

DATE: July 5, 2024

TO: Rolling Meadows Library Board of Trustees

FROM: Jack Bower

SUBJECT: Recommendation for the hiring of Library Strategies for strategic plan consulting services at a cost not to exceed \$30,000.

Dear Trustees,

Following the Planning Committee's recommendation, we propose hiring Library Strategies for our strategic planning project at a cost not to exceed \$30,000. This recommendation comes after a thorough review of proposals from several firms and considers both cost-effectiveness and the comprehensive approach of Library Strategies.

Background

On May 30, a Request for Proposals (RFP) was sent to six strategic planning firms, with a submission deadline of June 27. Four firms responded: Library Strategies, ReThinking Libraries, Fast Forward Libraries, and The Ivy Group. The proposals were reviewed based on cost, methodology, and the relevance of their experience to our needs.

Library Strategies' Approach

Library Strategies, a division of The Friends of the Saint Paul Public Library, brings 17 years of experience and a strong track record of working with libraries nationwide, including those in the greater Chicagoland area. Their methodology is both inclusive and comprehensive, ensuring that all community voices are heard and reflected in the strategic plan.

Methodology Overview:

- 1. Preparation and Data Analysis**
 - Establishment of goals and objectives.
 - Collection and analysis of demographic and library usage data.
- 2. Key Stakeholder Input**
 - Staff and Board surveys and visioning sessions (SOAR analysis).
 - Confidential one-on-one interviews with key stakeholders.
- 3. Community Engagement**
 - Community surveys (with translation services available).
 - Focus groups with diverse community representatives.
- 4. Crafting Strategic and Implementation Plans**
 - Drafting and finalization of a strategic plan.
 - Optional Development of an implementation plan with measurable objectives.

Deliverables

- Community and Staff Survey Summary Reports.
- Visioning/SOAR Analysis Write-ups.
- Executive Summary.
- Focus Group Notes.
- Draft and Final Strategic Plan.

Cost Considerations

Library Strategies' base cost is \$21,722.32, with optional services (such as SOAR sessions and translation services) potentially increasing the total to approximately \$28,322. This is well within our proposed budget of \$30,000 and offers a competitive rate compared to other firms.

Recommendation

After evaluating all proposals, we recommend hiring Library Strategies for our strategic planning needs. Their detailed approach, focus on inclusivity, and cost-effectiveness make them the best fit for Rolling Meadows Library.

We look forward to proceeding with the strategic planning process to ensure that our library continues to meet the evolving needs of our community effectively.

