

## Bath Township Public Library Board of Trustees

Sue Garrity, President  
Ryan Fewins-Bliss, Treasurer  
Lynn Bergen

Theresa Kidd, Vice President  
Shannon Vlastic, Secretary  
Ken Jensen

### AGENDA, MARCH 19, 2019 – 6 P.M.

1. Call to Order.
2. Moment of Civic Reflection
3. Approval of the Agenda
4. Public Comment – limited to 3 minutes, on agenda items only.
5. Disclosure of Conflicts of Interest
6. Review and Approval of Minutes
7. Financial Report – Treasurer
8. Director’s Report
9. Unfinished Business - Items for Discussion
  - a. Policies for Approval
    - i. Violations of the library. -suggestion to approve as is
    - ii. Programming Policy- suggestion to approve as is
    - iii. Circulation Policy- needs discussion
      1. Limited access?
    - iv. Bylaws
      1. Article IV, Section 7 Treasurer
  - b. Strategic Planning Workshop – Review of Proposals
    - i. Facilitation Center at Eastern Kentucky University (EKU)
    - ii. Robin Lynn Grennell
    - iii. Lewis G. Bender
    - iv. Anders Dahlgren
    - v. JT Consulting Firm
    - vi. Kimberly Bolan
    - vii. Piper & Gold
    - viii. PSC
10. Items for Action (need a vote)
  - a. Policy & Employee Manual – drafts from Anne Seuryneck (continuing review)
    - i. Violations of the Library
    - ii. Programming Policy
    - iii. Circulation Policy
      1. Limited access?
    - iv. Bylaws
      1. Article IV, Section 7 Treasurer
11. New Business - Items for Discussion
12. Items for Action
13. Public Comment – Limited to 3 minutes
14. Board Member Comments
15. Adjournment

**Reminder: Next Meeting is April 16, 2019**

**Bath Township Public Library**  
Meeting Minutes

*Tuesday, February 19, 2019*

*Present:* (Board Members) Sue Garrity, Lynn Bergen, Ken Jensen,  
Shannon Vlastic, Ryan Fewins-Bliss  
Board not present: Theresa Kidd (excused absence)  
(Library Director & staff) Kristie Reynolds, Derek Barth, Carrie  
Frazer

*Next meeting:* Regular Meeting: Tuesday March 19, 2019 @ 6:00pm.

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**I. Regular Business**

- a. Meeting called to order at 6:09pm.
- b. Moment of civic reflection.
- c. Lynn moves to approve the agenda (with change to treasurer's report) as amended, Shannon 2<sup>nd</sup>, all in favor.
- d. Public comment on agenda items: None.
- e. Disclosures of conflict of interest: Sue is still "entangled" in Friends of Library board, though not in an official capacity.
- f. Lynn moves to approve the minutes from 1/15, Ken 2<sup>nd</sup>, all in favor.

**II. Financial Report**

Attached, FY2018 Budget vs. Actuals. Numbers will vary as they include journal entries from 2019. This will be corrected with audit. Way ahead on budget, even including minor over-expenditures. Starting to get tax capture for FY2019. Auditors starting field work on 02/25/2019. January Budget vs. Actuals also attached. Shannon moves to approve the financial reports as presented. Lynn 2<sup>nd</sup>, all in favor.

Ryan sent out requests for proposal re: Strategic Plan to all names that Kristie was given from Kate at Woodlands, as well as anyone that he has personal experience with or knowledge of. Should have responses back by deadline of March 15, 2019.

### III. Director's Report

Attached. No staffing changes. All staff meeting, quarterly (next in April.) Contacted Agnew Signs regarding lighting in outside sign, they will come check it out soon. Joined MCLS (Midwest Collab. Library Services.) Paid for by Woodlands. Statistics keep improving!

### IV. Discussion

#### a. Policy & Employee Manual;

- I. Ryan moves to approve the Record Retention policy as presented, Shannon 2<sup>nd</sup>. All in favor.
- II. Re: Circulation Policy. We need to decide on what to offer non-residents as far as access. Kristie will get data on who (out of our current patrons) this will affect so we can make a better-informed decision. Table until next meeting.
- III. General Operating Procedure; remove VII (re: R Rated Movies) from the policy. Kristie will add a notice to "about page" notifying patrons that children have access to ALL materials. Going forward, the form filled out by parents to get library card for minor should state that the library does not censor minor materials.  
VII (re: Returned Checks) The service fee should reflect the amount that WE get charged from the bank. Ryan will check on this. Fax fees begin on 3/1/2019. Lynn moves that we should accept the General Policy sections as amended, Ryan 2<sup>nd</sup>. All in favor.
- IIII. Sue suggests a policy for fine forgiveness.

#### b. Bylaws;

- I. Article IV, Section 7 Treasurer, incorrect language – needs to be fixed by attorney.
- II. Article IV, Section 8 Checks, take secretary out, add library director. Only one person is required to sign checks.
- III. Article V, Section 4 Order of the Meeting, leaving the order as is.

## **V. New Business**

- a. Stopthebleed.org class; Shannon has a contact to have this class taught to our library staff. Kristie will speak with staff and let Shannon know a date / time that is good for everyone.

## **VI. Closing**

- a. Public Comment: None.
- b. Board Comment: None.
- c. Ryan moves to adjourn the meeting, Ken 2<sup>nd</sup>, all in favor.

Meeting adjourned at 8:09pm.

# BTPL - February 28, 2019 Report - 17% of the Year

## BUDGET VS. ACTUALS: BTPL FY2019 BUDGET - FY19 P&L

January - December 2019

		TOTAL		
	ACTUAL	BUDGET	REMAINING	% OF BUDGET
<b>Income</b>				
Donation	14.34	5,000.00	4,985.66	0.29 %
Miscellaneous	1.00	200.00	199.00	0.50 %
Penal Fines		54,000.00	54,000.00	
Service Fees	137.18	1,200.00	1,062.82	11.43 %
State Aid		4,600.00	4,600.00	
Tax Revenue	225,400.09	286,000.00	60,599.91	78.81 %
Uncategorized Income		1,800.00	1,800.00	
<b>Total Income</b>	<b>\$225,552.61</b>	<b>\$352,800.00</b>	<b>\$127,247.39</b>	<b>63.93 %</b>
<b>GROSS PROFIT</b>	<b>\$225,552.61</b>	<b>\$352,800.00</b>	<b>\$127,247.39</b>	<b>63.93 %</b>
<b>Expenses</b>				
Advertising & Marketing		7,000.00	7,000.00	
Bank Charges & Fees		250.00	250.00	
Capital Expenses	229.96	4,000.00	3,770.04	5.75 %
Collection Acquisitions	4,229.93	34,200.00	29,970.07	12.37 %
Contractual Services	2,712.74	23,400.00	20,687.26	11.59 %
Insurance		3,500.00	3,500.00	
Legal & Professional Services	4,060.00	7,000.00	2,940.00	58.00 %
Library Programming	445.44	12,600.00	12,154.56	3.54 %
Membership	0.00	7,950.00	7,950.00	0.00 %
Miscellaneous Expense	88.96		-88.96	
Office Supplies & Software	1,547.22	7,000.00	5,452.78	22.10 %
Payroll	20,979.81	135,000.00	114,020.19	15.54 %
Payroll Taxes/Benefits	8,637.60	32,500.00	23,862.40	26.58 %
Professional Development	270.00	6,000.00	5,730.00	4.50 %
Rent & Lease	2,596.77	10,500.00	7,903.23	24.73 %
Repairs & Maintenance	1,409.34	9,400.00	7,990.66	14.99 %
Subscriptions	1,032.00		-1,032.00	
Technology	263.04	21,450.00	21,186.96	1.23 %
Travel	988.73	5,000.00	4,011.27	19.77 %
Utilities & Internet	824.45	6,600.00	5,775.55	12.49 %
<b>Total Expenses</b>	<b>\$50,315.99</b>	<b>\$333,350.00</b>	<b>\$283,034.01</b>	<b>15.09 %</b>
<b>NET OPERATING INCOME</b>	<b>\$175,236.62</b>	<b>\$19,450.00</b>	<b>\$ -155,786.62</b>	<b>900.96 %</b>
<b>NET INCOME</b>	<b>\$175,236.62</b>	<b>\$19,450.00</b>	<b>\$ -155,786.62</b>	<b>900.96 %</b>

# Bath Township Public Library

## BALANCE SHEET

As of February 28, 2019

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
MSUFCU Checking	232,671.62
MSUFCU Savings	5.00
<b>Total Bank Accounts</b>	<b>\$232,676.62</b>
<b>Total Current Assets</b>	<b>\$232,676.62</b>
<b>TOTAL ASSETS</b>	<b>\$232,676.62</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
<b>Total Liabilities</b>	
Equity	
Retained Earnings	149,220.45
Net Income	83,456.17
<b>Total Equity</b>	<b>\$232,676.62</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$232,676.62</b>

## March 2019 Director's Report

- Legal & Professional (like the lease stuff, insurance, etc.)
  -
- Staffing (only necessary when we have changes)
- Scheduling (Like changes in hours, upcoming vacations, etc.)
  - I am taking Friday, May 3 and Friday, May 10 off.
- Upcoming Programs (discussion of programs we're offering in the upcoming month)
  - We have several great programs coming up. The 20<sup>th</sup> of March is the Friends meeting, the 21<sup>st</sup> Super Heroes are visiting the library, the 26<sup>th</sup> is our book club from 7-8 and from 6-7 we are hosting author Dean Feldpausch
- Community outreach (what are we doing out in the community)
  - Carrie attended literacy night
  - We have been approached by the senior center to coordinate a program with seniors and taxes
- Technology (if there are updates)
  - Added the cameras for the computer room and by the bathrooms
- Policy (If there are updates) The policies are attached as well. I did make small changes based on what we discussed in the past. You have the originals in the forwarded emails from Anne.
  - Violations of the library. -approve as is
  - Programming Policy- approve as is
  - Circulation Policy- needs discussion
    - Limited access?
  - Bylaws
    - Article IV, Section 7 Treasurer
- Continuing Education (training you, your staff, or board members have attended)
- Projects (like security, signage, AED's, working with the architects, new shelving, etc.)
  - The audit- The audit was intense. I learned tons and have already started implementing some easy fixes lower the risk of fraud.
- Statistics

February	2018	2019	Difference			
Visit	478	799	321			
Items checked out	288	1132	844			
Computer use	174	230	56			
New Cards	11	23	12			
Program Attendance	26	113	87			
Storytime Attendance	7	11	4			

## LIBRARY VIOLATIONS ENFORCEMENT POLICY

### **I. Purpose.**

The purpose of this policy is to provide a process for addressing violations of the Bath Township Public Library policies. This Library Violations Enforcement Policy (“Policy”) will set forth the process and procedure for violations of all Library policies, including but not limited to the Patron Behavior, Internet Use, and Meeting Rooms.

### **II. Library Director/Designee’s Right to Suspend Privileges.**

Upon determining that a Library policy has been violated, the Library Director or the Director’s designee may restrict access to Library facilities with immediate dismissal of the patron from the premises, by suspending the patron’s access to Library facilities for a set period of time, or by denying access to specific services and/or programs pursuant to this Policy. If necessary, the local police may be called to intervene.

### **III. Incident reports.**

Library Staff shall record in writing in the form of an Incident Report any violation of Library policy that resulted in a verbal warning or a suspension of Library privileges. By the end of the day on which the incident occurred, an Incident Report shall be written and forwarded to the Library Director for logging and review. The Incident Report should include physical descriptions in addition to the name of the patron. A copy of the limitation or suspension of privileges letter should be attached, if applicable.

### **IV. Violation of the Policy – Suspension of Privileges.**

- A. *General Violations.* Unless otherwise provided in Section IV.B of this Library Violations Enforcement Policy, the Library shall handle violations as follows:
  1. *Initial Violation:* Library patrons observed violating a Library policy will be asked to cease the violation with a verbal request. If the patron does not comply with the request, he or she will be asked to leave the building for the day. If he or she refuses, police may be called.
  2. *Subsequent Violations:* The Director or the Director’s authorized designee may further limit or suspend the patron’s Library privileges if violations of the same rule continue. Such limitation or suspension shall be in writing specifying the nature of the violation. Subsequent violations of the same rule shall result in additional suspensions of increasing length.
- B. *Violations that Affect Safety and Security.* Violations of Library policy that affect safety and security, including but not limited to violations involving verbal abuse, violence, threatening behaviors, child pornography or obscenity, sexual harassment, vandalism, drug sale or use or attempted drug sale or use,



intoxication, theft or attempted theft, physical harassment, sexual misconduct or any behavior that threatens the safety and security of staff and/or patrons shall be handled as follows:

1. *Initial Violation:* The police will be called immediately if the conduct constitutes a violation or suspected violation of local, state, or federal law. Arrest or criminal prosecution may ensue. Violations of this nature will result in an immediate minimum two-week suspension of Library privileges in order to give the Library sufficient time to investigate the incident. After the investigation is completed, the Library Director or his/her designee may add additional time to the initial limitation or suspension period.
2. *Subsequent Violations:* The police will be called immediately if the conduct constitutes a violation or suspected violation of local, state, or federal law. Arrest or criminal prosecution may ensue. Subsequent violations of the same rule shall result in additional limitations or suspensions of increasing length. Such limitations or suspensions shall be in writing specifying the nature of the violation.

#### **V. Reinstatement.**

The patron whose privileges have been limited or suspended shall attend a meeting with the Director or the Director's designee to review the Library policy that was the subject of the violation before their privileges may be reinstated. The Director may also attach reasonable conditions to any reinstatement.

#### **VI. Right of Appeal.**

Patrons may appeal a decision (1) to limit or suspend privileges or (2) to attach conditions to any reinstatement by sending a written appeal to the Library Board within ten (10) business days of the date the privileges were revoked or limited or the conditions were made. The appeal should be sent to the President of the Library Board. The decision of the Library Board is final.

## **Programming Policy**

The Bath Township Public Library supports its mission of connecting people to ideas, information, experiences and materials that provide enjoyment, enrich peoples' lives, and strengthen our community by developing and presenting programs that provide additional opportunities to further the Library's mission to provide for information, learning, and entertainment. Programming is an integral component of library service that:

- Expands the Library's role as a community resource
- Introduces customers and non-users to library services
- Provides entertainment
- Provides opportunities for learning
- Expands the visibility of the Library
- Furthers the mission of the Library

### **I. Program Determination**

Ultimate responsibility for programming at the Library rests with the Director, who administers under the authority of the Library Board. The Director, in turn, delegates the authority for approved program management to the Assistant Director/Program Coordinator, who oversee this responsibility through delegation to designated staff. The Library Director has the discretion to determine which programs the Library shall sponsor or co-sponsor.

### **II. Criteria for Programs**

Library staff plans and develops programs for the community based on relevance to community interests and issues, popular appeal, the mission of the Library and suitability for general or targeted audiences.

Program presenters are chosen for their expertise and public performance experience.

The Library does not plan programs or classes that are commercial in nature. Although a professional or business person may be invited to speak, the purpose of the program is to educate, inform, or entertain and otherwise further the Library's mission. Programs are not designed for commercial purposes or for the solicitation of business.

### **III. Co-Sponsorship of Programs**

The Library may co-sponsor programs with other persons, agencies, organizations, and institutions. The Library Director has the sole discretion to determine whether to co-sponsor a program according to the criteria set forth in this Programming Policy. If the Library desires to co-sponsor a Library program, these individual or organizational partners must coordinate marketing efforts with the Library's Assistant Director/Program Coordinator. No co-sponsor may use the Library's name in any marketing material without prior approval of the Library Director. If a person or organization desires to co-sponsor a program, the person or organization shall make such request in writing to the Library Director.

#### **IV. Non-discrimination**

The Library does not discriminate in its programs. Library sponsorship or co-sponsorship of a program does not constitute endorsement of the content or the views expressed by the presenter or the participants. Program topics, speakers, and resources are not excluded from programs because of possible controversy, and the Library will strive to offer multiple viewpoints.

#### **V. Program Attendance**

Library programs and classes are open to the public; however, due to the nature of certain programs, attendance may be limited. For example, some children's programs may be limited based on age.

Further, attendance may be limited based on the occupancy permitted in the room. When occupancy limits must be established, advanced registration may be required. In the cases where advanced registration is not required, the Library may limit the number of people that may attend any program at the door. Attendance will be determined on a first come, first served basis, either with advanced registration or at the door.

Generally, Library programs are free; however, some classes or programs may require a nominal materials fee or require a ticket to be purchased.

#### **VI. Library Staff**

Library staff members who present programs or classes do so as part of their regular job and are not hired as outside contractors.

#### **VII. Programming Concerns**

The Library welcomes expressions of opinion from patrons concerning programming. If a customer questions a library program, he/she should first address the concern with the Library Director. Patrons who wish to continue their request for review of Library programs may submit the Request for Reconsideration form to the Library Director. Requests for review of programs will be considered in the same manner as requests for reconsideration of library materials as outlined in the Library's Material Selection Policy.

#### **VIII. Guidelines for Selling Books, Recordings, Art or Other Items at Library Programs**

Program presenters who are authors or artists are invited to sell and sign books, music, movies and art following library programs upon prior approval by the Library Director.

## CIRCULATION POLICY

### I. Eligibility for a Library Card at the Bath Township Public Library.

- A. Full Access – Township residents. An individual residing in or paying real property taxes (which would include the owners of businesses that pay property taxes) to the Bath Township Public Library is eligible for a Library Card from the Library. Proof of identity and current address is required as stated more fully in this Circulation Policy (“Policy”). Library Residents are entitled to all Library services provided by the Library.
- B. Limited Access. For individuals who are not Library Residents, the Library offers certain patrons limited access to services provided by the Library (“Limited Access Cardholders”). Limited Access Cardholders shall have unrestricted use of the Library’s facilities and programs. However, they shall have restricted access to Library materials. Limited Access Cardholders may have restricted interlibrary privileges as stated more fully below in the category descriptions. Limited Access Cardholders shall also not have access to the Library’s digital resources, including but not limited to Overdrive. Limited Access Cardholders are also prohibited access to any materials or services that are restricted to Library Residents only by contract. The access permitted or restricted by Limited Access Cardholders is subject to change pursuant to action by the Library Board of Trustees. The following individuals may receive Limited Access Library cards:
1. Cooperative Residents. Individuals who (1) have Library Cards from any Library that is a member of the Cooperative and (2) reside within that Library’s service area are eligible for a Library Card with the limited access stated more fully above. Cooperative Residents shall have access to full interlibrary privileges. This would not include any individual who has received a non-resident Library Card from a Cooperative Library. There is no cost for a Cooperative Resident card.

**Commented [AMS1]:** This is something that will have to be further tailored to the Library. But, I recommend making some distinction between residents and non-residents such as a nominal non-resident fee. Further, some contracts such as Overdrive require that only residents of the service area can use the service, which in our case will be the Township only. Do you have such contract provisions?

### II. Receiving a Library Card.

- A. Every person wishing to receive a Library Card from the Library must complete an Application for a Library Card. To obtain a Library Card, applicants must provide a valid photo ID with the current address on it, such as a driver’s license, passport or state ID card. If the address on their ID is not current or the ID is from a state other than Michigan, the applicant must provide a proof of address in the form of mail, such as a lease or utility bill, received at their place of residence. For those individuals who are eligible for Library Resident status because they pay property taxes, they must provide documentation of taxpayer or business owner status. Limited Access Cardholders are also required to provide any other specific information required in the above “Eligibility” section as a condition of receiving a Library card.

- B. By signing the Application, the person (or parent or guardian for minors under the age of 18) agrees to and acknowledges that they are subject to the policies and procedures of the Library, which may be amended from time to time. Library Cards are valid for a period of three (1) year.
- C. Cards will be renewed after identification, address and telephone number have been verified for accuracy and all fines and fees have been paid.
- D. Minors between age 5 and 18 are eligible for a Library Card. Minors must be accompanied by a parent or legal guardian when applying for or renewing a card. The parent or legal guardian must provide the same valid ID as stated above. By signing the Application, the parent or legal guardian agrees to be liable for payment or return of the materials identified in that Library record. Put another way, the signing parent/guardian is financially responsible for all items checked out on a child's card.
- E. Library Cards must be presented at checkout and patrons are responsible for maintaining control over their cards. Lost cards must be reported immediately because the patron is responsible for all materials checked out to their card.
- F. Patrons may receive a replacement card for a cost of \$2.00. (Would start on April 1)

**III. Circulation of Material; Interlibrary Loan**

- A. The Library has exclusive authority to determine what materials will be circulated. Books in the reference section will not be circulated unless specifically authorized by the Library Director.
- B. Bath Township Public Library participates with the State of Michigan Electronic Library Interlibrary Loan System (MelCat). If the Bath Township Public Library does not own a book a patron wants, they may request it from another library participating in MelCat. Once it has been successfully requested, the item will be sent to the Bath Township Public Library where it will be processed, and the patron will be notified they can pick up their item.

**IV. Reserving and Reserved Material.**

Patrons may place holds on certain materials that are currently checked out by other patrons by reserving the material on the Library's website and logging into the catalog, calling the Library or requesting in person. Patrons will receive a notice by phone or email from the Library when the item is available for them. Reserved library materials will be held for (5) days. Materials must be checked out on the account of the person placing the request. If a patron has placed a hold on an item currently available on the shelf, and that item has not yet been pulled for that patron, the item may be checked out by another patron physically at the Library. The hold will be retained in the system, and the patron with the hold will be the next person to receive the item when it is returned.

