CAREER HISTORY

1995-Present *Principal, Schilling Consulting Services, Inc.*

Founded this Michigan corporation as a vehicle for assisting various organizations with managing change. Provide guidance and direct assistance in the inter-related areas of information and analysis, strategic planning, and performance improvement. Experienced in all areas of strategic planning including plan development and deployment, business plans, feasibility studies, and performance measurement. Trained and facilitated teams in many improvement methods including FOCUS-PDCA, Reengineering/Redesign, and Benchmarking.

1999-2000 *Customer Relationships Consultant, Trinity Health*

Responsible for implementation of a comprehensive initiative to improve patient satisfaction throughout the Member and Service Organizations of Trinity Health. Duties included the reporting and analysis of customer satisfaction information, presentations to various groups, guidance and facilitation for specific service improvement projects, training employees on service standards, and day to day managerial responsibilities for the initiative budget and resources.

1997-1999 *CQI Consultant, Mercy Health Services*

Served as an advisor to continuous quality improvement efforts and the achievement of quality outcomes for Mercy Health Services. Provided technical support and consultation to system leadership in designing, developing, planning, and implementing initiatives that improved service quality, reduced resource utilization, and improved organizational performance, including:

- ❖ Designed and implemented a routine quality reporting system for governance, using the "balanced scorecard" and instrument panel design concepts
- ❖ Developed an Intranet-based customer knowledge "toolbox" for system-wide use, addressing multiple customer "listening" techniques
- ❖ Researched, developed and fielded training for Planning and Deployment, using the Hoshin approach
- ❖ Served as a member of Leadership Group, Proactive Risk Management Redesign Team; Served as Leader of the Data & Reporting Work Group
- ❖ Co-created a CQI Statistics resource development guide; taught Statistical Process Control

1995-1997 *Manager, Strategic Improvement, Saint Mary's Health Care*

Collaborated in the redesign of previous full-time position into this new, half-time position focused on the integration of strategic planning and continuous quality improvement. Served as one of two CQI Coaches, and supported the evolution of strategic planning to a "Hoshin" policy deployment model. Worked with strategy teams to develop indicators and targets, gain customer knowledge, and structure the ongoing refinement and pursuit of core strategies in this multi-entity health services network.

◆ **CAREER HISTORY (Continued)**

1992-1995 **Senior Associate, Planning/New Business Dev., Saint Mary's Health Care**

1989-1992 **New Business Development Associate, Saint Mary's Health Care**

Responsibilities in support of strategic planning, business development, marketing, and decision support for this evolving integrated delivery system, including:

- ❖ Board Approved Business Plans ❖ Strategic Plan Development ❖ Service Line Assessments
- ❖ Customer Satisfaction Surveys ❖ Practice Pattern Analysis ❖ Environmental Assessments
- ❖ Marketplace Price Comparisons ❖ Certificate of Need Process ❖ Care Design/Cost Analysis
- ❖ Market Segmentation/Targeting ❖ Volume Projections ❖ Clinical Pathway Development

1986-1989 **Director, Corporate Affairs, Hospital Council of West Michigan**

1984-1986 **Assist. Director, Hospital Council of West Michigan/Center for Health Affairs**

Assisted in planning, policy development, and development of subsidiaries for this regional hospital association and business coalition, serving Western Michigan.

◆ **DEGREES, SELECT CONTINUING EDUCATION**

Master of Science, Hospital & Health Care Administration, University of Alabama in Birmingham, 1983

Bachelor of Arts, Pre-Professional, Core Curriculum in English, Michigan State University, 1980

Best Practices in Strategic Planning Workshop, American Productivity & Quality Center, April, 1999

Hoshin Practitioner's Conference, 1 Day User Conference, GOAL/QPC, May, 1998

American Society for Quality World Conference on Quality Improvement, 2007, 2004, 2002, 2001

Annual Symposium for Health Care Executives,

University of Alabama in Birmingham, 1997, 1993, 1991, 1989, 1987, 1985

Hoshin Planning in Healthcare, 2 Day Seminar, GOAL/QPC, May, 1997

Continuous Quality Improvement Training, 100+ Hours, Executive Learning, Inc., 1994

◆ **SELECT BOARDS, COMMITTEES, MEMBERSHIPS**

Michigan Society for Healthcare Planning and Marketing Member since 2004
Treasurer, 2014-2017