Thank you,

Jack Bower

LIBRARY STRATEGIES

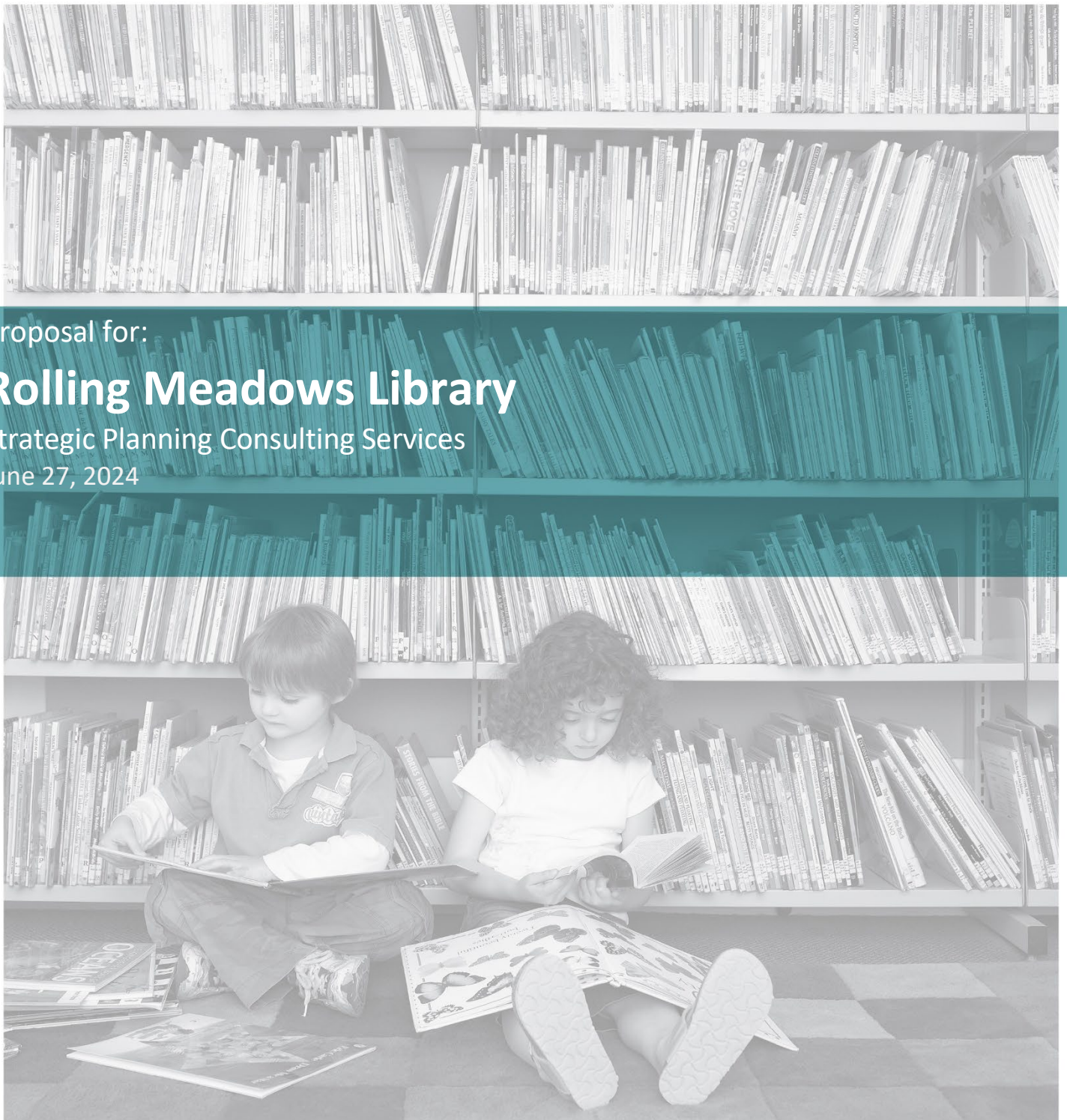


Proposal for:

Rolling Meadows Library

Strategic Planning Consulting Services

June 27, 2024



COVER LETTER

Jack Bower
Rolling Meadows Library
3110 Martin Lane
Rolling Meadows, IL 60008

Dear Board of Trustees,

Library Strategies offers unique understandings and specializations to support the Rolling Meadows Library (RML) in your strategic planning goals. We have been a division of the nonprofit library support organization The Friends of the Saint Paul Public Library for seventeen years and have facilitated dozens of strategic plans for libraries of all sizes across the country, including several in the greater Chicagoland area.

As Rolling Meadows Library embarks on its first strategic planning process, it is important that the entire community is heard at every step of the way, not just people who already use the library. Library Strategies makes sure that this happens through creating a diverse Steering Committee, offering translation services, and using a deliberate invitation process for focus groups.

Our consultants have decades of public library experience, and as knowledgeable but neutral parties, they will help draw out the specific needs, insights, and priorities of your library staff, trustees, and community. These will be turned into a focused and actionable strategic plan that will inspire RML staff and trustees and benefit the people of the greater Rolling Meadows area.

We look forward to the opportunity to work with your team and stakeholders. Thank you for your consideration of our attached proposal.

Best regards,



Alayne Hopkins
Senior Director of Programs & Services
Library Strategies
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Saint Paul, MN 55101

Primary Contact:

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EXECUTIVE SUMMARY

Rolling Meadows Library (RML) is a valued organization with a dedicated Board and staff that serve the population of the Rolling Meadows area. Like other public libraries across the country, there are many needs, and some must be prioritized over others due to finite budget, time, and other resources. These priorities may be increased outreach to nonusers, reallocating space, or shifting services to reflect changing demographics.