**IV. Lost and Damaged Material.**

- A. Lost Material. Material not returned within sixty (60) days of the due date is considered lost and the patron who checked out the material is responsible for all replacement costs or accrued overdue fees. The Library Director shall determine what the list price is for the material and either notify the patron of the amount due or designate a staff member to notify the patron of the amount due. Overdue fines (maximum \$5.00) shall be assessed until the material is returned or the lost material has been paid for by the patron. If the item is subsequently found after the replacement costs have been paid, the patron may keep the material and no refunds shall be issued.
  
- B. Damaged Material. If material is returned damaged and may not be put back into circulation, the patron checking out the material is responsible for the payment of the replacement costs. If material is damaged but may be put back in circulation, the Library shall assess a fee of \$2.00 per item. If the material is an audiobook, the Library staff has the authority to determine whether a repair or replacement fee shall be assessed depending on the cause and nature of the damage; for example, whether the damage was a result of negligent use or misuse of the audiobook. The Library shall have the exclusive and final authority to determine whether the book may be repaired.

**V. Loan Periods.**

Items are loaned out according to the following schedule. The DVD's shall have a limit of 5 items that may be checked out at one time by a patron; however, there is no limit to how many other materials a patron may have checked out. The Library also limits the number of renewals allowed as identified in the chart below. No renewals are permitted for Library material that has been placed on hold. Encyclopedias, reference items and genealogy materials are non-circulating.

Material	Loan Period	Limit on Number of Items Checked out at one Time	Renewals allowed
All Books	3 weeks	No limit	One (1) renewal
Magazines	3 weeks	No limit	One (1) renewal
Audio Books and CDs	3 weeks	No limit	One (1) renewal
DVDs (excluding multi-disc television show sets)	1 week	Five (5) titles at one time	One (1) renewal
Multi-disc television show sets DVDs	1 week	Five (5) titles at one time	One (1) renewal
Nontraditional Materials	3 weeks		One (1) renewal

**VI. Overdue Charges.**

- A. The Library's overdue charges are identified in the chart below:

Material	Overdue Charges
All Books Except New	\$.10 per day per item

Books		
Magazines		\$ .10 per day per item
Audio Books and CDs		\$ .10 per day per item
DVDs (excluding multi-disc television show sets)		\$ .50 per day per item
Multi-disc television show sets DVDs		\$ .50 per day per item
Nontraditional Materials		\$ .50 per day per item

- B. The above fines are limited to a maximum of \$5.00 per item for all materials that are returned.
- C. The Library is not required to provide notice of overdue material or fines. The Patron is responsible for the fines and fees and the return of material.
- D. When a patron has accumulated fines greater than \$5.00 or has (1) one or more overdue items, the patron shall be considered delinquent. This includes cards for which the patron is the only person identified on the card and cards in which the patron has agreed to be liable for payment for or return of the materials checked out on that card.
- E. The Library reserves the right to turn over any delinquent account to a collection agency and the patron will be responsible for all actual costs of collection and a \$10.00 processing fee or any additional fees and costs that the court may order.
- F. Patrons who are delinquent may not check out any additional items or use Library computers until the outstanding fines have been paid in full.

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## Bath Township Public Library Board Bylaws

### Article I. Establishment and Purpose of Bylaws

Section 1. Name. The Bath Township Public Library was established by the virtue of the provisions of the City, Village and Township Libraries Act, 1877 PA 164, (“PA 164”).

### Article II. Board Members

Section 1. Board. In accordance with the provisions of the City, Village and Township Libraries Act, 1877 PA 164, as amended, (“PA 164”) the Library Board (or “Board”) shall consist of six (6) elected members who are registered electors of Bath Charter Township. The Board members shall be selected every four (4) years (at the same time as the election of Bath Charter Township board members) and shall serve four (4) years.

Section 2. Vacancy. The office of Board member becomes vacant when the incumbent dies, resigns, is convicted of a felony, is removed from office by the governor under section 10 of article V of the state constitution of 1963, or, except as otherwise provided in this subsection, ceases to be a qualified elector of the city, village, or township in which he or she was appointed or elected. In the event of a vacancy, the Board shall appoint a person to hold the vacant office until the general November election.

Section 3. Individual Authority. Board members have no authority as individuals, apart from that specified in these Bylaws or applicable law, but rather exercise their authority collectively with Library Board action.

### Article III. Powers of the Board of Trustees

Section 1. Authority. The Library Board may exercise any and all powers granted to it by PA 164 and federal and Michigan law. If permitted by law, the Library Board may delegate such powers to the Officers of the Board and/or the Library Director as it deems necessary.

Section 2. Budget. The Library Board shall have the exclusive control of the budget of the Library. The fiscal year of the Library shall be the annual period commencing January 1 and ending the following December 31. The Library Board shall prepare and make available an annual budget.

Section 3. Audit. The Library Board shall obtain an annual audit by an independent certified public accountant selected by the Board, all in accordance with Michigan law.

### Article IV. Officers

Section 1. Officers. Officers of the Board shall be President, Vice-President, Secretary, and Treasurer.



Section 2. Terms. Officers shall be elected at the November meeting and serve a one (1) year term. Officers shall serve until a successor is appointed.

Section 3. Vacancies in Office. Vacancies in any officer position shall be filled by a majority vote of the Board, except for President, wherein the office of the President shall be filled by the Vice-President for the unexpired term.

Section 4. President. The President of the Board shall preside at all meetings, prepare and distribute agenda, notify all members of regular or special meetings, appoint all committees, and generally perform any duties of a presiding officer. In the absence of a President, the Vice-President shall preside over any meetings. In the absence of each of these persons, a chairperson chosen by a majority of the Board members present at the meeting shall preside over such meeting.

Section 5. Vice-President. The Vice-President shall perform the duties of the President in the President's absence. In case of resignation, disability, or death of the President, the Vice-President shall assume the office for the unexpired term.

Section 6. Secretary. The Secretary shall be a custodian of all records of the Board and is responsible for all legal correspondence and keeping the minutes of the Board meetings. The Secretary shall see that all public notices of meetings are duly given in accordance with the provisions of these Bylaws or as required by law. Any of these responsibilities may be assigned to the Library Director if the Secretary so directs. In the event of his or her absence, the President shall appoint another Board member to act as Secretary of a meeting.

Section 7. Treasurer. The Treasurer shall review expenditures of the library through monthly reports from the library director. The Treasurer shall work with the Library Director to ensure that the library fund is being maintained and the moneys received by the Library are deposited into the library fund. A record of all moneys received or deposited into the library fund, and all disbursements, sales and transfers from the library fund shall be kept by the Treasurer and reported monthly to the Library Board at its regular meeting. In addition, the Treasurer shall perform such other duties as may be prescribed for him or her by state or federal law and these Bylaws. With the approval of a majority of the Board and if permitted by law, the Treasurer may delegate any of these responsibilities to the Library Director.

Section 8. Checks. All checks must be signed by one officer or the Library Director. Any of the following officers may sign checks: President, Vice-President, Treasurer.

Section 9. Conflicts. The Board shall not cause the Bath Township Public Library to enter, directly or indirectly, into any contract or transaction with any Board member or with any corporation, firm, association, or other entity in which one (1) or more Board members have a material financial interest or in which one (1) or more Board members are otherwise involved, unless authorized by and following the procedure, if any, set forth in Michigan law.

Section 10. No Liability. Board members shall not be personally liable for the debts, liabilities, or other obligations of Bath Township Public Library.

## Article V. Meetings

Section 1. Regular Meetings. There shall be a minimum 10 regular official meetings of the Board. A schedule of the regular meetings for the year, including date, time and location, shall be set by the Library Board at the last annual meeting of the year and posted in the Library no later than 10 days following the meeting. Meetings may be cancelled or rescheduled by the President if a poll of the Board shows a quorum will not be present. Regularly scheduled meetings may be cancelled or rescheduled by action of the Board. If there is a change in the schedule of regular meetings of a public body, there shall be posted within three (3) days after the meeting at which the change is made, a public notice stating the new dates, times, and places of its regular meetings.

Section 2. Special Meetings. Special meetings may be called by the President, or upon written request of two (2) members, for the transaction of business as stated in the call. Notice stating the time and place of any special meeting and the purpose for which shall be given each member of the Board no less than 18 hours in advance of such meeting. Notice shall be provided to the public in the format and manner as provided by the Michigan Open Meetings Act, including the time, place and purpose for which such meeting is called.

Section 3. Quorum. A quorum for transaction of business shall consist of simple majority (50% plus one) appointed or elected and serving.

### Section 4. Order of Business

Agenda:

Call to Order

Civic Reflection

Approval of the Agenda

Disclosure of Conflicts of Interest

Review and Approval of Minutes

Public Comment (Limited to 3 minutes, on agenda items only)

Financial Report

Directors Report

Unfinished Business

Items for Discussion

Items for Action

New Business

Items for Discussion

Items for Action

Public Comment (limited to 3 minutes)

Board Member Comments

Adjournment

Section 5. Board Action. Any Board action, to be official, must be approved by a majority of members present at an official Board meeting

Section 6. Procedures. The Provisions of the Open Meetings Act (Public Act 267 of 1976) shall be followed. Robert's Rules of Order, Newly Revised, shall be the rule for all meetings of the Board.

Article VI. Committees

Special Committees may be appointed by the President, with approval of the Board, to serve until assignments are completed. Unless otherwise directed, a committee's assignment is limited to study and/or investigation and reporting and the committee is only advisory in nature. Committee expenditures must be duly authorized by the Board. Any recommendation by a committee must be approved by the Board.

Article VII. Library Director

Section 1. Appointment of Director. The Board shall have the right and duty to select, hire, supervise, and terminate a Library Director (or "Director"). The Director shall be considered the executive officer of the Library and shall have charge of the administration of the Library within the framework of Board policies and budget. He/she shall attend all Board meetings as a non-voting member.

Section 2. Duties. The Library Director shall be in charge of the administration of the Library under the direction and review of the Board. The Library Director shall be responsible for:

- A. Overseeing the care of the building and equipment;
- B. The employment, development and direction of the staff;
- C. The Library's service to the community;
- D. The annual preparation of a budget proposal;

- E. The operation of the Library under the financial conditions set forth in the budget approved by the Board;
- F. The submission of the proposed budget to the Board on or before its regular July meeting;
- G. The written annual report of the Library, including the financial statements, when they are made available; and
- H. Any other duty delegated by the Library Board.

#### Article VIII. Amendments

These Bylaws may be amended at any meeting of the Board by majority vote of the members present provided that:

- A. A quorum is present; and
- B. The amendment was presented to the public in a ten (10) day written notice or introduced at a previous regular business meeting.



## EASTERN KENTUCKY UNIVERSITY

*Serving Kentuckians Since 1906*

**The Facilitation Center**  
www.facilitation.eku.edu

Training Resource Center  
www.trc.eku.edu

352 Perkins Building  
521 Lancaster Avenue  
Richmond, KY 40475  
(859) 622-8653 (O)  
(859) 622-8652 (F)

March 6, 2019

Bath Township Public Library  
Ryan Fewins-Bliss, Board Treasurer  
14033 Webster Rd  
Bath, MI 48808

*Sent via email to: [rfewins-bliss@bathtownshippubliclibrary.org](mailto:rfewins-bliss@bathtownshippubliclibrary.org)*

Dear Mr. Fewins-Bliss,

The Facilitation Center at Eastern Kentucky University (EKU) is pleased to present a proposal in response to the Bath Township Public Library request for a strategic planning proposal. We believe we are uniquely positioned to support your efforts to develop a comprehensive strategic plan developed through an inclusive, collaborative process. We work with a diverse array of organizations across the United States, including numerous libraries, to conduct insightful organizational assessments and develop data-driven strategic plans.

The Facilitation Center was established at EKU in 2003 and quickly became internationally recognized for our services, as well as, our professionalism, creativity, and collaborative spirit. We are an innovative, university-based service organization that annually facilitates more than 100 sessions throughout the United States and Canada. Our approach and methodology support collaborative approaches to planning, problem-solving, and management through the use of a guided participatory model of decision-making.

We hope to have the opportunity to work with you to meet the evolving needs of your organization.

Sincerely,

A handwritten signature in blue ink that reads "Karen M. Russell".

Karen M. Russell, Director  
Facilitation Center at EKU

Attachments

## Qualifications

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The Facilitation Center has worked with a variety of organizations to develop comprehensive, data-driven strategic plans. Each of these have been conducted slightly differently, based on the needs of the organization. The Center trains others to facilitate strategic planning sessions and we share with our trainees there is no cookie cutter strategic planning process. The process must be thoughtfully designed and customized to incorporate key factors, such as the organization's culture, industry, goals for the future, and their life cycle.



We always strongly encourage organizations to conduct environmental scans, which do not always have to be expensive, in-depth processes, but at least need to be conducted on some scale. We believe it is critical to the planning process because it:

- Challenges organizational assumptions
- Enables creativity and innovation
- Identifies important gaps and opportunities
- Provides a common perspective
- Allows opportunity for feedback and broader views

An example of an in-depth environmental scan we recently led is the 2018 Community Needs Assessment for the Community Action Agency of Southern New Mexico. This was a six month environmental scan utilizing quantitative surveys in both English and Spanish, executive interviews, community forums, and existing economic and health related research to inform their strategic plan. You can view the Community Needs Assessment here, which reflects the in-depth work done for this project: <https://caasnm.files.wordpress.com/2018/11/community-needs-assessment.pdf>.

As you will see under Relevant Experience, we have a great deal of experience working with libraries, but we also have significant diversity in our clients, which adds to our depth and breadth as strategic planning facilitators and consultants. Following is a sample of some of the organizations we have worked with to develop strategic plans and their organizational type. Each project was completed on time, within budget and a positive experience for our clients. In fact, once the Center creates a relationship with an organization, those individuals continue to utilize our services and tell others about our services. The vast majority of the work the Center receives comes from client referrals. For example, the Sherrod Library at East Tennessee State University recently referred us to Tenn-Share, a 600 member consortium of Tennessee libraries.

## Relevant Experience

The Facilitation Center has worked with a variety of organizations to develop strategic plans and conduct environmental scans (quantitative surveys, executive interviews, focus groups, etc.) to inform their planning. Examples are listed below, as well as, their organizational type:

1. Bluegrass Area Development District, Bluegrass Workforce Investment Board (regional development organization)
2. Central Piedmont Community College Library (library)
3. College of William & Mary Earl Gregg Swem Library (library)
4. Community Action Agency of Southern New Mexico (non-profit)
5. East Tennessee State University Sherrod Library (library)
6. Eastern Kentucky University (college)
7. Kentucky Commission for Children with Special Health Care Needs (government agency)
8. Kentucky Governor's Office of Early Childhood Education (government agency)
9. Madison County Public Library (library)
10. National Association of State Boating Law Administrators (non-profit)
11. Northern Michigan University Olson Library & Archives (library)
12. Providence Montessori School (education)
13. Tenn-Share (library consortium)
14. University Club of Washington DC (non-profit)
15. Wayne County, Kentucky (government)

These strategic planning projects have included at least one of the following:

- consultation and design of agendas and meeting and strategic planning processes;
- providing consultation and conducting environmental scans, including focus groups, surveys, interviews, and mystery shoppers;
- facilitation of community forums that included businesses and employers, labor representation, community leaders, educators, and students;
- development of mission, vision, and core values;
- meeting facilitation to define and prioritize goal areas;
- creating specific, measurable, actionable, attainable, realistic, relevant, and time-bound objectives (SMART);
- drafting quantifiable measures and performance metrics;
- development of actionable annual plans, including communication and engagement plans; and
- follow-up report writing.

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*"What we learned from you has allowed us to do some truly great work over the years. The kind of work that changes the system."*

**Mike Metzgar, Associate VP, Economic & Workforce Development, Onondaga Community College**

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## Facilitator Qualifications

**Karen M. Russell:** Karen is Director of the Facilitation Center, a part of the Training Resource Center (TRC) at Eastern Kentucky University. She provides myriad facilitation services including pre-session design planning, meeting facilitation, and report writing for many internal and external agencies. Karen is a qualified trainer in Group Facilitation Methods and provides workshop training in Planning & Conducting Great Meetings, Group Facilitation Methods, Strategic Planning and Developing a Curriculum (DACUM) Occupational Analysis. She has been facilitating meetings and conducting trainings for nearly 20 years.

Karen regularly facilitates for a wide variety of public and non-profit organizations, including a number of libraries, such as the College of William & Mary Earl Gregg Swem Library, East Tennessee State University Sherrod Library and Northern Michigan University Lydia M. Olson Library & Archives.

Karen holds a Master's Degree in Career and Technical Education, with an emphasis in Occupational Training and Development, and a Bachelor of Science Degree in Community Health Education from Eastern Kentucky University. She also holds an Associate Degree in Dental Hygiene from the University of Louisville.

Karen serves on the TRC Leadership Team and Professional Advisory Council and was recently awarded with the EKU College of Justice & Safety's *2014 Outstanding Service to Grants & Contracts Award*.

**Stefanie Ashley:** Stefanie is Program Administrator for the Facilitation Center and has been actively facilitating meetings and conducting trainings for the Center since 2009. Stefanie is highly sought after for aiding groups in creative problem-solving, funneling ideas into action and conquering tough topics and challenges. She regularly facilitates and trains professionals on meeting facilitation, creativity, and strategic planning. She has extensive experience in developing courses and textbooks, as well as, conducting environmental scans, needs assessments, and industry and consumer research. Stefanie is also certified in DISC behavioral assessments.

Stefanie regularly facilitates for a wide variety of public and non-profit organizations, including a number of libraries, such as the Madison County Public Library, Central Piedmont Community College Libraries, and Northern Michigan University Lydia M. Olson Library & Archives. This fall, Stefanie completed two in-depth strategic plans and environmental scanning projects for the National Association of State Boating Law Administrators and the Community Action Agency of Southern New Mexico.

Stefanie holds a Master's Degree in Career and Technical Education, with an emphasis in Occupational Training and Development, and a Bachelor of Arts Degree in Geography, with an emphasis in Travel and Tourism from Eastern Kentucky University.

Stefanie is actively involved in her community and was recently awarded the Training Resource Center's *2016-2017 Community Service Award*.

***\*Detailed vitae can be provided upon request.***



## Approach

The philosophy of the Facilitation Center includes believing in the value of neutral facilitation, honoring individual ideas, display thinking (storyboarding – pictorial displays), and group processes that actively engage and involve meeting participants. Our strategic planning process combines creativity and visioning with data on the current reality to develop an informed and visionary strategic plan.



The Center has facilitated meetings ranging from less than 10 people and up to 150 people for strategic planning and environmental scanning projects, while providing the necessary format that allows everyone present to participate and have their voice heard. We encourage active participation, such as brainstorming, small group work, scribing and reporting-out to the group-at-large during the planning sessions.

The Center will provide all the necessary tools and supplies to accomplish the outcomes. Because our approach and methodology includes interactive group participation and display thinking or storyboarding, we provide sticky walls, half-sheets of colored paper, flip charts, colored and scented markers, as well as, toys to assist participants that are more kinesthetic in nature. Storyboarding engages the visual learners and thinkers and discussion and report-outs engage auditory learners and thinkers.

The Facilitation Center would be a collaborative partner throughout this entire process. This means, we would share recommendations and best practices, but ultimately collaborate with the Bath Township Public Library on what is best for the organization. This also includes the project scope. We've outlined a process that has worked well with other organizations and is in alignment with the Request for Proposal, but modifications may be needed to accommodate the uniqueness of your organization, your goals, and/or your vision for the future. We will work with you on finalizing a plan that works best for you.

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*"The ECU Facilitation Center has done an excellent job in helping the Bluegrass Workforce Investment Board chart a new course in response to the changing global economy. Their process makes you think beyond the surface to have a much better understanding of how internal assets can be leveraged to take advantage of new opportunities."*

**Daryl W. Smith, Former Chair, Bluegrass Workforce Investment Board**

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## ***Work Plan & Timeline***

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### **I. Planning Meeting**

*(Via Phone or Web Conference)*

Our team would plan and facilitate an introductory meeting to finalize the project plan and timeline, including a specific action plan for the environmental scan. Additional outcomes would include defined roles and responsibilities, identification of the strategic planning committee, and tentative length of the strategic plan. Facilitation Center staff would be responsible for authoring a project planning document.

### **II. Environmental Scan**

Three options for environmental scanning are presented below. Based on the needs of the organization, all three methods may not be necessary, therefore they have been priced separately.

#### *Focus Groups*

Our team would facilitate up to three focus group sessions, each three hours in length, in Bath. Invitees would be finalized with you, but we suggest one with staff and up to two other sessions with the public, which could include community leaders, active library patrons, etc. The staff session would include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. Data collection would also include key macro and micro trends that could positively or negatively impact your organization.

#### *Executive Interviews*

Executive interviews with key leadership, stakeholders, community members and/or colleagues for more in-depth analysis and data collection. We would conduct six telephone interviews that would last approximately 20 minutes each.

#### *Online Surveys*

Our team will implement one online public survey for those unable to attend focus group sessions, individuals who would like to respond anonymously, answers and ideas that need to be quantified, and/or for follow-up questions that need further exploration. The survey would consist of no more than 15 closed questions and five open response questions. Invitees and the method of distribution will be determined by the Planning Committee during the first meeting. All results from the online surveys will be provided in written reports.

All results from the environmental scan would be provided in written reports and utilized during the kick-off meeting.

### **III. Kick-Off Meeting**

*(Two Days)*

This interactive session would include an in-depth analysis of the data collected through the organizational assessment. A final, prioritized SWOT Analysis would be created using the data and input from the strategic planning committee. This information would be used to develop the goal areas and draft statements. The mission, vision, core values, and length of the strategic plan would also be developed and/or evaluated during this time.

#### IV. Follow-Up Meeting

(Two Days)

The strategic planning committee would finalize the mission, vision, core values and goal statements. Once finalized, the goals would then be prioritized. Objectives and measures, such as benchmarks and targets will be developed, as well as, a basic outline of budgetary and staffing needs based on the plan.