Michigan Nonprofit Association Consultant / Business Member, 2015-2017

American Society of Quality Member since 1999
Certified Manager of Quality and Organizational Excellence 1999-2011
Grand Rapids, MI Section Chairman 2005-2007
Grand Rapids, MI Section Vice Chairman 2003-2005
Grand Rapids, MI Section Secretary of the Board, 2000-2003

Michigan Hospital Association Data Access and Oversight Committee, Member, 1991-1995
Vice Chairperson, 1994
Task Force on Public Accountability (Data), Member, 1994

Grand Valley Blood Program (Grand Rapids, MI) Board Member, 1989-1993
Public Relations Committee Member, 1989-1995

West Michigan Health Care Executives Group Member, 1988-1995
Treasurer, Founding Board Member, 1988-1991

(References available upon request)

Proposed Detailed Line Item Budget
Branch District Library Strategic Planning, 2017
Submitted by Schilling Consulting Services, Inc., May 19, 2017

Phase	Tasks and Activities	Cost
1	Design and Development	
	<input checked="" type="checkbox"/> Conceptual Model and Diagrams	\$500.00
	<input checked="" type="checkbox"/> Detailed Process and Draft Timeline	
2	Process Kick-off, Board	
	<input checked="" type="checkbox"/> Draft and finalize agenda	\$875.00
	<input checked="" type="checkbox"/> Prepare partial, mission-related findings from Industry and Market Assessments, including Interviews, Branch Advisory Board Focus Groups, and Infrequent Users Survey (see Phase 3 for more details)	
	<input checked="" type="checkbox"/> Facilitation of Board Work Session (2 Hours) featuring: <ul style="list-style-type: none"> ▪ Planning Process Overview ▪ Mission Discernment / Revision (may lead to separate Work Group – see Option A) ▪ SOAR¹ Analysis ▪ Identification of Key Mission Measures 	
3	Assessments & Analysis	
	<i>Industry Assessment (Prepared for Meeting)</i>	
	<input checked="" type="checkbox"/> Summary of State and National Environmental Assessments, issues, and trends	\$625.00
	<input checked="" type="checkbox"/> Interviews <ul style="list-style-type: none"> ▪ Michigan Library Association ▪ American Library Association ▪ Refer to Option B, Structured Interviews, for additional interview pricing 	\$500.00
	<i>Market Assessment (Prepared for Meeting)</i>	
	<input checked="" type="checkbox"/> Findings from SCS-administered <i>Infrequent Users</i> Survey: <ul style="list-style-type: none"> ▪ BDL Generates list of infrequent users to be surveyed ▪ SCS assists with survey invitation ▪ SCS leads development of survey items ▪ SCS Administers survey via SurveyMonkey ▪ SCS prepares report of survey results including graphs and comment summary 	\$675.00
	<input checked="" type="checkbox"/> Findings from SCS-facilitated Branch Advisory Board Focus Groups: <ul style="list-style-type: none"> ▪ Separate 90-minute Focus Groups with each Branch Advisory Board (6) ▪ BDL issues invitation, assists with scheduling ▪ SCS leads development of Moderator Guide (can also include questions related to Organizational Assessment) ▪ SCS Moderates Focus Groups (includes audio recording, if desired) ▪ SCS prepares report, including comparative analysis across Groups 	\$2,687.50
	<input checked="" type="checkbox"/> Demographic & Sociographic Analysis (Limited) <ul style="list-style-type: none"> Refer to Option C, Additional / Current Market Assessment for additional analysis pricing ▪ Includes client selection of key demographic variables ▪ Includes analysis and preparation of maps and graphs 	\$500.00
	<i>Organization Assessment (Prepared for Meeting)</i>	
	<input checked="" type="checkbox"/> Findings from SCS-Administered <i>Customer</i> Survey: <ul style="list-style-type: none"> ▪ BDL generates list of regular users to be surveyed ▪ SCS assists with survey invitation ▪ SCS leads development of survey items ▪ SCS Administers survey via SurveyMonkey ▪ SCS prepares report of survey results including graphs and comment summary 	\$675.00
	<input checked="" type="checkbox"/> Findings from SCS-administered <i>Staff & Volunteer</i> Survey: <ul style="list-style-type: none"> ▪ BDL generates list of staff members and volunteers to be surveyed ▪ SCS assists with survey invitation ▪ SCS leads development of survey items: 2 Spate tracks for staff and volunteers ▪ SCS administers survey via SurveyMonkey ▪ SCS prepares report of survey results including graphs and comment summary 	\$800.00
<input checked="" type="checkbox"/> Key Current Performance Measures – Trends and Comparisons <ul style="list-style-type: none"> ▪ SCS reviews existing measures data; prepares additional / enhanced analysis & graphs 	\$375.00	