Library Strategies uses tools calculated to solicit and incorporate input from a range of stakeholders. This tested, multi-pronged approach will allow us to design a strategic plan for RML that complements and supports the mission of the organization. We tailor our plans to fit your budget and timeline by offering an à la carte approach that allows you to choose the services that best match your needs.

We propose a four-phase series of services that includes:

Phase 1: Preparation & Data Analysis

Phase 2: Key Stakeholder Input

Phase 3: Community Engagement

Phase 4: Crafting Strategic and Implementation Plans

This process results in a tailored, actionable strategic plan and numerous secondary deliverables that document the process and underscore the needs and priorities identified in the plan, including:

- Community and staff survey summary reports
- Visioning/SOAR analysis write-ups and notes
- Executive summary of key interview takeaways
- Focus group notes
- Draft strategic plan with prioritized goals
- Refreshed/new mission, vision, and values statements
- Finalized strategic plan + tracking dashboard
- Implementation plan with measurable objectives

We believe the resulting strategic plan will set RML on course to continue its responsiveness to varied community interests and build a dynamic future for the Rolling Meadows community.

KEY PERSONNEL / PROJECT TEAM

See Appendix for consultant and project manager resumes.

NICK DIMASSIS (lead consultant) is the Director of the Beloit (WI) Public Library. Nick also served as the Deputy Director of Hennepin County Library, Director of Carver County Library, Assistant Director of East Central Regional Library, and is a past chair of the Public Libraries Division and the Legislative Committee of the Minnesota Library Association. He has presented widely on library advocacy, fundraising, and operations and has held various leadership roles within the Wisconsin Library Association. Nick has worked with Library Strategies since 2015 on a wide variety of projects, specializing in strategic plans.

MELISSA BRECHON (lead consultant) is the Interim Director for the Central Minnesota Libraries Exchange, a multi-county, multitype library system. Her credentials include over a decade as Director of the Carver County Library in suburban Minneapolis. She has also served as interim head of MELSA, the Twin Cities area regional library service agency. Melissa also brings broad experience in community needs assessments, facilities master plans, and staffing studies and has worked with Library Strategies for almost ten years.

DAVID KATZ (project manager) is the Assistant Director of Programs and Services with Library Strategies. He manages the firm's special and ongoing projects, as well as its day-to-day administration. He holds an MLIS from the University of Wisconsin-Madison. David will attend meetings and presentations as needed, and contribute remotely to the survey research, benchmark analysis, drafting of reports, and overall project management.

WENDY WERDIN (data synthesis) is the Programs and Services Coordinator at The Friends of the Saint Paul Public Library. In her capacity with Library Strategies she creates, manages, and compiles community and staff engagement surveys for our clients.

MIKE YANG (graphic design) is the Graphic Design & Marketing Coordinator at The Friends of the Saint Paul Public Library. He will design the final report and other materials needed for the project.

This is a tentative assignment of potential key personnel for the project. Final assignments will be determined based on scheduling for the project activities and availability of individual consultants.

ABOUT US: QUALIFICATIONS & EXPERIENCE

Library Strategies is a consulting division of a nonprofit library support organization, The Friends of the Saint Paul Public Library. We are the only consulting group based inside a library support organization. Our consultants are leaders in the national library community and outstanding professionals in other fields, who offer a wide range of practical skills and decades of successful leadership in a variety of areas.



We offer a unique set of services designed specifically to strengthen libraries and their communities. These services include:

- Strategic Planning
- Facilities and Space Planning
- Feasibility Studies + Capital Campaign Counsel
- Staff Planning
- Friends and Foundation Assessments/Plans
- Fundraising and Advocacy Training
- Board and Staff Leadership Training

OUR VALUES

We strengthen communities, one library at a time.