### Timeline

A timeline would be finalized during the first planning meeting, but the following provides a guideline based on the information provided in the Request for Proposal. Please note it can be condensed or adjusted to meet your needs.

Timeframe	Action
April 2019	1) Planning Meeting 2) Environmental Scanning: Focus Groups, Online Survey, Executive Interviews
May 20-31, 2019	1) Kick-off Meeting <i>*Note, this could be earlier, depending on the depth of the Environmental Scanning</i>
June 2019	1) Follow-Up Meeting 2) Delivery of final strategic plan

### Deliverables

As outlined in this proposal, the Facilitation Center would be responsible for the following:

- project planning;
- strategic planning consultation;
- development and implementation of the environmental scan as outlined in proposal;
- on-site facilitation services included in the project scope;
- follow-up report writing for each of the sessions and scanning projects;
- final strategic plan document;
- all travel related costs, such as lodging, transportation, meals; and
- all necessary meeting tools and supplies including, but not limited to, materials for group introductions, agendas, flip charts, markers, notepaper, sticky-walls, toys, name tents, etc..

## *Proposed Cost*

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The Facilitation Center is able to provide a firm-fixed-price that encompasses all of the necessary components to complete your strategic plan and environmental scan, which are outlined in the deliverables, including all travel associated with two trips to Bath, MI. Components of the environmental scan have been priced separately, in case all of these services are not needed.

<i>Strategic Planning:</i>	<i>\$13,260.28</i>
<i>Focus Groups &amp; Staff SWOT:</i>	<i>\$ 6,154.94</i>
<i>Executive Interviews:</i>	<i>\$ 4,125.00</i>
<i>Online Survey:</i>	<i>\$ 2,970.00</i>
<b>Firm, Fixed Price for All Services Outlined in the Proposal:</b>	<b>\$26,510.22</b>

## *Strategic Planning References*

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Below are references from three libraries we have recently worked with to complete in-depth strategic planning and organizational assessments. Additional non-library references can be provided upon request.

### **Library References**

#### **Earl Gregg Swem Library, College of William and Mary**

Carrie Cooper, Dean of University Libraries

116 Jamestown Road

Williamsburg, VA 23185

(757) 221-3055

[clcooper@wm.edu](mailto:clcooper@wm.edu)

#### **Sherrod Library, East Tennessee State University & Tenn-Share**

Pat Van Zandt, Dean

344 J L Seehorn Jr Road

Johnson City, TN 70665

(423) 439-4307

[vanzandtp@etsu.edu](mailto:vanzandtp@etsu.edu)

#### **Lydia M. Olson Library & Archives, Northern Michigan University**

Leslie A. Warren, Dean, Academic Information Services

1401 Presque Isle Avenue

Marquette, MI 49855-5301

(906) 227-2117

[lwarren@nmu.edu](mailto:lwarren@nmu.edu)

## Robin Lynn Grinnell

3852 Weger Place, Lansing, MI 48910

[rlgrinnell@yahoo.com](mailto:rlgrinnell@yahoo.com)

989.292.0482

March 11, 2019

Ryan Fewins-Bliss  
Board Treasurer  
Bath Township Public Library  
14033 Webster Rd  
Bath, MI 48808

Dear Ryan;

Thank you for sharing the RFP for Bath Township Public Library's Strategic Planning Process. I have reviewed the RFP and the Library's website and I am excited to by the opportunity to help you navigate the next level of service to your community!

My consulting practice is built upon twenty-five years of nonprofit leadership and capacity building experience. I engage in both traditional consulting and part-time contractual roles with a variety of organizations. Currently I serve as the part-time administrator of a national fraternal benefit society, the Independent Order of Vikings (Norwegian heritage and community service). In February, I completed a Transition Planning and Leadership Development project with the Family Hope Foundation in Jenison MI, and recently signed a contract to facilitate strategic planning with the Michigan Council of Arts and Cultural Affairs. Over the last two years I have worked with the Arts Council of Greater Lansing on both Board Development and Strategic Planning, and I have facilitated a "Collaboration Working Series" of training and technical assistance for grantees of the Capital Area United Way.

My consulting approach relies on the development of a working partnership with each client. My fundamental training in Real-Time Strategic Planning (LaPiana Associates), Nonprofit Lifecycles (StageWise Enterprises) and Nonprofit Stewardship (Brinckerhoff) is influenced by more recent models of appreciative inquiry and community engagement. While the traditional "architecture" of strategic planning continues to ring true for most clients (surveys, focus groups, small group activities and retreats), I have found that the personalized execution of these elements brings the greatest success. Together, we will personalize a process that best meets your needs.

The attached proposal outlines the role I can play in meeting your goals. The project timeline will be developed in consideration of your calendar and the availability of board and staff to participate in specific activities. With an aggressive timeline, we could complete the process by the end of June; with a more relaxed timeline, we can wrap up in late August or early September. The more active board and staff can be in the full process, the more successful your implementation will be over the long-term.

*Listen. Learn. Lead.*

[rlgrinnell.wordpress.com](http://rlgrinnell.wordpress.com)

I am hopeful for the opportunity to work with you at this exciting point in the Library's growth. If you and/or your committee have any questions or concerns, please do not hesitate to contact me.

Warm regards,



#### Client References

Jane Eppard, Executive Director  
Family Hope Foundation  
[Jane.eppard@thefamilyhopefoundation.org](mailto:Jane.eppard@thefamilyhopefoundation.org)  
616-729-8833

Matt Lepard, Board Chair  
Family Hope Foundation  
[leparma@me.com](mailto:leparma@me.com)

Debbie Mikula, Executive Director  
Arts Council of Greater Lansing  
[debbie@lansingarts.org](mailto:debbie@lansingarts.org)  
517-372-4636, ext 2

Pat Hemingway, V.P., Community  
Investment  
Capital Area United Way  
[p.hemingway@micauw.org](mailto:p.hemingway@micauw.org)  
517-203-5022

#### Consultant Bio

Robin Lynn Grinnell specializes in nonprofit strategic planning, effective governance and leadership, and building comprehensive organizational capacity. She has served as a nonprofit consultant and facilitator for nearly 20 years, supporting small and mid-size organizations throughout Michigan.

Robin's professional career includes a variety of leadership positions. Most recently, Robin served as **Executive Director of Michigan Campus Compact**, a statewide organization promoting service, service-learning, and community engagement among college students. Prior to joining Michigan Campus Compact, Robin served as **Vice President of Donor and Community Relations at the Capital Region Community Foundation**, which followed her work as **Program Officer at the Cook Family Foundation**. She spent nearly 13 years with the **Michigan Nonprofit Association** serving as **Vice President of Programs, Director of the Michigan Nonprofit Leadership Institute** and **Director of Volunteer Centers of Michigan** over her tenure.

Robin currently serves as Vice President of the Refugee Development Center Board of Directors. She is also a member of the Arts Council of Greater Lansing's new Diversity and Inclusion committee, as well as Lansing's *Truth, Racial Healing and Transformation* initiative.

Robin's full resume is available on her LinkedIn profile, <https://www.linkedin.com/in/rlgrinnell/>

**March 11, 2019**

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## **Bath Township Public Library**

### **Proposal Focus: Strategic Planning**

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*The purpose of this proposal is to define client needs and opportunities to meet client goals. At such time as both parties agree on activities, timeline and fees, a contract will be developed.*

#### **Desired Outcome**

Facilitate the Strategic Planning process for the Bath Township Public Library which includes clarification of mission, values and goals while engaging community members, staff and board members in the development of a 3- to 5-year Strategic Plan. Consultant's final work product will include a written summary of the process, findings and recommendations, and a complete Strategic Plan document (narrative and progress tracker) in Microsoft Word and/or Excel format.

#### **Project Overview**

A complete strategic planning process will:

- Reflect the organization's history, mission, vision and values
- Provide varied opportunities for constituent/customer input
- Ensure an appreciation of staff perspective in day-to-day operations and board perspective in leadership, governance and community outreach
- Result in a "plan" that is focused on key long-term strategies and outcomes while allowing flexibility for the organization to respond to emergent opportunities

While the Strategic Planning process is not necessarily linear, the goal is to gather broad feedback at the onset and hone-in as we move forward. Additionally, the Planning process for Bath Township Public Library should consider what was communicated to the public during their inception. The Strategic Planning timeline should be developed in consideration of your existing calendar, allowing for active board and staff participation.

Key activities may include:

- **Review of Organizational Documents** (historical and current) as the foundation for community survey and focus group questions (April 2019)
  - o Consultant time: 6-8 hours
  - o Director/staff time: 1 hour
- **Ongoing Meetings with Board and Staff** to reflect on community feedback and customize the process as it evolves, including an initial meeting with board and staff to explore mission and values (April – July 2019)
  - o Consultant time: 10-12 hours
  - o Director/staff time: 5-7 hours
  - o Board time: 3-5 hours

- **Survey Constituents** (May 2019)
  - o Consultant time: 3 hours survey development, 5 hours response analysis
  - o Director/staff time: 3 hours
  - o Consultant's SurveyMonkey account available for Survey implementation
  - o Target audiences for survey may include:
    - Board/staff
    - Library members
    - Existing and future partners (home school associations, scouting troops, senior programs, etc.)
- **Focus Groups** two or three sessions, 60-90 minutes, 8-12 members each to dig deeper into results of survey (June 2019)
  - o Consultant time: 6 hours per focus group for prep, facilitation and results summary; 12-18 hours total
  - o Director/Staff time: 2-3 hours to review results and process feedback
- **Board/Staff Retreat** – ideally a 6-hour session in one day (July/August 2019)
  - o Consultant time: 6 hours advance preparation, 8 hours facilitation
  - o Director/Staff time: 2 hours preparation, 6 hours participation
  - o Board time: 1 hour advance reading, 6 hours participation
- **Development of Plan Document** (August 2019)
  - o Consultant time: 10 hours writing and revisions
  - o Director/Staff time: 2-3 hours review and feedback
  - o Board time: 1-2 hours review and feedback

<b>Project Fee and Payment Schedule</b>
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**Flat-Rate Facilitation Fee: \$6,000**, reflecting 50-65 projected consultant hours and local mileage

- Fee includes natural and reasonable adjustments to timeline, based on emergent needs and findings, as well as process supplies. Significant delays or project adjustments may result in renegotiation of contract
- Client is responsible for facility rental charges, refreshments, and other costs related to focus groups and retreat.

**Payment Schedule:**

- \$1,000.00 retainer due with signed contract
- \$2,000.00 due at project mid-point
- Balance of contract due, including expense reimbursement (if required; all expenses require pre-approval) within 15 days of Strategic plan delivery

  
 \_\_\_\_\_  
 Robin Lynn Grinnell, Consultant

March 11, 2019  
 \_\_\_\_\_  
 Date Submitted



# ***A Proposal for Facilitation of a Community Based Strategic Planning Process for Bath Township Library***

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**Lewis G. Bender, PH.D.**

P.O. Box 330

Leroy, MI 49655

(618) 792-6103

[lewbender@aol.com](mailto:lewbender@aol.com) [www.lewbender.com](http://www.lewbender.com)

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## **Purpose of a facilitated process**

*The purpose of this process is three-fold:*

1. Assist the Library Board Chair, Board Members, Director and Staff in their efforts to establish strategic direction and goals for the newly reconstituted Bath Township Library.
2. Create a facilitated environment, which allows participants to explore and discuss ideas in a task-oriented, fair, respectful and balanced manner.
3. Present documentation, which adequately reflects the significant deliberations and decisions of the planning groups.

## **Overview: Bath Township Library**

Bath township Library is in a rather unique and special place in its development. The Board and full-time and part-time staff are in a position to impact the future growth and development of the Library. The clock on the five-year millage approved in 2017 began on January 2018. That means that the voters will be asked to approve a renewal in November 2022. Based on this reality, it is suggested that the Board engage in a three (3) year strategic plan rather than the usual five (5) year plan. By the end of 2021, the Board will need to be in a position to demonstrate the accomplishments of the Township Library as a basis for millage renewal in 2022.

In the early months of 2022, the Board and Director should also consider creating a Five Year Library Vision and Goals (Strategic Plan) that can then be shared with Township voters.

The focus of this proposal is a three (3) year strategic plan.

## **Tasks to be Completed**

*The facilitator will complete the following tasks:*

1. Consult with the Director and Chair and designated persons regarding the specific purposes and agenda of the process.
2. Facilitate the meetings in a manner which permit the Director and Board Chair to be free of the responsibilities of running the sessions and which encourages the positive and creative exchange of ideas.
3. Offer advice regarding processes and methodologies to the participants.
4. Move the process forward efficiently and effectively.
5. Provide an outline of the major points of the proceedings.

**Proposed Dates (To be determined)**

- *Session One: Board Chair, Members of the Board, Director and Staff - Initial Board Vision*
- *Session Two: Friends of the Library, Community and Affiliated Township Groups members of the Board, Director and Senior Staff-Stakeholder Input*
- *Session Three: Board Chair, Members of the Board, Director and Staff-Final Strategic Plan Draft*

**Cost**

The total cost for facilitation services involving pre-consultations, two days of on-site facilitation and preparation of meeting notes is \$5,300. This amount includes expenses (mileage and lodging) associated with travel from Luther Michigan. If the process requires a third-day of on-site facilitation, the additional cost of \$2700 for a total of \$8,000.

**Proposed Format**

*It is recommended that the planning process utilize the following three session format. The three sessions could be held in various formats including one afternoon and evening followed by a next morning session.*

<b>Session One - Focus: Board Initial Overview and Vision</b>	
Three to Four Hours Participants: <ul style="list-style-type: none"> <li>• Chair</li> <li>• Director</li> <li>• Board Members Senior Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Review the state of the Library including Major Trends, Changes, Opportunities and Potential Threats. Assess the Strengths, Weaknesses, Opportunities, and Threats facing the Library</li> <li>• Create a draft of a shared vision for the Library that permits the creation of Strategic Goals for the Board and Staff. This shared vision and major goals will be held in abeyance until after the Friends/Community Leader input meeting.</li> </ul>

<b>Session Two Focus: Input from Key Stakeholders</b>	
Three to Four hours Participants: (Examples) <ul style="list-style-type: none"> <li>• Friends</li> <li>• Residents</li> <li>• Interested groups</li> <li>• Township Leaders</li> <li>• School Officials</li> <li>• Business Representatives</li> <li>• Board Chair and Director</li> <li>• Board Members</li> <li>• Department Heads</li> </ul>	<ul style="list-style-type: none"> <li>• The Chair, Board, Director, and Staff invite Friends of the Library and residents and Community Leaders to a discussion to discuss the future (shared vision) of the Library.</li> <li>• Brief overview of services currently provided by the Library.</li> <li>• Members of the Board hold discussions with stakeholder’s regarding their views of the future vision for the Library (Staff assist)</li> </ul>

<b>Session Three Focus – Completing the Strategic Plan Draft</b>	
Three to Four hours Participants: <ul style="list-style-type: none"> <li>• Board Chair</li> <li>• Board Members</li> <li>• Director and Staff.</li> </ul>	The results of the Stakeholder Input Meeting and the previous Board Vision will be discussed to formulate the Major Vision, Goals and Objectives (3 plus years) and one-year tasks to be completed. The Director and Staff follow up will include: <ol style="list-style-type: none"> <li>1) Completing proposed goal statements</li> <li>2) Focused objectives and tasks for each goal</li> <li>3) Dates and budgets related to the achievement of objectives and goals</li> <li>4) Submission of the final proposed strategic plan to the Board for discussion, revision, and adoption.</li> </ol>

<b>Telephone follow up discussion to review the final proposed draft of the Strategic Plan to be provided to the Board</b>	
Participants: Library Director Board Treasurer Related personnel	Creating a final plan that identifies one-year tasks including a detailed budget and staffing needs is the final component of the plan to be submitted to the Board for approval. <i>The Library Director and Board Treasurer have greater expertise to address this essential element. The facilitator via telephone and email will assist in this process.</i>

## **Facilitator**

Dr. Lewis Bender will serve as the facilitator of this process. He has a long history of work with municipal and other local governments. He has conducted numerous strategic planning processes and teaches a graduate level class on the subject.

He is Professor Emeritus of Public Administration at Southern Illinois University at Edwardsville (SIUE). He taught a variety of classes in supervision and leadership for the Department of Public Administration and Policy Analysis.

Previously at SIUE, he was the Director of Regional Research and Development Services, which was responsible for the university community and public service outreach and applied research endeavors. Throughout his career, Professor Bender has been deeply involved in community-based applied research, organizational goal setting, and planning, and approaches to organizational development.

His educational background includes BS in History from Grand Valley State University, Allendale, Michigan (1971); Master’s degree in political science, Wayne State University,

Detroit, Michigan (1973) and Ph.D. in Political Science, University of Georgia, Athens, Georgia. (1977)

A specialist in training and organizational development for business and government, he conducts seminars and workshops for management, supervisors support staff and customer service employees – anyone who needs to be effective in communicating. Dr. Bender is well known for his candid approach and casual style. He has worked with organizations across the U.S. and Canada.

Before his appointment to SIUE, Dr. Bender served as the Director of the Center for Governmental Research at Central Michigan University.

## **Recent Strategic Planning References**

**Ms. Nancy Bellaire, Director  
Monroe County Library System  
(734) 241-5770**

**Ms. Mary Rzcpczynski, Director  
Delta Township Library  
(517) 321-4014**

**Ms. Mary Clark, Clerk  
Delta Charter Township  
(517) 388-3446**

**Ms. Susan Osbourne, Mayor  
City of Fenton, Michigan  
(810) 922-8477**

**Ms. Kate Pohjola Andrade, Director  
Woodlands Library Cooperative  
(586) 801-0725**

**Mr. Tom Tarkiewicz, City Manager  
City of Marshall, MI  
(269)781-5183**

**Mr. James T. Wickman III, Township  
Manager  
Charter Township of Hartland, Michigan  
(810) 632-7498 ext. 260**

## **Lewis Bender**

### **Strategic Planning and Team Building Workshop Experience, 2000 to Present**

- Winter 2019- City of Plymouth, Michigan-Strategic Planning Update
- Winter 2019 – Huron Clinton Metro Parks-Team Building
- Winter 2019 – City of Marshall, Michigan-Strategic Planning
- Winter 2019 – City of Saline, Michigan-Strategic Planning
- Winter 2019 – City of Coldwater, Michigan-Team Building
- Winter 2019 – City of Clare Police Department, Michigan-Team Building
- Winter 2019 – City of Big Rapids, Michigan-Strategic Planning
- Winter 2019 – City of Owosso, Michigan-Goals and Objectives
- Winter 2019 – City of Lowell, Michigan-Strategic Planning
- Winter 2019 – Muskegon County Board of Commissioners-Team Building
- Winter 2019 – City of Tarpon Springs Police Department, Florida-Strategic Planning Update
- Fall 2018 – Canton Township, Michigan-Strategic Planning Update
- Fall 2018 – City of Joliet, Department of Utilities, Illinois-Team Building
- Fall 2018 – Highland Park Police Department, Illinois-Team Building
- Fall 2018 – Village of East Dundee, Illinois-Strategic Planning
- Fall 2018 – County Road Association Self Insurance Fund, Michigan-Team Building
- Fall 2018 – Clare Michigan Police Department, Michigan-Team Building
- Fall 2018 – Antrim County Road Commission, Michigan-Staffing Study
- Summer 2018 – Village of Carol Stream, Illinois-Team Building
- Summer 2018 – City of Tarpon Springs, Florida-Team Building
- Summer 2018 – City of Owosso, Michigan-Team Building
- Summer 2018 – Lake County Road Commission, Michigan-Team Building
- Summer 2018 – Huron Clinton Metro Parks, Michigan-Team Building
- Summer 2018 – Leon County Sheriff’s Department, Tallahassee Florida-Team Building
- Spring 2018 – Van Buren County Road Commission, Michigan-Team Building
- Spring 2018 – Carol Stream, Illinois-Team Building
- Spring 2018 – City of Highland Park Police Department, Illinois-Team Building
- Spring 2018 – Traverse City Light and Power, Michigan-Team Building
- Spring 2018 - City of Fenton, Michigan-Strategic Planning
- Spring 2018 – Sanilac County Road Commission, Michigan-Team Building
- Spring 2018 – City of Lowell, Michigan-Strategic Planning and Team Building
- Spring 2018 – Village of Oswego Department of Public Works, Illinois-Team Building
- Spring 2018 – Highland Park Police Department, Illinois-Team Building
- Spring 2018 – Roscommon County, Michigan-Strategic Planning
- Spring 2018 – Lake County Sheriff’s Department, Illinois-Strategic Planning and Team Building
- Winter 2017 and Winter 2018 – Marquette County Housing Commission, Michigan-Strategic Planning
- Winter 2018 – City of Plymouth, Michigan-Strategic Planning and Team Building
- Winter 2018 – City of Big Rapids, Michigan-Team Building
- Winter 2018 – Canton Township, Michigan-Team Building
- Winter 2018 - Summer 2017, Fall 2015 –Tarpon Springs Police Department, Florida-Strategic Planning and Team Building
- Fall 2017, Summer 2016 – Sanilac County Sheriff Department Command Team Building-Team Building
- Spring 2017 – Delhi Township, Michigan-Strategic Planning