Proposed Detailed Line Item Budget (continued)

Phase	Tasks and Activities	Cost
4	Planning Task Force Meeting A (3 hours)	\$1,250.00
	<input checked="" type="checkbox"/> Prepare and advance Meeting A "Primer" (PowerPoint)	
	<input checked="" type="checkbox"/> Draft and finalize agenda	
	<input checked="" type="checkbox"/> Facilitate review of Meeting A "Primer", including key findings from: <ul style="list-style-type: none"> ▪ Interviews ▪ Infrequent Users Survey ▪ Branch Advisory Board Focus Groups ▪ Demographic and Sociographic Analysis 	
	<input checked="" type="checkbox"/> Facilitate Review of Full Board SOAR ¹ Analysis	
	<input checked="" type="checkbox"/> Facilitate identification of Vision or Goals (Desired Future State)	
	<input checked="" type="checkbox"/> Facilitate identification of potential Vision/Goals Measures	
	<input checked="" type="checkbox"/> Preparation of Meeting A Notes / Outcomes	
5	Planning Task Force Meeting B (4 hours)	\$1,875.00
	<input checked="" type="checkbox"/> Finalize proposed Vision/Goals and Measures (with BDL Staff)	
	<input checked="" type="checkbox"/> Prepare and advance Meeting B "Primer" to participants	
	<input checked="" type="checkbox"/> Draft and finalize agenda	
	<input checked="" type="checkbox"/> Facilitate review of Meeting B "Primer", including key findings from: <ul style="list-style-type: none"> ▪ Customer Survey ▪ Staff and Volunteer Survey ▪ Key Performance Measures 	
	<input checked="" type="checkbox"/> Facilitate SWOT ² Analysis and Organizational Assessment	
	<input checked="" type="checkbox"/> Facilitate comparison of Vision / Goals to Organization Current State (Gap Analysis)	
	<input checked="" type="checkbox"/> Facilitate identification of Strategies and Tactics to address Gap	
<input checked="" type="checkbox"/> Preparation of Meeting B Notes / Outcomes		
6	Planning Task Force Meeting C (3 hours)	\$2,187.50
	<input checked="" type="checkbox"/> Draft and finalize agenda	
	<input checked="" type="checkbox"/> Prepare Tactics Summary Table (If desired, SCS can assist with preparation of individual Tactic Review Tables, including the provision of a Template and Review & Management Workbook (Excel); see Option D)	
	<input checked="" type="checkbox"/> Prepare all other elements of Strategic Plan document in draft form	
	<input checked="" type="checkbox"/> Prepare Key Metrics workbook and Spider Graph	
	<input checked="" type="checkbox"/> Advance above materials to participants	
	<input checked="" type="checkbox"/> Facilitate review and finalization of all Plan elements (draft for Board approval)	
	<input checked="" type="checkbox"/> Facilitate design of Plan Review Process	
	<input checked="" type="checkbox"/> Facilitate Task Force preparation for presentation of Plan to Board	
<input checked="" type="checkbox"/> Note any final changes needed		
7	Board Presentation (1 hour) and Follow-up	\$375.00
	<input checked="" type="checkbox"/> Assist as desired with presentation of Draft Plan to Board for approval	
	<input checked="" type="checkbox"/> Note any desired changes and debrief with BDL Director	
8	Facilitate First Plan Review (45 minutes – 1 hour)	No Charge
	<input checked="" type="checkbox"/> Assist as needed with preparation of materials for first Plan Review	
	<input checked="" type="checkbox"/> Facilitate first Board Review of Plan	
Base Proposal Expenses	Mileage - Process Kick-off, Board	\$136.96
	Mileage - Focus Group, Bronson Township Branch Advisory Board	\$121.98
	Mileage - Focus Group, Coldwater City Branch Advisory Board	\$136.96
	Mileage - Focus Group, Quincy Branch Advisory Board	\$140.17
	Mileage - Focus Group, Algonsee Branch Advisory Board	\$155.15
	Mileage - Focus Group, Sherwood Branch Advisory Board	\$117.70
	Mileage - Focus Group, Union Township Branch Advisory Board	\$115.56
	Mileage - Task Force Meeting A	\$136.96
	Mileage - Task Force Meeting B	\$136.96
	Mileage - Task Force Meeting C	\$136.96
Mileage - Board Presentation	\$136.96	
Base Proposal Total		\$15,372.32