Libraries are essential. They are centers for community connection, collaboration, and inspiration. To effectively serve their communities, libraries must continually adapt to evolving needs. We can help.

- **We believe in libraries. We *get* libraries.** As the only consulting group in the country based within a library support organization, we understand your mission because it's *our* mission. We also understand the challenges libraries and library organizations face. We bring this unique library-focused knowledge and experience and tailor it to achieve your goals.
- **We help you serve your community by *engaging* your community.** We spend time listening to people across your community, to understand their aspirations and what they hope for from their library. We help you turn this insight into practical strategies to hone your services and deepen your community relationships for years to come.
- **We empower you with tools for meaningful change.** Together, we'll create straightforward, actionable plans based on our proven process and equip your team to be champions for sustainable change.
- **We embed equity into every phase and every plan.** Your library will thrive when every person feels welcome to participate and valued for who they are. We bring our commitment to embracing and celebrating diversity, creating inclusive environments, and producing equitable outcomes to every project and partnership.

Current and recent strategic planning clients (2018-2024)

Arlington Heights Public Library (IL)	LaCrosse Public Library (WI)
Atlanta-Fulton County Library Foundation (GA)	Loudoun County Public Library (VA)
Bozeman Public Library (MT)	Meridian District Library (ID)
Brentwood Library (TN)	Metronet (MN)
Calcasieu Parish Public Library (LA)	Millburn Public Library (NJ)
Central Arkansas Library System (AR)	Montana State Library – IMLS (MT)
Champaign Public Library (IL)	Montclair Public Library Foundation (NJ)
Chattahoochee Valley Libraries (GA)	Muskegon Area District Library (MI)
Clarksville-Montgomery Co. Public Library (TN)	Newark Public Library (NJ)
Community Library Network (ID)	Nobles County Public Library (MN)
Council Bluffs Public Library (IA)	Normal Public Library (IL)
Council of State Library Agencies (KY)	Nova Southeastern University Libraries (FL)
Cromaine District Library (MI)	Palm Springs Public Library (CA)
Crystal Lake Public Library (IL)	Robbins Library (MA)
Davenport Public Library (IA)	Schlow Centre Region Library (PA)
Decatur Public Library (IL)	SELCO/SELS regional system (MN)
Dubuque County District Library (IA)	St. Charles City-County District Library (MO)
Duluth Public Library (MN)	Washington County Library System (PA)
Evanston Public Library (IL)	Way Public Library (OH)
Friends of the Bozeman Library (MT)	White Lake Township Library (MI)
Jackson County District Library (OR)	White Plains Public Library (NY)
Jackson Hinds Library System (MS)	Wilsonville Public Library (OR)
Kingsport Public Library (TN)	Wisconsin Dept. of Public Instruction (WI)
Kitchigami Regional Library System (MN)	

WORK PLAN

Project Overview

Phase 1: Preparation & Data Analysis
Phase 2: Key Stakeholder Input
Phase 3: Community Engagement
Phase 4: Crafting Strategic & Implementation Plans

Working with RML staff, trustees, and community members, the Library Strategies team will use a proven four-phase process that builds upon itself. We start with preparation and data analysis: kick-off meetings, timeline refinement, background, benchmarking, and other preparations. We then move to direct input from key stakeholders in the form of a staff survey, visioning/SOAR sessions, and one-on-one interviews. Next is community engagement through a community survey and focus groups, and we finish with the drafting, revision, and graphic design of a complete strategic plan and a Year 1 implementation planning activity with administration and staff.

As part of the project scope, Library Strategies plans for regular check-ins with RML's Steering Committee to provide status updates and strategize next steps. Frequent communication between RML leadership and the consultants is also built into the project scope and timeline.