- Spring 2017 – Muskegon County, Michigan-Strategic Planning
- Winter 2017 – City of Lowell, Michigan-Team Building
- Winter 2017 – Delta Township Library, Michigan-Strategic Planning
- Winter 2016 - Village of Oswego Department of Public Works, Illinois-Team Building
- Winter 2016 – City of Delevan Police Department, Wisconsin-Team Building
- Winter 2016 – Carol Stream Department of Public Works, Illinois-Team Building
- Winter 2016 – Village of Arlington Heights, Illinois-Team Building
- Winter 2016 – Great Lakes Casting, Ludington, Michigan-Team Building
- Winter 2016 – Traverse City Light and Power, Traverse City, Michigan-Team Building
- Fall 2016 -Hartland Township, Hartland, Michigan-Strategic Planning and Team Building
- Fall 2016 – Hudsonville, Michigan-Strategic Planning
- Fall 2016 – Mecosta County Sheriff Command Team Building-Team Building
- Fall 2016 – Delta County Road Commission-Team Building
- Summer 2016 – Mid Michigan Community College Leadership Team Building-Team Building
- Spring 2016 – Village of Algonquin Department of Public Works, Illinois-Strategic Planning
- Spring 2016 – Village of Plainfield, Illinois-Strategic Planning
- Spring 2016 - Michigan Academy of Family Physicians Foundation-Strategic Planning
- Spring 2016 – City of Davison, Michigan-Strategic Planning
- Spring 2016 – Monroe County Library, Michigan-Strategic Planning
- Winter 2015 - Grand Ledge Michigan-Team Building
- Winter 2015 - Lake County Illinois Sheriff’s Department of Corrections-Team Building
- Winter 2015 - Michigan Association of Drain Commissioners-Strategic Planning
- Winter 2015 - Caledonia Township, Michigan-Strategic Planning
- Fall 2015 – Apple Canyon Property Owners Association, Illinois-Strategic Planning
- Fall 2015 – City of Marshall Michigan-Team Building
- Summer 2015 – Lake County Illinois, Sheriff Department-Team Building
- Summer 2015 - City of Marquette Housing Authority, Marquette, Michigan-Strategic Planning
- Spring 2015 - Van Buren County Board, Michigan-Strategic Planning
- Spring 2015 - St. Louis County Police Department, Missouri-Strategic Planning
- Fall 2014, Fall 2015 City of Saline, Michigan-Strategic Planning
- Fall 2014, Fall 2015 City of Fenton, Michigan-Strategic Planning and Team Building
- Summer 2014 Woodlands Library Cooperative-Strategic Planning
- Winter 2014 Antrim County Road Commission, Michigan-Team Building
- Winter 2014 Engineering Enterprises Incorporated, Chicago, Illinois-Strategic Planning
- Spring 2014 City of Portage, Michigan-Team Building
- Winter 2013 Dewitt Charter Township, Michigan-Strategic Planning
- Spring 2013 Van Buren County Board, Michigan-Strategic Planning
- Spring 2013 Kalamazoo County Board, Michigan-Strategic Planning
- Spring 2013 Clinton County Board, Michigan-Strategic Planning
- Summer 2013 Village of Plainfield, Illinois-Strategic Planning
- Summer 2013 City of O’Fallon, Illinois-Strategic Planning
- Fall 2013 County Road Association Self Insurance Fund, Michigan-Strategic Planning and Team Building
- Spring 2012 City of Fenton, Michigan-Strategic Planning
- Spring 2012 Michigan Chapter, American Public Works Association-Strategic Planning
- Fall 2012 City of Grand Blanc, Michigan-Strategic Planning

- Fall, 2012, Michigan Government Finance Officers Association-Strategic Planning
- Spring 2011 Cascade Charter Township, Michigan-Strategic Planning
- Spring 2011 City of Marshall, Michigan-Team Building
- Spring 2011 City of Cedar Springs, Michigan-Strategic Planning
- Summer 2011 Village of Geneva, Illinois-Strategic Planning
- Fall 2011 Gaines Charter Township, Michigan-Strategic Planning
- Winter 2010, Spring 2015, Spring 2014-Grand Valley Metropolitan Council, Grand Rapids, Michigan-Strategic Planning
- Winter 2010-City of Walker Fire Department, Walker, Michigan-Team Building
- Spring 2010-Oakway Fire Consortium, Birmingham, Michigan-Strategic Planning
- Summer 2010, Summer 2013-Michigan Municipal Treasurers Association-Strategic Planning
- November 2009-Southern Illinois Law Enforcement Commission, Belleville, Illinois-Team Building
- Fall 2009-Barrington Area Council of Government, Barrington, Illinois-Strategic Planning
- Fall 2009-Michigan Chapter of the American Public Works Association-Strategic Planning
- Fall 2009, Fall 2012-Village of Wauconda Police Department, Illinois-Strategic Planning and Team Building
- Summer 2009 – 2015 -Michigan Association of Municipal Clerks-Strategic Planning
- April 2009-City of Midland, Midland, Michigan-Strategic Planning
- January 2008-City of Fenton, Fenton, Michigan-Team Building
- August 2008-City of Fenton Downtown Development Authority, Fenton, Michigan-Team Building
- Summer 2007-Village of Barrington, Barrington, Illinois-Team Building
- Summer 2007-City of Cadillac Management Team Building, Cadillac, Michigan-Team Building
- Summer 2007-Homeland Security Region III, Bay City, Michigan-Strategic Planning
- Summer 2007-Homeland Security Region I, Lansing Michigan-Strategic Planning
- Spring 2007-Mid Michigan Community College Board of Trustees, Harrison, Michigan-Team Building
- Winter 2005 – City of Alma, Michigan-Strategic Planning
- Winter 2004, 2005, 2006, 2009 – Summit Pointe Community Mental Health System, Battle Creek, Michigan-Strategic Planning and Team Building
- Winter-Spring 2006-Alumni Association of Southern Illinois University, Carbondale, Illinois-Strategic Planning
- Winter 2006 – City of Maplewood, Missouri-Strategic Planning
- Fall 2005 – Chamber of Commerce of Maplewood, Missouri-Strategic Planning
- Fall 2005 – Illinois Network of Child Care and Resource Referral Association, Bloomington, Illinois-Strategic Planning and Team Building
- Spring 2004 – Big Brothers and Big sisters of Sangamon County, Springfield, Illinois-Strategic Planning
- Winter 2006 – Board of Trustees, Mid Michigan Community College, Harrison, Michigan-Team Building
- Winter 2006 – Village of Vernon Hills Police Department, Vernon Hills, Illinois-Team Building
- Spring-Summer 2000 – Winter 2004 Michigan Commission on Law Enforcement Standards Board, Staff-Strategic Planning
- Winter 2002/Spring 2004 Strategic Planning and Team Building Development for Iroquois Memorial Hospital, Watseka, Illinois-Strategic Planning and Team Building
- Fall 2000/2001 Cadillac Police Department, Cadillac, Michigan-Strategic Planning
- Spring 2001, Council-Manager Planning Workshop, City of Mt. Pleasant, Michigan-Strategic Planning
- Fall 2000, City of Sandusky, Council-Manager Retreat-Strategic Planning

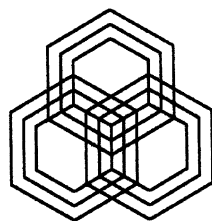
- Summer 2000, Riverside Memorial Hospital, Door County, Wisconsin-Team Building
- Spring 2000, American Public Works Association, Illinois Chapter , Springfield, Illinois-Team Building
- Spring-Fall 2000/Fall 2001, Bay County Management Information System, Bay County, Michigan-Strategic Planning
- Spring 2000, Iroquois Memorial Hospital Board, Chicago, Illinois-Strategic Planning
- Spring 2000, Police Corps of Western Illinois University Winter 2000, Southern Illinois Law Enforcement Commission, Strategic Direction for Officer Training, Belleville, Illinois-Strategic Planning
- Winter 2000/Winter2001, Madison County Community Development “Continuum of Care 2000” – Homeless Strategy for Madison County, Illinois-Strategic Planning
- Spring 1999, Library of Michigan Technical Services Division Strategic Planning for Customer Service, Lansing, Michigan-Strategic Planning
- Spring 1999, Eden Village – Assisted Living Development Strategic Planning and Research Support (Focus groups, data capture with Rhonda Penelton, Glen Carbon, Illinois)-Strategic Planning
- Spring 1999, LINC – Assisted Living Center, Strategic Planning, Belleville, Illinois-Strategic Planning



# PROPOSAL FOR SERVICES

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prepared for the  
Bath Township Public Library  
Bath Township, MI



Library Planning Associates, Inc.

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P.O. Box 406  
Normal, IL 61761

309.846.2836  
[www.libraryplan.com](http://www.libraryplan.com)

## **INTRODUCTION TO LIBRARY PLANNING ASSOCIATES, INC.**

**Name:** Library Planning Associates, Inc  
**Address:** P.O. Box 406  
Normal, IL 61761  
**Lead consultant:** Anders C. Dahlgren  
[anders@libraryplan.com](mailto:anders@libraryplan.com)  
309-846-2836

Library Planning Associates, Inc. was established in 1984 as an Illinois corporation to offer assistance and planning support to local libraries. In order to deploy operating or capital resources wisely, a library needs a road map, needs an understanding of service options and priorities. LPA provides that guidance. Our planning efforts are rooted in the pragmatic assessment and evaluation of library service and the projection of actionable future service goals.

### **An Emphasis On Library Service**

All of our studies focus on the *services* the building needs to house – long-range planning studies, systemwide service assessments, and building planning studies alike. As planners and librarians, LPA’s staff training and expertise is in the assessment of services offered and how those services should evolve to meet future needs.

### **A Tailor-Made Approach**

Recognizing that every community has different needs and priorities, LPA tailors its methods to the specific requirements of each setting. By developing a final workplan in concert with the library, we assure an effective, economical method and outcome.

### **Leadership**

LPA’s founding principal, Anders Dahlgren, has been and is active in professional associations at the state, national and international levels, focusing his energies on units and committees that deal with long-range and facilities planning. He wrote *Public Library Space Needs – A Planning Outline*, one of the core contributions to the literature on library space planning.

The Library of Hattiesburg, Petal & Forrest County (Hattiesburg, MS)



For the Bath Township Public Library long-range planning project, LPA founding principal, **Anders C. Dahlgren**, will be the lead consultant. He will be the library's primary contact and will be responsible for coordinating planning activities with the library. He will interact with staff and trustees and other local representatives to elicit the themes and service priorities that will comprise the long-range plan. He will prepare the long-range plan document with input from staff and board.

## QUALIFICATIONS / BIOGRAPHY

The career of project lead consultant and LPA founding principal, Anders Dahlgren, extends over 45+ years.

Anders Dahlgren is an acknowledged leader in planning library services and spaces. He founded Library Planning Associates, Inc. (LPA) in 1984 and has since consulted with more than 150 libraries nationally and internationally.



As the consultant planning and construction for the Wisconsin State Library (1984 to 1998), he worked with more than two-thirds of the state's 380+ libraries. During that time, he was the state's acknowledged expert on both long-range planning and facilities planning. While at the state agency, he produced a planning manual to guide the on-going planning processes followed by the state's 72 counties.

He has planned libraries ranging in size from less than 2,000 square feet to almost 400,000 square feet, and he has completed building program statements that describe more than five million square feet of library space.

His 1988 publication, *Public Library Space Needs: A Planning Outline*, was the first library space planning guide to detail the essential connection between a library's service goals and its space needs. Now in its third edition (<http://dpi.wi.gov/pld/plspace.html>, Wisconsin Department of Public Instruction, 2009), the *Outline* has become the foundation for most library space planning protocols. Several states have modeled their state-level standards on the *Outline*, and the International Federation of Library Associations adopted a variation on the *Outline* as its recommended methodology for assessing library space needs (*IFLA Library Building Guidelines: Developments & Reflections*, K.G. Saur, 2007). A fourth edition of the *Outline* is pending.

He is a noted presenter on library services and space planning, conducting workshops and seminars and speaking in locales including Portland, OR; Nashville, TN; Lafayette, LA; Essen and Berlin, Germany; Torino, Italy; Guadalajara and Mexico City, Mexico; and Durban, South Africa. For ten years, Anders taught the course "Planning & Equipping Library Buildings" at the Graduate School of Library & Information Science at Dominican University, an ALA-accredited library school.

A full resume and client list follows at the end of this workplan.

## SCOPE

In 2017, voters in Bath Township, MI passed a proposition to create the Bath Township Public Library. Bath Township is located north and west of Lansing, MI. Per the 2010 census, the township population is just over 2,000.

Prior to the establishment of the township library, library service had been delivered through an arrangement with the DeWitt Public Library. The 2017 vote created an independent library service jurisdiction. In the brief time since, library supporters and library trustees have completed the heavy lifting of bringing this new library into existence. After its first year, the library board has hired a staff, established a presence in a rental location in a local strip mall, expanded holdings, and seen strong increases in registration, circulation, and program attendance.

With the new jurisdiction established and operating, the library board and staff now turn their attention to creating a sustaining vision for library service in Bath Township.

The library has issued a request for proposal (RFP), soliciting the assistance of a qualified consultant to develop a long-range plan to guide the efforts of board and staff to develop service over the next 3-5 years. Specifically, the resulting plan will

- craft an expression of mission, values and goals for the library
- determine strategic areas BTPL should prioritize for improvement
- set objectives, benchmarks, and targets for each priority area identified
- establish basic budgetary and staffing needs to accomplish these objectives

While the library prefers to approach this planning process without preconceptions, the instinct of trustees and staff is that two likely areas for emphasis emerging from the long-range plan will be definition of future building needs and improved communication with and outreach to the community.

The following workplan outlines how Library Planning Associates, Inc. (LPA) expects to address the items listed above.

### **A note on community input**

LPA regards community input from individuals and groups “external” to the library as essential to the development of a long-range plan. While staff and board can reasonably represent the larger community, the most effective plans are developed from a foundation

of community input and engagement. Moreover, a healthy community input process almost inevitably sparks interest in the library and what the library is doing.

For the Bath Township Public Library study, in addition to input from staff and trustees, LPA will seek to engage by way of

- **Key informant interviews** – Key informant interviews are conducted with selected local opinion leaders and/or local officials, one-on-one. The purpose of these short (20-30 minute) interviews is to provide insight into the nature of the service community and how the library can best meet the community’s library service needs. The participants in these interviews are selected in consultation with the library staff and board.

- **Structured group interviews** – Group interviews create an opportunity to gather information from a larger segment of the library’s service community. In this setting, a larger group of residents – usually anywhere from 10 to 15 – is brought together to respond to a series of scripted questions about the community and the library. Most often, each group targets a particular segment of the community and the participants in that group are homogenous on that particular trait. The trait may be a group of seniors or business owners or teens or teachers. The trait may seek to distinguish participants geographically – a library considering branch service, for instance, may find it useful to zero in on a group of residents who live in the area where a branch may go. Alternately, groups can be organized “generically” without regard to tracking any specific cohort characteristic.

Group interviews may be held at the library, although a “neutral” venue is sometimes preferred. Many times turnout can be improved by scheduling the interviews over a breakfast or lunch time slot and providing a simple box meal. Providing light refreshments for interviews scheduled at other times also seems to improve turnout.

Recognizing that the workplan offered here is a *proposal*, the particulars of how many of these sessions are necessary and appropriate as well as who will be asked to participate in the sessions will be finalized in concert with the library. However, for the purpose of establishing a budget for the study, this initial workplan anticipates conducting four key informant interviews and four structured group interviews.

Also note that workplan anticipates combining this input-gathering with the initial site visit to save travel costs. An alternative is to schedule the input sessions during a follow-up, added site visit, which allows the consultant to facilitate the interviews with a greater understanding of local circumstances.

## WORKPLAN

LPA's workplan in response to the library's RFP falls into four broad phases:

- **Introduction / orientation** – during this period, the consultant begins to learn about the library and the community it serves
- **Investigation** – during this period LPA will conduct further data-gathering efforts
- **Assimilation** – during this period, LPA will begin to formulate recommendations based on the findings of the previous phase, working with library staff and board to detail the emerging draft plan
- **Presentation** – a completed draft plan will be presented to library trustees and management staff and other local officials as needed; final revisions will be made based on comments received.

**AT THE LIBRARY'S OPTION**, the scope of this workplan can be expanded to include a more thorough assessment of the library's space needs, based on a more detailed expression of future service goals. This responds to the expectation on the part of trustees and staff, that the long-range plan is likely to produce a finding that the library should examine future space needs. How this additional level of examination can be accommodated is discussed in a section appended to the end of the workplan.

**Introduction + Orientation** – this includes the review of existing data and an initial site visit to kick off the project and lay out the balance of the calendar and methodology

### *Task 1: Data review*

Library staff will be asked to assemble a variety of existing documentation – recent annual reports to the state library, past internal annual reports, long-range planning documents, demographic reports and forecasts, etc. – for the consultant's review by way of getting acquainted with the Bath Township Public Library.

### *Task 2: Annual report review*

The library's annual reports to the Library of Michigan since its establishment will be assembled and reviewed. Inasmuch as the prior service jurisdiction happened to maintain service records for an area comparable to the current BTPL area, those records may be examined, to identify local trends in service development over time.

*Task 3: Prepare for community input*

The consultant will work with library staff to coordinate public / user input during the initial site visit. The workplan anticipates conducting four structured group interviews during the initial site visit. As part of this task the consultant will prepare a script for those interviews.

*Task 4: Site visit #1 – kick-off*

This site visit provides an opportunity to become acquainted with the library, the staff, and the board. During this site visit, the consultant will tour through the existing facility to examine first hand the library's current range of collections and services, complementing the understanding gleaned previously in the review of existing data.

The consultant will meet with library staff and with the board to review the preliminary findings of the initial review of existing documentation. If a single time to meet with trustees cannot be arranged, multiple time slots will be reserved during the course of the site visit when board members could come to the library for an opportunity to share ideas and concerns.

During these discussions, in addition to probing the board and management team's broad thoughts about the library and its community, the consultant will confirm the scope of the study and the particulars of the workplan.

Over the course of this site visit, four structured group interviews will be conducted with community groups. We will also explore the possibility of scheduling selected one-on-one key informant interviews.

**Investigation** – The consultant will conduct additional studies to enhance the understanding of the library and its service community.

*Task 5: Peer comparative analyses*

Context is important for any planning effort. Local data paints a picture of what is happening locally, but how does that help local planners evaluate what is happening locally? That question can be answered by analyzing the collective experience of a group of peer libraries to establish benchmark norms and putting the client library in the context of that group for assessment. In this task, the consultant will draw a cohort from a public library database maintained by the Institute for Museum and Library Services for analysis to assess the current status of the Bath Township Public Library and potential future service goals.

*Task 6: Report out community input sessions*

The consultant will summarize the findings of the community input sessions and prepare a working paper highlighting recurring themes.



**Assimilation** – The consultant will elaborate the broad resource and service goals and space need identified to this point into a draft building program statement.

*Task 7: Site visit #2 – present findings of the initial investigations, lay foundation for long-range plan*

This site visit anticipates two consecutive evening meetings with the board and the library director (and others, whom the board may choose to invite).

The first evening’s meeting will involve a presentation of the consultant’s findings to date. The consultant will also facilitate a workshop session with the board to identify essential themes to be conveyed in the library’s prospective mission statement.

During the following day, the consultant will use the board’s input to fashion a draft mission statement for the library.

The second evening’s meeting will focus on the board’s review of the draft mission statement. The consultant will then lead the group through a planning exercise intended to identify prospective activities the library should focus on, responding to the themes and findings that emerged from the initial investigations. These activities will be grouped provisionally into broad topic areas, which will in turn develop into goals for the long-range plan.

*Task 8: Develop draft long-range plan*

The consultant will distill the input gathered during the second site visit into a cohesive, concise long-range planning document. Through a series of iterations between the consultant and library staff, the long-range plan will develop, identifying specific goals and objectives for the library to focus on in the near term.

### **Presentation**

*Task 9: Site visit #3*

During this site visit, the consultant will present the draft long-range plan to the library board for comment and questions. Additional presentations may be scheduled during this site visit. The consultant always likes to try and schedule a presentation to the participants of the community input process, finding that this completes the feedback loop for the participants’ efforts.

*Task 10: Prepare completed long-range plan document*

In this step, final revisions will be made to the long-range plan, based on commentary received to date. This narrative will document the priorities and recommendations that emerged during the discussions held in the preceding site visit. The completed long-range plan will be conveyed to the library.

***OPTIONAL TASKS – service and space needs assessment***

The library’s RFP expresses an expectation that one of the priorities emerging from the long-range planning process will involve defining future service goals and space needs. Responding to that expectation, LPA’s workplan offers an optional component that will explore this element in greater detail, resulting in a preliminary estimate of library space needs, based on a specific, recommended inventory of service goals.

Any library’s space needs will be predicated on the inventory of resource and service goals the library should offer to meet the needs of its community. It’s obvious to state, but all other things being equal, a library that needs to offer a collection of 100,000 items will need a different amount of floor space than one that needs to support a collection of 60,000 items. A library that needs to support 50 technology stations for public use will need a different amount of floor space than a library that needs to support 25. *Services* determine space needs, so it’s altogether appropriate that the library’s space need be based on an analysis of the services the library should offer.

This addendum outlines tasks that will contribute to a finding that defines the space needs of the Bath Township Public Library, based on its recommended resource and service inventory goals. It represents an additional layer of analysis and detail that board and staff may elect to undertake in the context of the long-range planning study, concurrent with that study.

It will involve additional analyses using peer comparative cohorts, and a review of broad national service trends over the last 10+ years – all of which will enhance and enrich our understanding of the service goals the library should aspire to. Otherwise, it builds readily on the workplan described above for the long-range plan, and the following tasks will be inserted into the workplan for the library’s long-range plan if the library elects to pursue this option.

*Optional Task 1: Complete additional peer comparative analyses*

In order to develop a more authoritative analysis of service goals on which to base the library’s space needs, two additional peer library cohorts will be drawn from the IMLS database, the better to “tri-angulate” recommended service goals for the library.