Proposed Detailed Line Item Budget (continued)

Option	Tasks and Activities	Cost
A	Mission Work Group (if needed)	
	<input type="checkbox"/> Facilitation of small group (3-4 people) charged with revising Mission Statement. Typically accomplished in 2 – 3 phone meetings.	\$625.00
	<input type="checkbox"/> Prepare final proposed draft Mission Statement for Planning Task Force Reference	
B	Additional Stakeholder Research (if needed)	
	<input type="checkbox"/> Focus Group Moderation and Findings Report (per Group, based on 90 minute Focus Group). Includes Moderator Guide (Questions) Design & Development, Recruitment Assistance, Group Moderation, and Report.	1st: \$560 Each Add: \$375
	<input type="checkbox"/> Structured Interviews (per Interview, based on 45 minute interview). Includes Interview Guide (Questions) Design & Development, Assistance with scheduling, Interview, and	1st: \$340 Each Add: \$155
C	Additional Market Assessment (Prepared for Meeting)	
	<input type="checkbox"/> Demographic & Sociographic Analysis (Additional)	Hourly Rate
D	Additional Organizational Assessment Research (Prepared for Meeting)	
	<input type="checkbox"/> Design, fielding, and analysis of new or lost Customer Satisfaction and Feedback Survey	TBD
	<input type="checkbox"/> Design, fielding, and analysis of Board Effectiveness Self-Assessment	TBD
E	Tactics Development Tools and Assistance	
	<input type="checkbox"/> Facilitate preparation of individual Tactic Review Tables (Action Plan Format)	Hourly Rate
	<input type="checkbox"/> Set up and delivery of Tactics Review & Management Workbook (Excel), including prioritization scale and Gantt Chart.	\$200 - 500 depending on # of Tactics

¹ SOAR Analysis is an approach used to help identify key elements of a desired future state for an organization. The acronym stands for **S**trengths, **O**pportunities, **A**spirations, and **R**esults. A facilitator guides a group through discussion of each of these topics related to the desired future state of the organization.

² SWOT Analysis is an approach used to assess the current state of an organization. The acronym stands for **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. A facilitator guides a group through discussion of each of these topics related to the current state of the organization.



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Strategic plan proposal

1 message

Linda Lyshol <lysholl@branchdistrictlibrary.org>

Tue, Jun 13, 2017 at 2:35 PM

To: Kim Cullin <kim@rethinkinglibraries.org>, Rob Cullin <rob@rethinkinglibraries.org>

Good afternoon, Kim and Rob,

I am just doublechecking with you about submitting a proposal for strategic planning. I will be submitting all proposals to the board for their meeting on June 19th.

Linda Lyshol, MLIS, MPA
Library Director, Branch District Library
10 E. Chicago St., Coldwater MI 49036
<http://www.BranchDistrictLibrary.org>
517-278-2341 | 517-279-7134 (fax)



Linda Lyshol <lysholl@branchdistrictlibrary.org>

Question about department services

2 messages

Linda Lyshol <lysholl@branchdistrictlibrary.org>

Fri, Apr 21, 2017 at 11:43 AM

To: mpa@wayne.edu

Good morning. I am the Library Director for the Branch District Library. My Board wants to hire a firm or person to do a Strategic Plan. I sent out a RFP and received 4 proposals. They are experiencing sticker shock and asked to find out if any of the universities have people that do strategic planning and what the cost might be. To your knowledge, is there anyone at the university that does this for outside entities? Thank you in advance,

Sincerely,
Linda Lyshol, MLIS, MPA
Library Director
Branch District Library
10 E. Chicago St.
Coldwater MI 49036
<http://www.BranchDistrictLibrary.org>
517-278-2341 ext. 16
517-279-7134 (fax)

MPA Program <mpa@wayne.edu>

Fri, Apr 21, 2017 at 12:07 PM

To: Linda Lyshol <lysholl@branchdistrictlibrary.org>

Dear Ms. Lyshol-

Thank you for reaching out to us. To my knowledge, we do not have that capacity at our university, but I will admit I probably am not the best person to ask. Normally I would refer you to someone who might have some knowledge, but the person who comes to mind just went on maternity leave. So I am afraid I cannot be of much assistance. Sorry and good luck!

Brady

Brady Baybeck
MPA Director and Associate Professor
Department of Political Science
Wayne State University
2049 FAB
Detroit, MI 48202
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Phone: 313/577-9831

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