*Optional Task 2: National library trends*

Another important locus for context is to understand broad national trends in library service. To that end, LPA has compiled data from the IMLS database that support an examination of service trends over the last 20+ years, which enriches our understanding of how services developed... and how they may develop in the future.

*Optional Task 3: Identify provisional resource and service inventory goals*

Based on the preceding data review, the consultant will prepare an initial recommendation regarding long-term resource and service inventory goals. These will be conveyed to the library for review and comment.

*Optional Task 4: Prepare working paper on the library's long-term space needs*

The consultant will prepare a working paper describing the library's long-term space needs, based on the provisional service goals identified in Optional Task 3. This will be conveyed to the library for review. It will become a focus for discussion at the next site visit.

*Optional Task 5: Prepare final draft of space needs assessment report*

Based on the commentary received from the library, the consultant will prepare a final draft of the space needs assessment report and transmit it to the library.

This option may be exercised any time up to and including the first site visit and still fold these activities into the project timetable.

## **DELIVERABLE**

The deliverable from this study will be a long-range plan document, including an updated mission statement, along with a series of goals or operational priority areas. Each goal will be elaborated upon with one or more specific objectives, each objective with a specific, identifiable metric for evaluation.

## **TIMETABLE**

A specific timetable will be arranged with the library. However, note that LPA's experience suggests that an interval of roughly four weeks between site visits produces optimum results. A four-week interval gives all parties involved – trustees, staff, even the consulting librarian – a chance to reflect on the discussions held during the preceding site visit. That said, the library may prefer a more compact schedule or a more attenuated one, and we will work to meet those preferences.

The first site visit should be held before the end of the local school year, in order to facilitate conduct of the community input interviews. As the calendar slides into summer, it will become difficult to generate response for those sessions.

Also be aware that the consultant has a long-scheduled block of family travel between May 1 and May 18.

## BUDGET

Given the workplan described in the previous section, a budget for this study can be established – \$16,510; the optional space needs assessment component adds \$7,020. Time allocations are assigned to each task as shown below. A base fee is calculated applying an hourly rate of \$140, plus an allocation for clerical support. Additional allocations include travel for site visits and postage / copying / communications. The latter assumes that all reporting – interim working papers and the final program report – will be delivered in electronic form for local duplication and distribution as needed.

LPA prefers a simple flat-fee contract with a specified payout schedule, for ease of administration, but other contract structures may be negotiated.

The time allocations and budget represent LPA’s understanding of the information needs of the library and the scope of the project at this time. The time allocations represent LPA’s expression of the most effective way to meet the library’s needs.

	Dahlgren
<b><i>Introduction + Orientation</i></b>	
<i>Task 1: Data review</i>	7 hours
<i>Task 2: Annual report review</i>	3 hours
<i>Task 3: Prepare for community input</i>	4 hours
<i>Task 4: Site visit #1 – kick-off</i>	16 hours
<b><i>Investigation</i></b>	
<i>Task 5: Peer comparative analyses</i>	6 hours
<i>Task 6: Report out community input sessions</i>	8 hours
<b><i>Assimilation</i></b>	
<i>Task 7: Site visit #2 – present findings of the initial investigations, lay foundation for long-range plan</i>	12 hours
<i>Task 8: Develop draft long-range plan</i>	18 hours
<b><i>Presentation</i></b>	
<i>Task 9: Site visit #3</i>	8 hours
<i>Task 10: Prepare completed long-range plan document</i>	6 hours
<b>TOTAL</b>	<b>84 hours</b>

PERSONNEL – LONG-RANGE PLAN

Dahlgren: 84 hours @ \$140

Clerical: 20 hours @ \$25

Total personnel . . . . . \$12,820.00

TRAVEL

Site visit #1

Airfare @ \$500

Rental car @ \$160

Lodging @ \$175 x 3 nights

Meals / misc @ \$50 x 2 days

Total Site visit #1 . . . . . \$1,285.00

Site visit #2

Airfare @ \$500

Rental car @ \$160

Lodging @ \$175 x 3 nights

Meals / misc @ \$50 x 2 days

Total Site visit #2 . . . . . \$1,285.00

Site visit #3

Airfare @ \$500

Rental car @ \$120

Lodging @ \$175 x 2 nights

Meals / misc @ \$50 x 1 day

Total Site visit #3 . . . . . \$1,020.00

TOTAL TRAVEL . . . . . \$3,590.00

POSTAGE / COPYING / COMMUNICATIONS. . . . . \$100.00

**TOTAL PROJECT BUDGET . . . . . \$16,510.00**

**OPTIONAL TASKS – service and space needs assessment**

	Dahlgren
<i>Optional Task 1: Complete additional peer comparative analyses</i>	12 hours
<i>Optional Task 2: National library trends</i>	7 hours
<i>Optional Task 3: Identify provisional resource and service inventory goals</i>	5 hours
<i>Optional Task 4: Prepare working paper on the library’s long-term space needs</i>	10 hours
<i>Optional Task 5: Prepare final draft of space needs assessment report</i>	14 hours
<b>TOTAL</b>	<b>48 hours</b>

**PERSONNEL – SPACE NEEDS ASSESSMENT ADD-ON**

Dahlgren:	48 hours @ \$140
Clerical:	12 hours @ \$25
Total personnel	..... \$7,020.00

## REFERENCES

### *Joliet Public Library*

150 N. Ottawa Street

Joliet, IL 60432

Megan Millen, director ([mmillen@jolietlibrary.org](mailto:mmillen@jolietlibrary.org))

815-740-2660

In 2018, LPA completed a concept plan study, exploring strategies for how the layout within the library's two existing facilities could be optimized to support modern library services. As a result of that examination, the library has determined to embark on program planning by LPA and architectural selection for the re-imagination of the library's 74,000 square-foot Ottawa Street Branch, the downtown, main library.

### *Gibson County Memorial Library*

303 South High Street

Trenton, TN 38382

Lindsey Ingram, director ([lindseyingram@gibsoncountylibrary.com](mailto:lindseyingram@gibsoncountylibrary.com))

731-855-1991

LPA has just completed a service and space needs assessment for this county library in Tennessee. The study identified recommended service goals to meet the future needs of the community. Based on those service goals found that the library should plan to provide a building of 21,600 square feet and outlined strategic planning issues associated with that finding (expansion options, site requirements and more).

### *Peoria Public Library*

8463 West Monroe Street

Peoria, AZ 85345

Nathaniel Washburn, director ([Nathaniel.Washburn@peoriaaz.gov](mailto:Nathaniel.Washburn@peoriaaz.gov))

(602) 616-7404

The LPA team assessed current and future service needs in this rapidly-growing city near Phoenix. The workplan called for extensive public input sessions. Three new facilities are recommended as the community grows to the north. A service profile for these new facilities modeled on the service inventory at the library's Sunrise Mountain branch respects the community's investment while branding the new service. Service and space needs at the Main library were assessed, with a recommendation for a thorough remodel and a moderate expansion.



## FULL CREDENTIAL & CLIENT LIST

### ANDERS C. DAHLGREN

P.O. Box 406  
Normal, IL 61761  
309-846-2836  
[anders@libraryplan.com](mailto:anders@libraryplan.com)



### EDUCATION

University of Iowa (Iowa City, IA), B.A. in English (summa cum laude), 1976.  
University of Illinois (Urbana, IL), M.S. in Library Science, 1977.  
University of Wisconsin (Madison, WI), Certificate of Professional Development Program in Library Management (1990).

### EXPERIENCE

*President*, Library Planning Associates, Inc. (Normal, IL), 7/84 to date.

- consult with local libraries regarding long-range service planning, space needs, and library facilities design.
- worked with over 150 libraries of all types in more than 20 states and abroad.

*Adjunct Professor*, Graduate School of Library and Information Science, Dominican University (River Forest, IL), 6/96 to 12/06.

- taught the graduate degree course LS779 / Planning and Equipping Libraries.

*Instructor*, University of Wisconsin (Madison, WI), 10/85 to 12/02.

- taught two-day seminar on library space planning as part of the curriculum in the Certificate of Professional Development in Library Management program.

*Library Consultant / Buildings and Planning*, Wisconsin Division for Library Services, 10/84 to 7/97.

- advised librarians, trustees and government officials regarding public library buildings, assessment and evaluation of library service, performance / output measures, and strategic planning.
- administered \$4.16 million in federal grant funding in support of \$31.36 million in local library construction between 1985 and 1995.
- produced *Public Library Space Needs: A Planning Outline* and the revision of *The Wisconsin Library Building Project Handbook*.

- planned and produced continuing education activities regarding general library planning and library facilities design.

*Administrative Librarian*, Roselle Public Library District (Roselle, IL), 4/79 to 10/84.

- was responsible for all facets of library development and programming.
- coordinated successful building referendum and administered \$2.5 million construction project.

*Shared Staffing Reference Librarian*, Poplar Creek Library District (Streamwood, IL) and the Roselle Public Library District (Roselle, IL), 7/77 to 4/79.

- administered and coordinated reference services between the libraries.

## **SELECTED PUBLICATIONS**

“Library Buildings” (issue editor). *Library Trends*, Fall, 1987.

“The Forging Building Revisited: The Impact of CD-ROM and Library Automation Projects on Library Facilities.” In *Proceedings of the 11th Annual Essen International Library Symposium*. Essen, W. Germany: Essen University Library, 1989.

*Wisconsin Library Building Project Handbook*. 2nd rev. ed. Madison: Wisconsin Department of Public Instruction, 1990.

*Planning the Small Library Facility*. Chicago: ALA, 1996 (Small Libraries Publications Series).

“Investigating the Need for Space” and “A Practical Means of Estimating Library Space Needs.” In *IFLA Library Building Guidelines: Developments & Reflections*. Munich, K.G. Saur, 2007.

*Public Library Space Needs: A Planning Outline / 2009*. Madison: Wisconsin Dept of Public Instruction, 2009 (<http://dpi.wi.gov/pld/plspace.html>). 4<sup>th</sup> edition pending.

## **SELECTED WORKSHOPS & PRESENTATIONS**

“Library Space Planning and Facility Design to Support a High-Tech Future.” Amerika Haus/Deutsche Bibliotheks Konferenz (West Berlin, Germany), October 3, 1988; Amerika Haus/Deutsche Bibliotheks Konferenz (Hannover, West Germany), October 6, 1988.

“How to Build a Library: A Primer for Librarians and Trustees.” Public Library Association preconference (Portland, OR), March 26-27, 1996.

“Evaluating Competition Entries and the Role of the Brief in the Process – the New State of Jalisco Public Library.” 73<sup>rd</sup> World Library and Information Congress (Durban, South Africa), August 22, 2007.

“New Orleans Public Library Renewal.” Libraries as Place and Space – an IFLA satellite meeting (Torino, Italy), August 20, 2009.

“Espacio físico y virtual: Prospects for the Academic Library Building.” IX Conferencia Internacional sobre Bibliotecas Universitarias “La Biblioteca del Futuro... 15 años

después” General Directorate for Libraries of the National Autonomous University of Mexico (Mexico City, Mexico), 26-28 October 2011.

“The Experience of the Library.” 1<sup>st</sup> Coloquia Internacional sobre Arquitectura y Ambientes de Bibliotecas “La Biblioteca Universitaria: para el aprendizaje, la investigación, la lectura y la cultura.” General Directorate for Libraries of the National Autonomous University of Mexico (Mexico City, Mexico), 2-4 May, 2018.

“Library Services and Space: A Primer.” 2018 New Jersey Library Trustees Institute (East Windsor, NJ), October 27, 2018.

## **SELECTED ASSOCIATION ACTIVITIES**

\*current appointments

American Library Association member since 1977

ALA Publishing Committee, 2004 to 2006 (Chair, 2004 to 2005); 2012 to 2016 (Chair, 2014 to 2015)

LAMA Director’s Board, 1991 to 1993 (Member-at-Large)

LAMA Building and Equipment Section Executive Committee, 1982 to 1984; 1986 to 1989 (Chair, 1987 to 1988); 2015 to 2018

LAMA BES Standards for Physical Space Requirements for Libraries Committee, 1986 to 1990

\* LAMA BES Library Building Awards Committee, 1989 to 1993 (Chair, 1992 to 1993); 2012 to date

LAMA BES Architecture for Public Libraries Committee, 1980 to 1984; 1993 to 1995

International Federation of Library Associations, 2001 to 2009

Building and Equipment Section, 2001 to 2009

## **AWARDS AND HONORS**

Phi Beta Kappa, 1976

Beta Phi Mu, 1977

Academic Specialist Grant (U.S. Information Agency), for study tour of library buildings in West Germany, 1988

Juror, San Antonio Public Library Central Library Design Competition, 1991

LAMA Certificate of Recognition, 1994

Juror, AIA / ALA Library Building Awards, 1991, 1993, 1999, 2001, 2011

## LPA CLIENT LIST

### ARKANSAS

Paul Sullins Public Library (Crossett)  
Fayetteville Public Library  
Fort Smith Public Library  
Pope County Public Library (Russellville)  
Springdale Public Library

### ARIZONA

Arizona State Library  
Peoria Public Library

### CALIFORNIA

Marymount College (Rancho Palos Verdes)  
Palos Verdes Library District  
Vista Branch Library (San Diego County  
Public Library)

### COLORADO

Colorado State Library  
Durango Public Library  
Louisville Public Library  
Ridgway Public Library  
Wilkinson Public Library (Telluride)

### DISTRICT of COLUMBIA

District of Columbia Public Library

### FLORIDA

Tampa-Hillsborough County Public Library  
St. John's County Public Library (St.  
Augustine)  
Washington County Public Library  
(Chipley)  
Winter Park Public Library

### IDAHO

Boise Public Library & Information Center  
Idaho State Library  
Nampa Public Library  
Twin Falls Public Library

### ILLINOIS

Alliance Library System (Pekin)  
Barrington Public Library District  
Batavia Public Library  
Bellwood Public Library  
Bloomington Public Library  
Bryan-Bennett Public Library (Salem)  
Carol Stream Public Library  
Chicago Ridge Public Library  
Coloma Township-Rock Falls Public Library  
Crystal Lake Public Library  
Danville Public Library  
Deerfield Public Library

DeKalb Public Library  
Delos F. Diggins Public Library (Harvard)  
Des Plaines Public Library  
Des Plaines Valley Public Library District  
(Lockport)  
Ela Area Library District (Lake Zurich)  
Elgin Community College  
Elmhurst Public Library  
Evergreen Park Public Library  
Farmington Public Library  
Flossmoor Public Library  
Forest Park Public Library  
Fountaindale Public Library District  
(Bolingbrook)  
Fox River Valley Public Library District  
(Dundee)  
Frankfort Public Library District  
Fremont Public Library District (Mundelein)  
Gail Borden Public Library District (Elgin)  
Georgetown Public Library  
Glenview Public Library  
Green Hills Public Library District (Palos  
Hills)  
Harold Washington College Library  
(Chicago)  
Harper College (Palatine)  
Hayner Public Library District (Alton)  
Heartland Community College (Normal)  
Helen M. Plum Public Library (Lombard)  
Highland Park Public Library  
Hinsdale Public Library  
Homer Township Public Library District  
(Lockport)  
Huntley Public Library District  
Illinois Valley Community College  
(Oglesby)  
Indian Prairie Public Library District  
(Willowbrook)  
Joliet Junior College  
Joliet Public Library  
Kankakee Public Library  
Kraft Foods, Inc. (Glenview)  
Lake Bluff Public Library  
Lake Villa District Library  
Lincoln Trail Libraries System (Champaign)  
Lincoln Presidential Library (Springfield, IL)

McHenry Community College Library  
(Crystal Lake)  
Mahomet Township Public Library  
Marengo Public Library District  
Matteson Public Library  
Messenger Public Library of North Aurora  
Mississippi Valley Library District  
(Collinsville)  
Morton College Library (Cicero)  
Morton Grove Public Library  
Mt. Morris Public Library  
Mt. Prospect Public Library  
Naperville Public Library  
New Lenox Public Library District  
Niles Public Library District  
Northbrook Public Library  
Oak Park Public Library  
O'Fallon Public Library  
Orland Park Public Library  
Park Ridge Public Library  
Parkland College (Champaign)  
Parlin-Ingersoll Public Library (Canton)  
Peoria Public Library  
Peoria Heights Public Library  
Plainfield Public Library District  
The Poetry Foundation  
Poplar Creek Library District (Streamwood)  
Prospect Heights Public Library District  
Richton Park Public Library District  
Rock Valley College (Rockford)  
Rockford Public Library  
Rolling Meadows Public Library  
Roxana Public Library  
St. Francis University Library (Joliet)  
Sherrard Public Library District  
Spertus Institute for Jewish Studies / Asher  
Library (Chicago)  
Summit Public Library District  
Talcott Free Public Library (Rockton)  
Truman College (Chicago)  
Urbana Free Library  
Warrenville Public Library District  
Washington Public Library District  
Wheaton Public Library  
Woodridge Public Library  
Yates City Public Library  
Zion-Benton Public Library District

*INDIANA*  
Carmel-Clay Public Library  
Elkhart Public Library

Hussey-Mayfield Memorial Public Library  
(Zionsville)  
Johnson County Library (Franklin)  
Noblesville-Southeastern Public Library

*IOWA*  
Altoona Public Library  
Ames Public Library  
Carnegie-Stout Public Library (Dubuque)  
Cedar Falls Public Library  
Cedar Rapids Public Library  
DeWitt Public Library  
Iowa State Library  
LeClaire Public Library  
Marion Public Library  
West Des Moines Public Library

*KANSAS*  
Dodge City Public Library  
Grant County Public Library (Ulysses)  
Independence Public Library  
Johnson County Libraries (Overland Park)  
Lawrence Public Library

*KENTUCKY*  
Daviness County Public Library (Owensboro)

*LOUISIANA*  
Jefferson Parish Library (Metairie)  
New Orleans Public Library  
St. Tammany Parish Library (Covington)  
State Library of Louisiana

*MARYLAND*  
Anne Arundel County Public Library  
(Annapolis)  
Eastern Shores Regional Library System  
(Salisbury)

*MASSACHUSETTS*  
Cambridge Public Library  
Tufts Library (Weymouth)  
Woburn Public Library

*MICHIGAN*  
Ann Arbor Public Library  
Bay County Library System (Bay City)  
Beaver Island District Library (St. James)  
Belleville Public Library  
Boyer District Library  
Brighton District Library  
Capital Area District Library (Lansing)  
Cromaine District Library (Hartland)  
Dexter Public Library  
Dickinson County Library (Iron Mountain)  
Flint Public Library

Georgetown Township Public Library  
(Jennison)  
Grosse Pointe Public Library  
Herrick Public Library (Holland)  
Ionia Public Library  
Library of Michigan  
MacGregor Library (Highland Park)  
Meridian Township Libraries (Okemos)  
Mid-Peninsula Library Cooperative (Iron  
Mountain)  
Milford Township Library  
Novi Public Library  
Port Huron Public Library  
Romeo District Library  
St. Clair County Library (Port Huron)  
Shiawassee District Library (Owosso)  
Upjohn Institute (Kalamazoo)  
West Bloomfield Township Public Library  
Ypsilanti District Library

*MINNESOTA*  
Crown College (St. Bonifacious)  
Lake City Public Library  
Southeastern Libraries Cooperating  
(Rochester)  
Spring Valley Public Library  
Zumbrota Carnegie Library

*MISSISSIPPI*  
Biloxi Public Library  
Clarksdale Carnegie Public Library  
Jackson-Hinds District Library  
Lee-Itawamba Library System (Tupelo)  
The Library of Hattiesburg, Petal, and  
Forrest County  
Madison County Library System (Canton)  
Meridian-Lauderdale County Public Library  
Pike-Amite-Walthall Public Library  
(McComb)

*MISSOURI*  
Jefferson College (Hillsboro)  
North Kansas City Public Library

*MONTANA*  
University of Great Falls

*NEBRASKA*  
Chadron Public Library

*NEW JERSEY*  
Morris County Library (Whippany)

*NEW YORK*  
Bard College (Annandale-On-Hudson)  
Broome County Public Library  
The Quogue Library

*NORTH CAROLINA*  
Durham County Library

*OHIO*  
Findlay-Hancock County Public Library

*OKLAHOMA*  
Muskogee Public Library / Eastern  
Oklahoma District Library System  
Norman Public Library / Pioneer Library  
System

*PENNSYLVANIA*  
Allegheny County Library Association  
(Pittsburgh)  
Butler Area Public Library  
Easttown Township Library (Berwyn)  
Falk Library, University of Pittsburgh Health  
Sciences Library System  
Indiana and Armstrong Alliance for Libraries  
(Indiana)  
Lauri Ann West Memorial Library  
(Pittsburgh)  
Mt. Lebanon Public Library  
Sewickley Public Library

*SOUTH DAKOTA*  
Watertown Public Library

*TENNESSEE*  
Dyersburg-Dyer County Public Library  
Freed-Hardemann University (Henderson)  
Gallatin Public Library  
Gibson County Public Library (Trenton)  
Gorham-MacBane Public Library  
(Springfield)  
Hardin County Library (Savannah)  
Hendersonville Public Library  
Jackson State Community College (Jackson)  
Kingsport Public Library  
Linebaugh Library (Murfreesboro)  
Obion County Public Library (Union City)  
Tennessee Library Association

*VIRGINIA*  
Ruth Camp Campbell Memorial Library  
(Franklin)

*WISCONSIN*  
Aram Memorial Library (Delavan)  
Barbara Sanborn Public Library (Pewaukee)  
Brookfield Public Library  
Carleton A. Friday Memorial Library (New  
Richmond)  
Edgewood College (Madison)  
Fitchburg Public Library  
Franklin Public Library

Irvin L. Young Memorial Library (Whitewater)	<i>LUANDA, ANGOLA</i> National Library of Angola
Kaukauna Public Library	
Lands' End Outlet, Inc.	<i>GUADALAJARA, MEXICO</i>
Lawrence University (Appleton)	Public Library of the State of Jalisco
Luther Hospital (Eau Claire)	
McMillan Memorial Library (Wisconsin Rapids)	<i>MEXICO CITY, MEXICO</i> Biblioteca Daniel Cosío Villegas, El Colegio de Mexico
Madison Area Technical College	
Madison Public Library	
Marion Public Library	<i>MOSCOW, RUSSIA</i>
Matheson Memorial Library (Elkhorn)	Anglo-American School
Morse Library, Beloit College	
Northland College (Ashland)	
Pauline M. Haass Memorial Library (Sussex)	
Port Washington Public Library	
Sun Prairie Public Library	
T.B. Scott Free Library (Merrill)	
Town Hall Public Library (North Lake)	
University of Wisconsin (Madison) - Central Technical Services	
UW Center - Fond du Lac	
University School of Milwaukee	
Walter E. Olson Memorial Library (Eagle River)	
Watertown Public Library	
Wauwatosa Public Library	
<i>WYOMING</i>	
Converse County Library (Douglas)	
Laramie County Library System (Cheyenne)	
Natrona County Public Library (Casper)	
Sweetwater County Public Library (Green River, WY)	



March 13, 2019

Ryan Fewins-Bliss  
Board Treasurer  
Bath Township Public Library  
14033 Webster Rd  
Bath, MI 48808

Dear Ryan,

Thank you for the opportunity to submit a proposal to assist the Bath Township Public Library Board of Trustees with the development of a strategic plan. Most of all congratulations to you and the community on establishing a public library in the township. It is my belief that libraries are an important cornerstone of a healthy and vibrant community.

Over the course of my career 20-year consulting career I have worked with over 30 organizations to develop strategic plans that provide a strong pathway for the organization's future. My client base has ranged from small non-profits, municipalities, state government divisions, to large organizations. On several occasions, I have returned to assist organizations with subsequent strategic plans. Included in this document are contact information for three references from organizations that I have recently assisted with the development of their strategic plan. Both Michigan Public Health Institute (MPHI) and the State of Michigan's Department of Agriculture and Rural Development's Animal Industry Division (MDARD AID) are ones that I have worked with on multiple strategic plans. With the Southwest Michigan Local Food Council (SWLFC) the work involved assisting them with the development of their first strategic plan.

In addition, I have attached a sample one-page strategic plan. It is from the Redford Township District Library. While it is not a recent project. It was the first location where we pioneered the one-page strategic plan. We wanted to create a plan that was succinct and could be easily referenced by the board, staff, and community. This format is one that I have strongly embraced, and I continued to use it with all my clients.

Below is a proposed scope of work and fee structure. The fee structure offers the option for some of the proposed scope of work to be completed by the BTPL board as a means of reducing the budget.

### **Scope of work:**

#### **Preparation**

1. Review documents – bylaws and any other written documentation that will provide a deeper understanding of the Library's current focus.
2. Interview the strategic planning participants (board members and staff) by phone.
  - a. These are brief phone interviews. (approximately 20 minutes, more time is allotted to accommodate longer discussions.)
  - b. Discussion starter questions are provided to the participants in advance of the call.
3. Facilitate two focus group sessions (approximately 75 minutes each) to gather ideas and feedback from community members.
4. Meet with the Board of Trustees and meet with the staff to gather additional data.
5. Develop a five-question resident survey regarding library utilization and interests.





## **Strategic Planning process and timetable**

6. Facilitate four 3-hour strategic planning sessions with the board and a staff liaison. The proposed agenda for each session will be reviewed with the strategic planning liaison prior to each session. The sessions ideally should be held two to three weeks a part.

The sessions will cover drafting the core values, vision, and mission statements, identifying the pillars/primary goals of the plan, clarifying the strategies to accomplish the goals, evaluating the critical challenges that need to be addressed for the plan to be successful, and establishing a dashboard or agreed upon method to monitor progress on the plan.

As each element is developed, it will be incorporated into a one-page strategic plan and dashboard/monitoring mechanism.

7. In between sessions three and four the early draft of the one-page plan will be shared with the library staff and then with the public for feedback and guidance. The information obtained will be discussed and addressed at the fourth strategic planning session.

## **Final Steps**

8. The final draft incorporating the work of the strategic planning committee will be emailed (or mailed) to the Board members for a final review and comments. The input will be analyzed and placed in the final document.
9. Conflicting requests will be resolved by conference call.
10. If there are still unresolved issue an additional session may be required.

## **Understandings and Agreements**

In complement to this proposed scope of work it is anticipated that BTPL Board of Trustees will:

1. Provide documents for review.
2. Identify a liaison as the primary point of contact for finalization of the scope of work, timeline, document collection, agenda review, and finalization of the one-page strategic plan and dashboard/monitoring mechanism.
3. Provide contact information for the board members and staff.
4. Conduct the community survey using the agreed upon questions.
5. Arrange the meeting locations and supplies needed for all agreed to meetings (including flipchart stands, paper, food and beverages etc.)

Thank you for the opportunity to submit this proposal. I hope that we have the opportunity to work together on this important project.

Best wishes,

A handwritten signature in blue ink, appearing to read 'Jo Anna Trierweiler'.

Jo Anna Trierweiler

517 881-0545



### Strategic Plan Proposal Fee Structure

Task	Proposed Timeline	Facilitator Fee	Fee reduction with Board Options
1. Document review	April	\$125.00	Not available (N/A)
2. Interviews with board and staff	April	\$750.00	N/A
3. Focus Groups (2)	May	\$1500.00	N/A
4. Meetings with board and staff	May	\$500.00	N/A
5. Survey question development & review	May	\$400.00	N/A
Public surveys	June – July	N/A	BTPL Board
6. Four strategic planning sessions	August – October	\$6,000.00	N/A
7. Staff and public draft review (2 meetings - 1 with each group)	October	\$500.00	N/A
8. Final draft review and resolution by email/mail	November	\$400.00	BTPL Board
9. Conference call to finalize any remaining language issues	November	\$300.00	BTPL Board
10. Special session to address unresolved issues	December	\$1200.00	BTPL Board
<b>Totals</b>	6 – 8 months	<b>\$11,675.00</b>	Reduced fee with BTPL Board options <div style="text-align: right;">           \$11,675.00            1,900.00  <b>\$9,775.00</b> </div>



## Strategic Planning References

Michelle Napier-Dunnings  
Chief Communications Officer  
Michigan Public Health Institute  
Ph: (517) 324 - 6008  
Cell: (517) 599-1665  
[mnapierd@mphi.org](mailto:mnapierd@mphi.org)

James Averill, DVM, PhD  
Deputy Director  
MI Department of Agriculture and Rural Development  
Constitution Hall  
525 West Allegan Street  
PO Box 30017  
Lansing, MI 48909  
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## OUR MISSION

We connect you with the books you love, the information you need, and the world you live in.

	Building & Bytes	Patrons & Community	Collection & Creation	Doorways & Archives
Five Year Goals	<ul style="list-style-type: none"> <li>▪ Create a cool, popular, secure and welcoming Teen space</li> <li>▪ Design Office of the Future for second floor</li> <li>▪ Make using the library more convenient; expand accessibility</li> <li>▪ Strengthen online presence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase overall borrowing by 5% annually</li> <li>▪ Increase participation in Summer Reading Clubs proportional to school enrollment</li> <li>▪ Become recognized as Redford's top resource for economic development and literacy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Earn QSAC essential certification (address: PR Policy, technology, facilities, staff evaluations)</li> <li>▪ Develop a creative hands-on technology center for use by all</li> </ul>	<ul style="list-style-type: none"> <li>▪ Become the official stop for Redford Township history &amp; genealogy documentation</li> </ul>
Major Challenges	<ul style="list-style-type: none"> <li>▪ Funding crunch</li> <li>▪ Staff and teens need a stronger partnership</li> <li>▪ Lack of connection with business community</li> <li>▪ Space limitations of parking lot</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding crunch</li> <li>▪ Staff shortage</li> <li>▪ Many in community unaware of resources</li> <li>▪ Unique demographics</li> <li>▪ Aging population</li> <li>▪ Underserved male population</li> <li>▪ Library is organized for print world</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding crunch</li> <li>▪ Staff shortage</li> <li>▪ Lack of specialized technology for recording, videoconferencing, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding crunch</li> <li>▪ Staff shortage</li> <li>▪ Local materials are dispersed throughout the Township; many groups with different priorities</li> </ul>
Strategies on Our Roadmap	<ul style="list-style-type: none"> <li>▪ Second Floor Plan</li> <li>▪ Develop Marketing Plan with Jaycees and Chamber of Commerce</li> <li>▪ Join YouMedia team; acquire grant funding; integrate teens into planning process</li> <li>▪ Review parking and book return issues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pass millage increase by 2016</li> <li>▪ Re-open Thursday nights &amp; Sundays</li> <li>▪ Develop partnering agreements with School Districts / Jaycees / literacy organizations, etc.</li> <li>▪ Organize library for the digital world</li> </ul>	<ul style="list-style-type: none"> <li>▪ Explore technologies for creation of texts and recorded media, group networking, etc.</li> <li>▪ Apply for technology grants in conjunction with YouMedia concept</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collaborate with Historical Commission and other local partners to acquire collection materials</li> <li>▪ Plan a Local History Room that satisfies all stakeholders</li> </ul>

**Vision: Community Growth & Learning Center**



# Strategic Planning Consulting Services

**Bath Township Public Library**  
Bath Township, MI

Submitted by:  
Kimberly Bolan and Associates, LLC



March 14, 2019

March 14, 2019

Ryan Fewins-Bliss  
Treasurer  
Bath Township Public Library  
rfewins-bliss@bathtownshippubliclibrary.org

Ryan:

Kimberly Bolan and Associates (KBA) is pleased to submit a proposal for consulting services to assist in the development of a *Strategic Plan* for the Bath Township Public Library (BTPL). Over the past several years, KBA 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.

KBA focuses on the overarching goal of creating a strategic plan that can 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 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 21<sup>st</sup> century libraries as a part of the stakeholder input process, which is part of our aspirational input (or appreciative input) process.

All findings are synthesized, and goals and strategies are collaboratively developed to successfully guide Bath Township Public Library into the future. The final deliverable gives BTPL a process to keep its strategic plan living, breathing, and updated throughout its lifetime.

This proposal is firm and irrevocable for 60 days. 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,

Robert Cullin  
Principal Consultant / Vice President

## Company & Contact Information

In 2004 Kimberly (Kim) Bolan, MLS and Rob Cullin started Kimberly Bolan & Associates (KBA), a national library consulting company based outside Indianapolis (IN). Over the past 15 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
- 21<sup>st</sup> century library services and transformation
- Community awareness and marketing

Our team is passion about understanding what it takes to be a successful and thriving 21<sup>st</sup> century library, we have been presenting annually at state level conferences on overall trends with libraries for over ten (10) year and on trends in youth space for over twenty (20) 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 21<sup>st</sup> 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, MLS**

Principal Consultant/President, Kimberly Bolan and Associates, LLC

#### **Robert (Rob) Cullin**

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

Address: 10917 Valley Forge Circle, Carmel, IN 46032

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

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

Web: [www.rethinkinglibraries.org](http://www.rethinkinglibraries.org)

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## Understanding of Services

The Bath Township Public Library's (BTPL) leadership has expressed interest in consulting services to assist with the creation of its next strategic plan. Kimberly Bolan and Associates (KBA) is pleased to submit a proposal for partnering with BTPL on this important project.

As lead strategic planners for KBA, 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. Other KBA associates may be included as needed to assist in completing the project as efficiently and as cost-effectively as possible.

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 Bath Township Public Library'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 BTPL team, prior to the formation of the plan, to benchmark and evaluate library practices, staffing, efficiencies, etc. Once the plan has been created, KBA will also be available to BTPL 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 BTPL'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 21<sup>st</sup> 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 Strategic Planning Experience

Both Kim and Rob have been involved in strategic planning for a multitude of organizations 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 types of organizations, both as a facilitator and as the internal project leader/champion. With 28 years of library experience and as a former public library administrator, Kim has been actively involved in her libraries' own strategic plans in addition to her full-time consulting work 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 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.

### ***Just some of the recent Strategic Plans KBA has facilitated:***

- Redford Township Public Library (MI) – 2018
- Orion Township Public Library (MI) – 2014 and again in 2017
- Bloomfield Township Public Library (MI) – 2016
- Waverly Public Library (IA) – 2018
- James Prendergast Library Association (NY) – 2017
- Niles Public Library (IL) – 2017
- Allen County Public Library (IN) – 2017
- Charlevoix Public Library (MI) – 2016
- Salem-South Lyon Township District Library (MI) – 2016
- Anderson Public Library (IN) – 2016
- Westfield Washington Public Library (IN) – 2016
- Jennings County Library (IN) – 2014

For these clients, we worked to determine the best approach and methodologies that would give each library the greatest result and meet their standards and state requirements, if appropriate.

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## Key Staff - Library Experience and Backgrounds

**Rob Cullin** helped launch Kimberly Bolan & Associates 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 an engineering education from Purdue and 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.

**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, 21<sup>st</sup> 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.

## Our Approach

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 for successful and dynamic strategic planning for 21<sup>st</sup> century libraries:

1. Ample community input from library users, non-users, community leaders, staff, and board members based on aspirational discussions instead of problem-focused dialogue. Though we don't formerly call this Appreciative Inquiry, many of the premises and approaches are very similar.
2. A final plan that is dynamic and easy to "live." The plan must maintain a certain level of flexibility, while still being measurable, to address the shifting landscape facing today's public libraries.

Our methodology centers on the previously mentioned two philosophies and helping organizations build both a strategy framework and a more strategic-minded culture. This methodology also helps differentiate between the three key levels of strategy: organizational, programmatic, and operational. 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 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.

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 BTPL. Rather, our responsibility is to help BTPL educate its public, generate ideas and solutions, and develop a plan that reflects its community members and the future.

## Process

As part of a typical strategic planning process, KBA will:

1. Review and analyze data and information gathered throughout this process.
2. Work with the BTPL team to discuss what it means to be a successful and thriving 21<sup>st</sup> century library.
3. Gather and analyze stakeholder input from the community (users and non-users), staff, board members, etc. via community stakeholder discussion sessions and surveys.
  - a. Our typical approach for a library of BTPL's size involves conducting 6 - 8 stakeholder sessions.
  - b. The stakeholder sessions come in two forms:
    - i. Targeted Groups (6-7) (Staff, Board, and Public – targeted members of the public are personally invited to the sessions)
    - ii. Open Forum Session (1-2) (Open Invitation)
  - c. The content for these is the same. The difference is that the targeted sessions involve reaching out to specific demographic groups whereas the open forum is available to anyone who is interested in participating.
    - i. This phase centers around showing people the possibilities for their library and gathering aspirational input. For every client, KBA develops a custom presentation that best suits the client.
  - d. If desired, 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.
    - i. KBA doesn't recommend spending significant library dollars to conduct full scientific-level studies. KBA has been involved in projects that made this investment and, in the end, did not get better results than when a more moderate approach was taken.
4. Facilitate a *Strategic Planning Retreat*. This is typically a 6-hour long strategy session that includes the Library Planning Team along with other key stakeholders including, but not limited to, additional staff, board members, and community members. During this *Retreat*, we will distill the input gathered and discuss best practices for 21<sup>st</sup> century public libraries.
  - a. Through a series of small group and larger group exercises, the group will work to surface top issues and strategic opportunities that will ultimately lead to the final plan. BTPL's mission and vision will also be reviewed and related back to the key strategies.

- b. During the retreat process, KBA continues its attention on incorporating an aspirational approach to the planning process. The group will work to discover:
  - i. BTPL's identity (What is BTPL? What does BTPL want to be?)
  - ii. How BTPL can better address current and future (unseen) trends
  - iii. The key ingredients and focus of BTPL strategies
5. Develop a high-level 2-3-page *Strategic Plan*. This is the initial deliverable that is a direct result of the *Retreat*. This document is the "quick guide" that library leadership and staff can live, breath, and easily refer to on a day-to-day basis.
6. Assist the Library Team with the creation of a detailed *Work Plan*. This document has a shorter window of time (usually 12-18 months) and focuses on the details of the 2-page plan (e.g., action steps, tactics, milestones, resources, budget/funding, etc.).
  - a. 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
- A benchmark analysis of primary library metrics, both regional and national
- A summary compiled from stakeholder sessions, online survey, etc., which will include key priorities and goals emerging from these inputs
- A 2-3-page high-level *Strategic Plan* focusing on the top 4-6 priorities coming out of the process. *This is structured in a way to be an asset for the board and administration to reference on a consistent basis to easily and efficiently gauge progress.*

SEE APPENDIX B – 2-PAGE PLAN EXAMPLES

- Assisting with the development of a detailed *Work Plan* that specifically addresses the details necessary for successfully executing the plan, including actions, timeline, resources, budget, etc.

SEE APPENDIX C – WORK PLAN EXAMPLES

## Expected Timeline

As per KBA's practice, we are flexible on the timeline to best meet the needs of the client and the project. The following is a **sample timeline** that might make sense for your project.

- Project Kick-off Meeting and Data Gathering – Spring 2019
- Stakeholder Sessions and Forum invitations sent / advertised – April/May 2019
- Stakeholder Sessions and Public Forums – May 2019
- Online Survey (Design & Launch) – Launched during Stakeholder Sessions run through start of Summer Reading at minimum, closing no later than 2 weeks prior to the Strategic Retreat
- Full Day – 6-hour Strategic Retreat – Summer 2019
- Draft of 2-3-page high level Strategic Plan – Provided by KBA no more than 3 weeks after the completion of the *Strategic Retreat*
  - The 2-3-page plan is typically approved by the Board of Trustees at a subsequent meeting so KBA can move forward with staff to work on the detailed *Work Plan*
- Work Plan Kick-off – Within 2 weeks of high-level plan approval
- Detailed Work Plan complete– Typically 3-4 weeks after Work Plan Kick-off

## Cost Estimate

Regardless of which process approach is taken, there will be both onsite work and offsite work completed 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., to be as cost effective as possible. As a result, we are presenting both fixed and time and material-based pricing options.

### Time and Material Option:

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KBA's standard rates are:

- \$160/hour for Principals (Kim & Rob Cullin) & \$130/hour for Associates

For this project, we are offering BTPL a **discounted rate** of:

- \$140/hour for Principals & \$100/hour for Associates

### Estimate of Labor: \$12,800 - \$16,500 (plus expenses, at cost)

- Costs could be further reduced if certain aspects of the process are not implemented and/or if library staff members perform more of the work (e.g. survey, demographics, data entry, etc.)

Travel expenses will be billed at cost. All travel will be based from Indianapolis, IN to Bath Township, MI. All expenses (lodging, food, printing, shipping, etc.) will be billed at cost. Mileage will be billed the active IRS rate (currently \$0.54/mile ~\$300/round trip). Expenses are likely to be in the \$1,500 - \$1,900 range for the entire project.

**OR...**

### Fixed Price Option:

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This option gives BTPL more predictable costs, but less flexibility in terms of scope of activities. It is limited to following for onsite visits:

- 1 kick-off meeting and data gathering (conducted remotely via a virtual meeting)
- Online survey development, hosting, and management provided by KBA but with promotion and advertising driven by the library
- Onsite for stakeholder sessions (2 full days of work split over 3 weekdays (afternoon of Day 1 through Noon of Day 3) allowing for same day travel before and after.
  - 8 Stakeholder sessions, typically 2 on Day 1, 4 on Day 2, 2 on Day 3
- 1 day onsite for *Stakeholder Retreat*
- KBA primary driver of Strategic Plan with Library leadership in support
- Onsite *Strategic Plan* presentation to the board
- Onsite or Virtual *Work Plan* kick-off meeting with staff (onsite only if coordinated with board presentation)

- 
- Library Staff primary driver of Work-Plan with KBA in support
  - All other meetings and work to be completed remotely or via web/video conference, unless KBA, at its discretion, chooses to be onsite

**Total Costs inclusive of expenses: \$15,900**

- Billing for the fixed price option is handled in four phases
  - Phases 1 thru 3 bill 75% of the project total spread over 3 months 25% each bill)
  - Final 25% billed after the 2-page *Strategic Plan* virtual presentation to the board

**Optional or alternate components – Description and costs:**

- Marketing Brochure Development \$ 1,900
  - Graphical development of a “user-friendly” brochure highlighting the key aspects of the plan (does not include printing, just design)

If BTPL would like a fixed price option, but prefers different terms on scope, KBA is happy to provide a custom fixed price for your preferred scope of activities.



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## References

We encourage you to speak to any of our clients or references, but the following are three of our most recently completed strategic planning projects.

### **Karen Knox, Director**

Orion Township Public Library

Lake Orion, MI

(248) 693-3000 x305                      [kknox@orionlibrary.org](mailto:kknox@orionlibrary.org)

**Projects:** Facilitated and help develop their 2014 – 2017 Strategic Plan as well as their 2018 – 2020 Strategic Plan. In addition to Strategic Planning, KBA has also completed all space planning and design for the facility over the past 4 years.

### **Garrett Hungerford, Director**

Redford Township District Library

Redford, MI 48240

(313) 531-2640                      [ghungerford@redfordlibrary.org](mailto:ghungerford@redfordlibrary.org)

**Projects:** Facilitated and helped develop their 2019 – 2023 Strategic Plan. In addition, KBA completed the Strategic Planning with Garrett when he was the Assistant Director at Salem-South Lyon District Library, in 2016.

### **Mary Hougland, Director**

Jennings County Public Library

North Vernon, IN

(812) 346-2091 x225                      [mary.hougland@jenningslib.org](mailto:mary.hougland@jenningslib.org)

**Projects:** Facilitated and developed their 2015 – 2018 Strategic Plan. We are also 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 area renovations of the library in 2013 (Adult and Teen) and 2018 (Children's).

### **Greta Southard, Director**

Allen County Public Library

Fort Wayne, IN

260-421-1201                      [gsouthard@acpl.lib.in.us](mailto:gsouthard@acpl.lib.in.us)

**Projects:** KBA facilitated and help with the development of their 2018 –2020 Strategic Plan (nearing completion). In addition, KBA is currently working with ACPL to evaluate and re-envision all their 15 facilities.

### **Sarah Later, Director**

Anderson Public Library

Anderson, IN

(765) 641-2454                      [slater@andersonlibrary.net](mailto:slater@andersonlibrary.net)

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

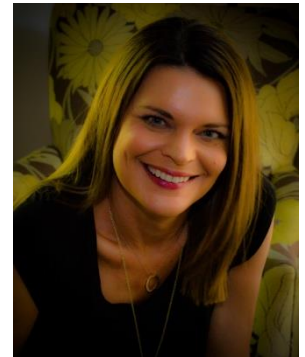
## **Appendix A: Résumés**

## **KIMBERLY BOLAN CULLIN, MLS**

Email: kim@rethinkinglibraries.org

### **Kimberly Bolan & Associates, LLC 2004 – present**

*President, Library Evolutionist 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.

### **Select Project Experience:**

- Allen County Public Library (IN) – Facility Programming, Planning & Design, Strategic Planning (2017 – present)
- Hamilton East Public Libraries (IN) – Facility Programming, Planning & Design (2015 – present)
- Free Library of Philadelphia (PA) – Post Occupancy Study (2018 – present)
- Anderson Public Library (IN) – Strategic Planning and Facility Planning (2015 – present)
- Orion Township Public Library (MI) – Strategic and Facility Planning (2014 and again in 2017)
- Bloomfield Township Public Library (MI) – Strategic Planning (2016)
- Salem-South Lyon Township District Library (MI) – Strategic Planning (2016)
- Charlotte Mecklenburg Public Library (NC) – Twenty-Year Facilities Master Planning (2008 – 2009, 2017)
- Mooresville Public Library (IN) – Strategic and Facility Planning (2017)
- Niles Public Library (IL) – Strategic Planning – (2017)
- Jennings County Library (IN) – Planning & Design, Strategic Planning, Org. Development (2014 – 2018)
- Community Library Network (ID) – Facility Programming and Planning for 7 Branches (2015 – present)
- St Joseph County Library (IN) – Facility Master Plan (2017)
- Tiverton Public Library (RI) – Facilities Planning and Design (2011– 2015)
- Hudson Area Library (NY) – Facilities Planning and Design (2011–2016)
- Las Vegas-Clark County Library District (NV) – Facilities Planning and Design (2012– 2013)
- 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*, 1<sup>st</sup> and 2<sup>nd</sup> editions, Chicago: ALA, 2003 and 2009.  
*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, Library Evolutionist 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:

Orion Township Public Library (MI) – Strategic Planning x 2, Facilities Planning & Design (2013 – 2017)  
James Prendergast Library Association (NY) – (2017)  
Niles Public Library (IL) – Strategic Planning (2017)  
Charlevoix Public Library (MI) – Strategic Planning (2016)  
Avon-Washington Township (IN) – Strategic Planning (2017)  
Pike County Public Library (IN) – Strategic Planning (2017)  
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*

## 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. 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 21<sup>st</sup> 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"> <li>• Increase staff awareness in order to reduce user redirecting</li> <li>• Improve wayfinding throughout the building</li> <li>• Offer Library tours to new and existing users</li> <li>• Develop consistency and application of policies by staff</li> <li>• Improve Wi-Fi access: outdoors, terraces &amp; parking lot</li> </ul>	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"> <li>• Commit more resources and attention to marketing</li> <li>• Develop a marketing and awareness plan</li> <li>• Work to better personalize the marketing experience</li> <li>• Increase the commitment to social media</li> <li>• Re-evaluate newsletter content and design approach</li> <li>• Expand outreach within the community</li> <li>• Develop opportunities to increase donor commitments</li> </ul>	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"> <li>• Create a coordinated programming plan focusing on quality over quantity</li> <li>• Expand the scope and depth of technology training</li> <li>• Increase senior outreach and senior center partnerships</li> <li>• Upgrade the usability of the website and online calendar</li> <li>• Further enhance the local history collections</li> <li>• Further evaluate collection content and merchandising</li> <li>• Engage all staff in continuous learning about library services and collections</li> </ul>	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"> <li>• 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</li> <li>• Improve awareness of the use of appropriate volume levels and activities in the respective quiet and active areas</li> <li>• Increase and improve practicality, comfort and flexibility of furnishings</li> <li>• Improve outdoor space usability for programming and individual use</li> </ul>	The community perceives the facility is efficiently and effectively supporting the needs of all users



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 21<sup>st</sup> century public libraries. Simply stated, the process focused on

- 1) **Community Input** - showing the Jennings County community the possibilities for JCPL as a thriving 21<sup>st</sup> 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
<b>Strategic Focus:</b>		<b>YOUTH SERVICES</b>			
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)	
<b>Strategic Focus:</b>		<b>PROGRAMMING FOR ALL AGES</b>			

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"> <li>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.).</li> <li>2. Develop an updated program plan for all ages in terms of content, schedule, location of programs, staffing needs, instructors/presenters.</li> </ol>	<ol style="list-style-type: none"> <li>1. 3rd Quarter 2015</li> <li>2. 1st Quarter 2016</li> </ol>	<ol style="list-style-type: none"> <li>1. \$3,000</li> <li>2. \$5,000 (outside help?)</li> </ol>	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"> <li>1. Establish a programming budget.</li> <li>2. Revisit staff job descriptions to reflect changing responsibilities and duties based on community needs.</li> <li>3. Revise mileage policy for outreach travel.</li> <li>4. Implement a program feedback mechanism for all programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. 2nd Quarter 2015</li> <li>2. 2nd Quarter 2015</li> <li>3. 2nd Quarter 2015</li> <li>4. 4th Quarter 2015</li> </ol>	<ol style="list-style-type: none"> <li>1. \$5000 for 2016 &amp; 2017</li> <li>2. \$0</li> <li>3. \$0</li> <li>4. \$1,000</li> </ol>	
	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"> <li>1. Revamp the checkout process for DVDs.</li> <li>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.</li> <li>3. Evaluate collection organization (i.e., how they're arranged, displayed, etc.) for all material/collection types.</li> <li>4. Actively explore collection format options as well as preferences within the community through surveys, social media, etc.</li> <li>5. Strive to meet or exceed Indiana State standards for collections as a percentage of operating budget.</li> </ol>	<ol style="list-style-type: none"> <li>1. 2nd Quarter 2015</li> <li>2. 1st Quarter 2016</li> <li>3. 1st Quarter 2016</li> <li>4. 2nd Quarter 2016</li> <li>5. Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. \$1,000</li> <li>2. \$0</li> <li>3. \$0</li> <li>4. \$0</li> <li>5. \$TBD</li> </ol>	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"> <li>1. Establish a communication channel to the local schools.</li> <li>2. Increase school visits.</li> <li>3. Increase marketing materials to the school.</li> </ol>	<ol style="list-style-type: none"> <li>1. 2nd Quarter 2015</li> <li>2. See Youth Initiatives</li> <li>3. Begin in 3rd Quarter 2015 and regularly evaluate and revise as needed</li> </ol>	<ol style="list-style-type: none"> <li>1. \$500</li> <li>3. \$3,000</li> </ol>	
	Expand digital access to the Local History collection.	<ol style="list-style-type: none"> <li>1. Investigate options for implementing a more active volunteer program.</li> <li>2. Review other libraries and their processes and budgets for digitization.</li> <li>3. Establish a plan for digitization (needs, options, etc.).</li> <li>4. Investigate funding options.</li> <li>5. Implement plan and begin digitization.</li> </ol>	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"> <li>Educate all staff on the library's mission, vision and pursuit of goals and objectives.</li> <li>Review/revise job descriptions to reflect changing needs and responsibilities.</li> <li>Revisit family visit policy.</li> <li>Establish (and maintain) a service and procedures handbook and guidelines for staff</li> <li>Provide ongoing education for staff at all levels in order to increase knowledge across the board.</li> </ol>	<ol style="list-style-type: none"> <li>2nd Quarter 2015</li> <li>2nd Quarter 2015</li> <li>3rd Quarter 2015</li> <li>Ongoing</li> <li>Ongoing</li> </ol>	<ol style="list-style-type: none"> <li>\$0</li> <li>\$0</li> <li>\$0</li> <li>\$0</li> <li>\$5,000 (conferences and other training)</li> </ol>	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"> <li>Assess options for adjusting library hours to better serve the public's needs.</li> <li>Modify library hours of service.</li> <li>Add self-check to improve efficiency and service delivery.</li> <li>Expand and enhance JCPL's library orientation program for the public.</li> <li>Establish a more robust volunteer program to assist with delivery of library services.</li> </ol>	<ol style="list-style-type: none"> <li>4th Quarter 2015</li> <li>2016</li> <li>3rd Quarter 2016</li> <li>2016</li> <li>2016</li> </ol>	<ol style="list-style-type: none"> <li>\$0</li> <li>\$TBD</li> <li>\$12,000</li> <li>\$500</li> <li>\$900</li> </ol>	
	Enhance and expand meeting room use within the community.	<ol style="list-style-type: none"> <li>Review meeting room policies and evaluate expanding usage of rooms for parties, for-profit groups with a fee-based system, etc.</li> <li>Improve equipment/technology in all meeting rooms spaces.</li> <li>Update the look and feel of large meeting spaces.</li> <li>Spearhead a community-wide meeting room calendar and booking system.</li> </ol>	<ol style="list-style-type: none"> <li>3rd Quarter 2015</li> <li>2017</li> <li>2017</li> <li>2016</li> </ol>	<ol style="list-style-type: none"> <li>\$2,000</li> <li>\$15,000</li> <li>\$50,000</li> <li>\$5,000</li> </ol>	

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



# PIPER & GOLD

PUBLIC RELATIONS



## **STRATEGIC PLANNING PROJECT PROPOSAL**

Prepared for: Bath Township Public Library  
Prepared by: Kate Snyder, APR  
Date: March 15, 2019





## SETTING A STRATEGIC DIRECTION

Wow. We're impressed. A vital resource serving its community and representing voters' wishing, all while responsibly shepherding their dollars AND coming in under budget? We'll say it again. Wow.

We also love hearing that the Bath Township Public Library and its board recognize the potential challenges ahead:

- A potential need for more space (and thus increased costs for maintenance, upkeep and operation).
- A need for more communication and outreach (music to our ears!).
- A need to demonstrate the power of the taxpayers' investment.

And we would love to help the Bath Township Public Library in better understanding these challenges, the community opportunities and the desires of taxpayers to develop a strategic, meaningful and actionable plan to guide the next three to five years.

Here's how we'd propose supporting BTPL.

## OUR QUALIFICATIONS:

We believe words have power. The power to change a family, a community or just one person's life. And we want to use those words to make our community – and the world – a better place. At P&G, we're a company that's committed to using our skills for good and helping government agencies, nonprofits and small businesses make a difference.

We never take on a project we don't believe in, and we truly believe in the power of libraries, and the importance of local access for communities. We eat, sleep and breathe education, economic, community and workforce development and want to play a pivotal role in helping continue to shape and transform the lives and prosperity of children, families and residents in our state.

Here are just a few of the clients we've partnered with whose work has helped us to better understand the Bath Township Public Library:

- Michigan eLibrary, <https://mel.org/welcome>
- Capital Area Michigan Works!, <https://www.camw.org/>
- Teach. Talent. Thrive., <http://teachtalentthrive.org/>
- Clinton and Ingham Counties
- Shaping the Avenue, <http://shapingtheavenue.com/>
  - Including working closely with the City of Lansing, City of East Lansing, Lansing Township and Meridian Township.
- Capital Area Transportation Authority, <https://www.cata.org/>
- Michigan State University, <https://msu.edu/>
  - Multiple colleges and departments including the Office of Outreach and Engagement.
- Center for Regional and Economic Competitiveness, <http://creconline.org/>
- Tri-County Regional Planning Commission, <https://www.mitrpc.org/>

We've spearheaded listening, feedback and strategic planning projects for a number of clients, including Capital Area Michigan Works!'s 2018-2021 Strategic Plan ([click here to view](#)), the development of the Tri-County Regional Planning Commission's Comprehensive Economic Development Strategy ([click here to view](#)) and the Michigan Public Health Institute's Strategic Communications Plan ([click here to view](#)). Our process is for Strategic Planning is rooted in listening and dialogue, then determining shared goals and gathering more feedback before moving forward with the actual planning.

**PROJECT TIMELINE AND DELIVERABLES:**

- DETERMINING A FRAMEWORK AND TIMELINE: P&G's team will work with the BTPL staff and board to outline the best process, framework, feedback gathering activities, focal areas and detailed timeline for the development of the plan. During this phase, we'll also identify and engage the key stakeholders, including the target peer public libraries. Piper & Gold is already engaged with the Michigan Library Association as a partner in delivering workshops and conference presentations and can leverage that relationship, as well as help build new ones. TIMELINE: Eight weeks following project launch.
- INTERVIEWS, SURVEY AND FOCUS GROUPS: Based on the staff and board feedback and developed framework, we'll prioritize within the budget the most appropriate methods for gathering stakeholder feedback and implement. TIMELINE: Eight to 12 weeks depending on determined scope.
- LISTENING SESSIONS AT THE LIBRARY: P&G's team will also coordinate two to three listening sessions at the library to ask its patrons and the community it serves what they want and need moving forward. TIMELINE: Eight to 10 weeks following project launch.
- BOARD AND STAFF CONVERSATIONS: We'll facilitate at one to two existing board meetings board conversations to help set the direction and focus of the BTPL moving forward. We'll also work with BTPL staff to engage them and hear their feedback and reactions to listening session and board conversations and gather their reactions, feedback and goals. TIMELINE: Based on existing meeting schedule.
- A STRAIGHT-FORWARD STRATEGIC PLAN: We'll develop a straight-forward, strategic plan with a series of goals and actions for BTPL, its board and the community to help share the investment and ensure people are informed and feel welcome at their community library, all based on the feedback of the listening sessions, board conversations and staff feedback. We'll incorporate measurement into the plan and work with the board and staff to revise the plan and ensure there is a clear and actionable path for execution. Eight to 10 weeks following conclusion of listening sessions and surveys.



**PRICE PROPOSAL**

Piper & Gold is willing and able to be flexible with BTPL based on the desired scope and the budget you have. For what we've proposed here, we recommend the following budget.

**STRATEGIC PLAN PROJECT:**  
**\$11,995 to \$14,995 based on desired quantity of interviews, focus groups and survey responses.**



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## REFERENCES

**Rachel Elsinga, Economic Development Planner**  
Tri-County Regional Planning Commission  
relinga@mitcrpc.org  
517.393.0342

**Lolo Robison, Director of Marketing & Customer Experience**  
Capital Area Transportation Authority  
LRobison@cata.org  
517.394.1100

**Edythe Hatter-Williams, Chief Executive Officer**  
Capital Area Michigan Works!  
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517.492.5504

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## ABOUT US

We believe words have power. The power to change a family, a community, or just one person's life. And we use those words to make our community – and the world – a better place. At P&G, we're committed to using our skills for good and to help nonprofits, government agencies and small businesses make a difference. Our boutique-sized team of nine services our clients virtually and from our office in Lansing's REO Town.

Piper & Gold LLC is a woman-owned business registered in the state of Michigan. P&G holds a Disadvantaged Business Enterprise Certification and was recognized by the Michigan Small Business Development Center as a 2017 Best Small Business, one of only 12 recognized of the more than 6,000 businesses the center serves statewide.

Nothing makes us prouder than a happy client. In a recent email, one client had this to say, and it just made us beam:

“Their staff will do whatever it takes to produce top notch work, putting their clients before themselves often. The employees deeply care about their work and they care about their client's satisfaction. You'd be hard pressed to find another company with as much drive and motivation as the Piper & Gold team. They have helped us outline clear, measurable and achievable PR and communications goals for our organization. They have helped to guide us through five years of progress which has naturally evolved and they have been great at helping to navigate and react to change and achievement. They've been successful in helping us improve our community engagement efforts and educating the community about our organization as a necessary resource. They've assisted in fund development strategies, grant writing and networking - all aside from basic public relations support. I've worked with a few other local industry competitors at previous places of employment and Piper & Gold are second to none.”

## **KATE SNYDER, APR: PRINCIPAL STRATEGIST & OWNER**

kate@piperandgold.com

Kate Snyder focuses her head and heart on creating communication that makes our world better for everyone. She is dedicated to uplifting women in business, she's a passionate advocate for the arts, and she makes it her mission to ensure those without a microphone are heard loud and clear.

Kate is a savvy PR practitioner and veteran strategist who inspires and empowers her clients to connect with their audiences and customers in new, dynamic ways.

She writes and speaks about working with government, nonprofits and businesses to be more conscious of their messages, build valuable relationships, and always – ALWAYS – focus on how their efforts connect to their strategic goals and purpose.

Kate has built an award-winning business committed to doing big work in a small community, and her extensive PR expertise and passion will motivate you to do the same. She believes in the power of stories to help her clients move their audiences to action. Yes, even government agencies can tell stories. And they should.

Kate is tapped to speak at conferences around the country on the importance of strategy in social media, building community relations programs and delivering media relations with a customer service attitude. Kate takes community service seriously, lending her time, talent and treasure to the Impression 5 Science Center and Wharton Center for the Performing Arts, among others.

Kate earned a master's degree in integrated marketing and communications and a bachelor's degree in interdisciplinary humanities. (Her mom is freakishly proud of the latter even though no one really understands what it is.) She pays it forward by teaching public relations at Michigan State University and several other institutions.

Kate is a proud Disneyphile, an unabashed musical theater geek and professional caller-of-bullshit. She's at her best under a deadline or in front of a crowd – two things that make mere mortals quake.

She's a resident of #LoveLansing, where she shares her home with her lumberjack husband and their precocious, stylish child.

### **Results:**

- Leading P&G team to more than 70 local, regional and national communications awards since 2015, including Hermes Creative Awards for the launch of Impression 5's dynamic FLOW exhibit, a Scary Mommy editorial challenging legislators to protect the adoption tax credit and the Michigan Public Health Institute's strategic communications plan, as well as for P&G's own internal promotions work
- Recognized by the Michigan Small Business Development Center as a Best Small Business, one of only a dozen recognized out of more than 6,000 statewide.
- Helping the Impression 5 Science Center reinvent its message and voice, shifting focus from exhibits and programs to spotlighting its unique ability to help children keep their sense of wonder.
- Conducting a massive undertaking not unlike herding cats. Led and developed the award-winning public feedback process for Shaping the Avenue, an immense initiative covering an 8.5-mile stretch of the region's key corridor. Compiled input from five municipal partners, dozens of community stakeholders and hundreds of engaged citizens to help redesign the buildings, land use and movement of vehicles along this vital route.

## **VERONICA GRACIA-WING: SENIOR STRATEGIST**

veronica@piperandgold.com

Veronica Gracia-Wing is a storyteller to her core. As Senior Strategist for Piper & Gold Public Relations, she exhales her entire creative being into chronicling the messages of her clients, whether through features, blog posts or persuasive op-eds.

She is skillful at turning tough topics such as foreclosure and vaccination into accessible, urgent narratives, and she loves to tap into the energy of a good, old-fashioned brainstorming session to inform her writing.

Veronica pays particular attention to creative strategy and community relations, striving to develop solutions that are mutually agreeable to all players.

Another key component of her work focuses on media relations for P&G's government and association clients. By collaborating with media outlets throughout Michigan and beyond, she's able to help ensure their messages are clear, convincing and memorable.

Veronica previously served as the innovation editor at Lansing Capital Gains, an online magazine and website showcasing the growth and investments transforming the Lansing region – something she's deeply passionate about. And her lifelong love of nature served her well throughout her internships with the Michigan DEQ's Office of the Great Lakes, the Michigan United Conservation Clubs and the Safari Club International.

Veronica takes community service seriously. In her spare time, she sits six boards and committees supporting the work of local environment, historical preservation and community theater. She is the current chair of the City of Lansing Park Board.

In her spare-spare time, Veronica hugs trees, gives expert-level side-eye and sings at the top of her lungs – sometimes in the rain. She's currently breathing new life into a 1952 Cape Cod with her burly husband, Luke. They share their #LoveLansing home with a gutsy toddler, his brand-new baby brother and two hopelessly goofy rescue dogs.

### **Results:**

- Led the multiple-award-winning *Traditions* campaign for the Michigan Apple Committee, paying tribute to the history of the fruit by incorporating tie-ins to famous children's stories, scientific experiments, family legacies and the apple at different stages of a person's life. The campaign blended visual strategy with compelling content, helping the MAC significantly increase the sale of Michigan apples.
- As chair of the Lansing Park Board, spearheaded efforts to renew a crucial millage that passed with a majority vote.
- Fostered the public-private partnership with the City of Lansing to preserve the Cooley-Haze House, the last standing of its kind.
- Led the focus groups and the award-winning campaign that increased participation in the Lansing SAVE program, creating savings accounts for kindergartners designed to follow them through to graduation, helping fund their further education.

## **CASSIE COTTON: ASSOCIATE STRATEGIST**

cassie@piperandgold.com

Cassie Cotton is fueled by mission-driven work and coffee. As Associate Strategist for Piper & Gold Public Relations, she blends her communications expertise with her passion for building relationships to help P&G’s clients make authentic connections with their audiences.

Cassie is an expert project manager with a futuristic mindset, and she’s at her best when she is working to solve complex problems with creative solutions.

She previously served as the marketing brand manager for Michigan State University’s Residence Education and Housing Services, leading the strategic initiatives promoting campus life. She holds a B.A. in public relations and business with an art minor from Coe College in Cedar Rapids, Iowa, and is working toward her master’s in strategic communication at Michigan State.

Cassie is driven to help students and young professionals find their purpose – something she discovered while mentoring a team of student brand ambassadors at MSU.

When she’s not plotting strategy, Cassie can be found traveling and eating all the food with her adventurous-yet-chill husband, Charles. They live in Lansing with their two dogs, Ray and Ella, and their cat, Louis.

**Results:**

- Managed as many as 20 marketing campaigns at once for MSU’s Residence Education and Housing Services, serving more than 16,000 students and their families.
- Single-handedly created and implemented a Certified Nursing Assistance program at Eaton County Health and Rehabilitation Services, taking more than 85 uncertified applicants and training and mentoring them into nursing assistants within a five-month period.
- Developed a comprehensive recruitment plan for K-12 schools focusing on increasing enrollment and retention for the district.

We support our team:

We proudly offer a robust benefits package to our employees including 100 percent paid vision and dental, domestic partner benefits, unlimited vacation and 10-week paid parental leave for any new parent including birth, surrogacy and adoption. We’re incredibly proud of how we treat our employees and we think it shows in the quality of talent we attract and retain.



**OUR BREAD AND BUTTER...**

**STRATEGY AND PLANNING**

From focus groups to communications plans, we ensure our clients have a solid strategy and foundation to keep communications tactics focused on goals and ROI. We work with each client to identify target audiences and appropriate measurable objectives, as well as build out additional needed plans such as crisis communications plans and social media strategies.

**MEDIA RELATIONS**

Research from Nielsen shows editorial content such as newspaper articles to be one of the most trusted forms of outreach, with 61 percent of North American audiences stating they “trust completely” or “trust somewhat,” 48 percent of European



audiences and 58 percent of global audiences. Media relations can expose an organization to new audiences, keep it top-of-mind with its target audiences and serve as a third-party validation while answering questions, and our team uses the top tools and techniques to build meaningful media relationships that result in exposure and opportunities for our clients.

## **DIGITAL MEDIA**

Whether it's building social media pages and profiles or connecting with bloggers, we focus on ensuring the tactics are in line with solid strategies and are directly contributing to the communications goals. With that focus in place, digital media can be a powerful tool to help build relationships and conversations with an organization's audiences.

## **WRITING**

Writers see the world differently, and we see writing differently. We know words have power, and we have an arsenal of writing tools at our disposal to help educate, inform and change minds. From op-eds to white papers, features to creative copy, we tackle each writing project with one goal in mind – what is the most important thing we want people to walk away remembering?

## **VISUAL STORYTELLING**

The ability to tell our stories visually to engage and connect with audiences is now a must for PR. We pair images with our words to draw people in and create the emotional connections that will truly help an organization's key messages to resonate and stick.

## **COMMUNITY RELATIONS AND GRASSROOTS ADVOCACY**

We pride ourselves on helping identify and facilitate partnerships and opportunities that lead to mutually beneficial outcomes for our clients. We start by exploring existing relationships, building grassroots lists and setting clear goals and expectations to ensure partners are informed and engaged, and ultimately transforming them into advocates for our clients' and their brands.

## **ACHIEVEMENTS IN MARKETING AND PUBLIC RELATIONS**

- **More than 80 Public Relations Society of America PACE Awards, American Advertising Federation ADDY Awards, Hermes Creative Awards and Association of Marketing Communication Professionals MARCOM Awards in the past five years.**
- **2017 Michigan Small Business Development Center's Small Business of the Year.**



**PUBLIC SECTOR  
CONSULTANTS**

March 14, 2019

Ryan Fewins-Bliss  
Bath Township Public Library  
14033 Webster Rd.  
Bath, MI 48808

Dear Mr. Fewins-Bliss,

Public Sector Consultants (PSC) is pleased to provide this proposal to the Bath Township Public Library for the development of a strategic plan.

PSC is uniquely qualified to conduct this effort. Our firm possesses strong backgrounds in meeting facilitation, community outreach, and research. Our staff also has extensive expertise with strategic plan development, community engagement, and project management, as evidenced by similar work with the Michigan College Access Network, the Michigan PreK–12 Literacy Coalition, and the City of East Lansing. As you will see in greater detail throughout the proposal, PSC is well suited to partner with Bath Township Public Library in this work.

We look forward to discussing this proposal with you at your convenience. I may be reached at 517-331-9490 and [plyons@publicsectorconsultants.com](mailto:plyons@publicsectorconsultants.com). Thank you for the potential opportunity to work together and ensure that the Bath Township Public Library continues to grow, thrive, and empower area residents.

Sincerely,

Patrick Lyons  
Consultant

Enclosure



**Proposal for**  
**Bath Township Public Library**  
**Strategic Planning**

03.14.19



**PUBLIC SECTOR  
CONSULTANTS**

*Submitted by*

Public Sector Consultants  
Lansing, Michigan  
[www.publicsectorconsultants.com](http://www.publicsectorconsultants.com)

*Prepared for*

Bath Township Public Library  
Bath, Michigan  
[www.bathtownshippubliclibrary.org](http://www.bathtownshippubliclibrary.org)

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**Improving the quality of  
life for residents of  
Michigan and beyond  
through the development  
and implementation of  
innovative, actionable  
public policies.**

**PSC**

## Background

We are pleased to submit the following proposal to support the development of a strategic plan for the Bath Township Public Library.

Much more than a collection of books, public libraries are essential to the communities they serve: They offer space for collaboration, provide access to new technologies, and enable lifetime learning opportunities. As Bath Township Public Library enters its second year of independent operation, it is already providing these important services, weaving itself into the fabric of the community and empowering its patrons—as evidenced by increased program attendance, library card registrations, and circulation rates.

To ensure that the library continues meeting community needs and achieving long-term sustainability, it is important to start thinking about its future. To this end, Public Sector Consultants proposes partnering with Bath Township Public Library staff, its board, and community stakeholders in the development of a strategic plan. This collaborative process will help determine the library's mission, vision statement, and values; articulate organizational objectives and goals; and establish clear strategies to achieve those goals.

A strategic plan also provides transparency into how public funds will be allocated and shares a broader vision for the future with the community. This level of engagement is critical, as the organization relies on public support to extend the library millage at regular intervals.

The passage of the library millage and the work accomplished by the board and staff are incredibly important and valuable. The strategic planning process outlined in this proposal will invite the public to have a role in furthering these efforts, encourage their continued support, and bolster Bath Township Public Library's role in the community.

## Scope of Work

PSC proposes partnering with the Bath Township Public Library to facilitate a robust strategic planning process that is informed by its board and staff, community engagement, and research of state and national best practices. As a planning partner, PSC will apply its experience and expertise in education policy and program development, strategic planning, research, and stakeholder engagement. The result will be a well-designed, actionable strategic plan that will serve as a guide for critical decisions that advance the priorities of the board, the library, and the broader community. We anticipate that, as this effort begins, PSC will work closely with staff and the board to review the process outlined in this section and tailor our approach as needed. The following scope of work provides an overview of our proposed process.

### Ongoing Board of Trustees Engagement

PSC is committed to delivering a strategic plan that reflects the culture, values, and goals of the board, staff, and Bath residents. In service of this, PSC will work to establish a rapport with board members and staff to foster collaboration and communication, regularly soliciting their feedback, asking questions, and collaboratively finalizing materials before they are shared with the public. Board members and staff will also participate in a strategic planning workshop to finalize language and content of the final document.

PSC will achieve collaboration with the board and staff through both in-person and virtual (email and conference calls) communication. PSC will attend bimonthly board meetings to report on progress, discuss findings, and ask questions about the library and its services, the community, or other external factors that could impact the organization. PSC staff and the board will coordinate with one another to identify the appropriate meetings to attend. Additionally, PSC will facilitate conference calls, as needed, with the board and staff to ensure timely communication between scheduled board meetings.

### Best Practices Research Scan and Interviews

PSC will conduct a research scan that examines the strategic plans of other public libraries in Michigan. Additionally, PSC will review best practices promoted by state and national library organizations, such as the Michigan Library Association, the American Library Association, and the Association for Rural and Small Libraries (headquartered in Whitehall, Michigan). Through this review, PSC will identify reoccurring themes and innovative strategies as well as any elements that require additional research or input from specific stakeholder groups.

Following the research scan, PSC will conduct up to four 30-minute interviews with experts on library strategic planning or those with related expertise, including representatives from the state and national organizations listed above. The goal of these interviews is to identify best practices for creating strategic plans specifically for libraries. PSC will work with the board to identify these experts and finalize the list of interviewees and questions.

The overall goal of this research is to provide stakeholders with essential information that grounds them in facts as they begin developing their own strategic plan. PSC will document any findings, share them by email, and present this information to the board at a scheduled check-ins.

## **Stakeholder Engagement**

As a publicly funded organization, the library must ensure that its strategic plan is rooted in the needs and desires of the community. Therefore, PSC proposes a multistep community engagement process to gather their important input.

First, PSC will conduct an online survey to gather a wide range of perspectives and opinions from residents and engage individuals who cannot attend in-person sessions. PSC will draft the survey instrument based on findings from the research scan, best practices review, and conversations with the board. The board will have the opportunity to review and finalize survey questions prior to dissemination. PSC will then work with the board and staff to distribute the survey link directly or, if a list of email addresses is available, PSC can perform this outreach. Additionally, we suggest communicating these efforts to library patrons by developing signage, creating bookmarks with information about the survey, and directing library staff to engage these individuals. Following research into the library and community, PSC will make recommendations to the board regarding how long the survey will be live and a goal number of responses.

Following the survey, two members of PSC's staff will host a community engagement session in which residents participate in an interactive consensus-building workshop to identify strategic priorities for the library. During the workshop, participants will first work in small groups to identify their top priorities, then, through an iterative and interactive process, the full group will group similar priorities and identify larger strategic goals. At the end of the session, the group will have reached consensus on four to five goals and actions items that support those goals. Most importantly, participants will see their suggestions included in the larger product, reaffirming that their voices and opinions matter.

For the workshop, the library will be responsible for securing a meeting space as well as inviting participants. If interested, PSC can provide technical support in sending mass email invites and confirming attendance through an online registration form.

## **Strategic Planning Sessions**

It is important to note that no two strategic planning sessions are like; therefore, for the process to be successful, it must be rooted in the organization's culture and workshop participants' experiences and expertise. Knowing this, PSC has presented a high-level view of what we hope to accomplish, understanding that the process may be altered due to conversations with the board and discoveries made in the research phase. PSC will defer to the board as to whether additional stakeholders, beyond their members and library staff, should be engaged for these sessions. Overall, PSC recommends limiting the overall group to 12–15 participants.

PSC proposes a series of three meetings, with the option of one additional meeting, that range from one to two hours. The reason for multiple smaller sessions, rather than one full-day session, is to allow for thoughtful review, research, and contemplation between each meeting. However, if it is more convenient for the board to meet for a single five- to six-hour meeting, that could be accommodated. Two PSC staff members will facilitate these sessions; however, for meetings with lighter agendas, one PSC staff member will facilitate. The general workplan for each meeting is as follows:

## **Meeting One**

- PSC presents findings from the research and stakeholder engagement phases, including a focus on example mission and vision statements from other comparable public libraries.
- Participants engage in a visioning exercise to develop draft mission and vision statements, focusing on both short- and long-term goals.

## **Meeting Two**

- Participants review and approve mission and vision statements.
- PSC will present a strategic plan template with placeholder goals, using the goals identified in early phases of the work.
- The board and staff will discuss those goals, brainstorm additional ones, and prioritize them during a facilitated exercise.
- PSC will divide participants into small groups, assign strategic goals to these groups, and task them with identifying action items for achieving these goals.
- Participants will share action items with PSC before the next meeting.

## **Meeting Three**

- Participants report action steps to the other groups.
- Participants work in small groups to offer suggestions and changes to the action items.
- PSC will facilitate a large group session to determine the final action items for each goal.

If needed, PSC will facilitate a fourth meeting to finish any outstanding business.

PSC will develop all workshop agendas and materials as well as take notes. The board will arrange the meetings, secure a meeting space, provide refreshments for participants (if desired), and coordinate participant attendance.

Following these meetings, PSC will develop a draft strategic plan. The board will have the opportunity to provide edits and feedback over one review cycle before final design work is completed.

## **Strategic Plan**

PSC will work with the board to draft a strategic plan that describes the organization and its priorities. The strategic plan will include the following components:

- General background on the library, highlighting wins from year one
- Brief overview of the strategic planning process used to create the plan
- Highlights from the community engagement work
- New mission and vision statements
- Strategic priorities with short- and long-term actions, metrics, and staff responsibilities or needs

PSC will work closely with the library board and staff throughout this process. PSC proposes providing a final draft version of the strategic plan by August 1, 2019, that will be presented in a polished format suitable for sharing with external audiences. PSC will use a standard template with Bath Township Public Library branding and will work with the board to set reasonable timelines for document review.



**Our people are honest,  
smart, passionate,  
knowledgeable,  
thoughtful, open,  
creative, and diverse—  
in skills, experiences,  
interests, expertise, and  
perspectives.**

## Staff

Patrick Lyons, consultant, will serve as project manager and lead facilitator for this work. He has led and supported similar work for organizations such as the Michigan Department of Education, the Michigan PreK–12 Literacy Commission, and the Michigan Association for College Admissions Counseling. Patrick will be joined by Dayna Roth, research associate, who will assist in facilitation efforts and strategic plan development. Michelle Richard, vice president, will serve as an advisor in this work. Michelle brings significant experience in strategic planning and facilitation, including leading the Governor’s 21<sup>st</sup> Century Education Commission.



### **Patrick Lyons**

Consultant

Patrick Lyons is a consultant at PSC. He works with the talent and economics team, conducting research for the firm and its clients as well as helping develop proposals, write reports, and facilitate meetings.

Prior to joining PSC in 2017, Patrick served as a Governor’s Fellow in the administration of Virginia Governor Terry McAuliffe in the

Secretariat of Health and Human Resources, working on issues in pharmaceutical pricing and workforce training. Additionally, he has worked as a student consultant on projects related to homelessness and economic revitalization, and spent time as a radio and print journalist in the Lansing area.

Patrick holds a BA in Journalism with a concentration in Public Policy Reporting from Michigan State University, and an MPP from the Batten School of Leadership and Public Policy at The University of Virginia.



### **Dayna Roth**

Research Associate

Dayna Roth is a research associate at PSC. She conducts research and analysis, contributes to the development of proposals and reports, and supports the planning and facilitation of meetings, focus groups, and events for the firm’s health and human services team.

Prior to joining PSC in 2018, Dayna worked at the American Civil Liberties Union of Washington,

where she supported policy and advocacy efforts on a variety of civil liberties issues at the state and local levels. During graduate school, Dayna also worked at several nonprofit organizations, conducting research and analysis as well as assisting in the development of evaluation frameworks.

Dayna holds BAs in International Affairs and Political Science from the University of Colorado and an MPA, with specializations in Policy Analysis and Program Evaluation, from the Evans School of Public Policy and Governance at the University of Washington.



**Michelle Richard**

Vice President

Michelle Richard is a vice president at PSC, specializing in a variety of issues affecting Michigan’s education system. She is a project manager, key researcher, and policy analyst who works with clients at the local, regional, and state levels to bring research, policy, and practice together to achieve better outcomes for students statewide. Michelle is often called upon to manage large projects, such as a statewide special

education monitoring and compliance initiative. She frequently serves as the lead researcher and analyst on large reports, examining such topics as early learning and development, school systems and governance, and teacher quality efforts. Michelle also works with school districts on community engagement efforts and strategic planning, with education organizations on scale-up planning, and with regional and state agencies on grant applications.

Prior to joining PSC, Michelle taught first grade in New Orleans after Hurricane Katrina. As a graduate student, she interned for the Massachusetts secretary of education, where she worked on school district consolidation efforts.

Michelle holds a BA from Saginaw Valley State University and a master’s degree in Education Policy and Management from the Harvard Graduate School of Education.



## About the Firm

Public Sector Consultants is an objective, nonpartisan research and consulting firm. Our services have been used to advance innovative solutions to difficult public policy challenges in Michigan and beyond for nearly 40 years. Offering a full suite of services in research, implementation, facilitation, and evaluation, PSC has served hundreds of local, state, and federal government agencies, nonprofit organizations, and private businesses. Since our founding in 1979, PSC has built a reputation as the consulting firm of choice for anyone working to better people's lives.

Clients use PSC's research, management, analytical, and advisory capacities to develop and implement policies and strategic plans; improve internal management; identify stakeholder priorities and address conflicts between corporate and community interests; and identify political, regulatory, and economic factors influencing corporate and agency decisions.

The firm is experienced in staffing complex organizations, managing sizable contracts, adhering to deadlines, and providing professional and clearly written reports. PSC has close to 50 employees and a roster of affiliated consultants.

**Our work process is  
collaborative, informed,  
rigorous, objective,  
thorough, thoughtful,  
civil, and inclusive.**

## Timeline and Budget

Tasks will begin immediately upon the acceptance of this proposal. The total cost of this project is \$14,935. The project will be completed by August 1, 2019. The following table outlines PSC’s proposed budget for this scope of work. All dates are estimates and open to changes in discussions with the board.

<b>Task</b>	<b>Timeline</b>	<b>Budget</b>
Research and Interviews	April 2019	\$2,008
Public Online Survey	April–May 2019	\$2,755
Public Consensus-building Session	May 2019	\$1,915
Strategic Planning Sessions	June–July 2019	\$4,275
Strategic Plan	August 2019	\$3,982
<b>Total</b>		<b>\$14,935</b>

## Quality and Accessibility

There is no substitute for quality. PSC has delivered thousands of projects to clients who rely on information to make decisions that affect people’s lives. That is why PSC believes in creating content that is thorough and accurate with a high presentation value. To do this, all content, whether produced in house or externally, goes through a production process that incorporates client feedback. Our production team, made up of editors, designers, and formatters, ensures writing accuracy, consistency, and flow. They also make sure the content is well formatted and designed to help tell the intended story. This quality control check comes standard with all PSC services and has already been accounted for in this proposal’s timeline and budget.

PSC is also committed to producing content that is accessible to everyone. If your project needs to comply with the Americans with Disabilities Act (ADA), PSC can meet that requirement. This optional service ensures your content meets Web Content Accessibility Guidelines 2.1. To access this amenity, simply let your PSC contact know the content needs to be ADA compliant before this agreement is executed and they will adjust the project’s timeline and budget accordingly.

## Prior Experience

**Michigan College Access Network Strategic Planning Support.** Client: Michigan College Access Network. Contact: Ryan Fewins-Bliss, Interim Executive Director, 200 North Washington Square, Suite 200, Lansing, Michigan 48933, 517-316-1713, [ryan@micollegeaccess.org](mailto:ryan@micollegeaccess.org).

The Michigan College Access Network (MCAN) partnered with PSC to facilitate a collaborative, research-driven strategic planning process. The work began by gathering input from key stakeholders, including MCAN staff and board members, local partners, and national college access leaders. This feedback informed the first planning session with senior staff and board members. During this session, MCAN assessed central organizational documents (including mission, vision, and goal) and debated new priorities. PSC then partnered with MCAN senior staff to define each focus area and identify strategies to advance each priority. This work led to a draft strategic plan that MCAN staff and board members reviewed electronically. PSC gathered input and addressed each comment before the plan was presented for final revisions and board approval. The work began in May 2017 and concluded in October 2017.

**Michigan PreK–12 Literacy Commission Two-year Strategic Plan.** Client: Michigan PreK–12 Literacy Commission. Contact: Amanda Price, Chair, [amanda.nprice@gmail.com](mailto:amanda.nprice@gmail.com)

The Michigan PreK–12 Literacy Commission partnered with PSC to complete its inaugural strategic plan. The commission was created by executive order in 2017 and was tasked with wide-ranging duties. PSC assisted commissioners in further defining their purpose, goals, and top priorities. PSC began the process by gathering input from commissioners through an online survey, and then facilitated a series of meetings to further define this effort and continuously cultivate buy-in. This commitment to consensus continued as the commission finalized its strategic plan. PSC provided multiple feedback opportunities to ensure that all viewpoints and concerns were addressed in the final report. The plan was adopted with unanimous support in April 2018.

**City of East Lansing Community Engagement.** Client: City of East Lansing. Contact: George Lahanas, City Manager, 410 Abbot Road, Room 207, East Lansing, Michigan 48823, 517-319-6920, [nbartel@cityofeastlansing.com](mailto:nbartel@cityofeastlansing.com).

The City of East Lansing contracted PSC to facilitate a community engagement process to determine public sentiment toward a range of solutions for an existing budget deficit. The work began with research into the current budget situation, potential solutions, and historic information on past efforts to eliminate these deficits. PSC then facilitated a community engagement session in which residents were given an opportunity to work individually and in small groups to prioritize which cuts or additional revenues they most supported. Additionally, PSC conducted an online survey with similar goals. Lastly, PSC presented findings in a third community engagement meeting, during which residents voted on the potential solutions. The opinions expressed by residents convinced elected officials to include an income tax initiative on the 2018 ballot, which passed. This work began in December 2017 and concluded in February 2018.



**PUBLIC SECTOR  
CONSULTANTS**

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