Phase 1: Preparation and Data Analysis

Strategic Planning Committee

Library Strategies strongly recommends forming a Strategic Planning Steering Committee to give input on the process, provide local context and insights, identify key leaders and influencers, and help ensure the final plan is both inclusive and comprehensive. We recommend that the Steering Committee contain 8-12 people total. Potential members include:

- Library Director and one or two other lead staff
- One or two Board of Trustees members (but not the full board)
- Friends of the Rolling Meadows Library leadership
- City government representatives, as appropriate
- Community leaders representing at least two of the following:
 - Business (e.g. Chamber of Commerce)
 - Social Services (e.g. area foundations and nonprofits)
 - Education (e.g. school district, college/university)
 - Arts & Culture (e.g., area arts coalitions, museums, theaters)

A kick-off meeting of the Steering Committee, facilitated by Library Strategies over a video call, will address the following:

- Identify critical documents and data to inform the planning process, such as library usage data, demographic projections, relevant local government documents, etc.
- Brainstorm initial focus areas for community input. These could include staffing models, additional facilities, technology infrastructure, operational considerations (such as hours of operation), alternative models for library service delivery, etc.
- Identify individuals who will be invited to participate in the community engagement phase, with careful attention given to including a broad and equitable representation of residents, including both library users and nonusers.

Community and Library Assessment

Library Strategies will conduct a data audit and assessment of RML's service area demographics, library services, and resources. This audit will review:

- Census data and growth patterns for the municipalities included in the library service area including but not limited to age distribution/household status, race and ethnic background, income/education, population/geographic distribution, and economic development projections.
- Library-specific data such as circulation numbers and trends for the past 3-5 years, library visits/programming attendance, technology access and usage, community outreach efforts/marketing and public relations, budget and financial sources, staffing patterns, Board of Trustees structure and governance, and Friends and Foundation fundraising model/patterns.

Benchmark Analysis (optional)

Library Strategies can conduct a benchmark analysis comparing RML to 8-10 peer libraries as determined by community population, geographical proximity, municipal characteristics, and/or other selection criteria. Benchmarking considers trends and changes in libraries and will show where RML's services exceed or fall short of other libraries. Beyond influencing the strategic planning process, benchmarking can be useful when advocating to elected officials and as part of grant writing.

Comparisons of interest include annual budget, cardholder and visitation numbers, staff FTE and expenditures, programming outputs, collection and circulation statistics, and reported fundraising ability.

Both selection guidelines and benchmarking criteria are determined in collaboration with the project Steering Committee.

Phase 2: Key Stakeholder Input

Board and Staff Visioning/SOAR Sessions (optional)

Library Strategies offers two SOAR (Strengths, Opportunities, Aspirations, and Results) strategizing sessions: one for the Board of Trustees (and Friends leadership, as appropriate) and the other for a cross-section of library staff. For the latter, we recommend inviting library staff across the organizational chart. This enfranchises part- and full-time employees; intermixes frontline and back-room staff to give extra depth to the conversation; and provides a voice (and literal seat at the table) to the techs, clerks,

and assistants who often feel left out of their library's decision-making processes. RML may opt for both, one, or neither.

Staff Survey

This anonymous online survey is designed to draw out information from staff about library operations, programs, services, communication, aspirations, and overall morale. This feedback opportunity should be shared with all staff, even those who took part in the SOAR exercise, since a questionnaire allows respondents to be candid to a degree that is difficult for some in a real-time setting.

One-on-One Interviews (optional)

Library Strategies consultants will conduct 6-8 confidential interviews with key stakeholders to understand their perceptions of the community's most important needs, what RML can do (and is not already doing) to address them, and key challenges the Library faces in its mission to inspire, inform, and connect community members. Among others, interviewees could include long-serving Friends members, representatives of Community Consolidated School District 15, and leaders of community organizations.

Phase 3: Community Engagement

Community Survey

Surveys are a great way to engage with community members who otherwise may not be able to participate. They can be translated into other languages, don't require any in-person or extended time commitments, and can be completed online or on paper.

Library Strategies consultants will design and administer a 14- to 18-question survey that explores the interests and under-met needs of residents. Working with the Steering Committee, consultants help identify the best outlets for distribution and a promotional strategy to encourage broad-based participation, with particular attention paid to promoting the survey to nonusers.

Issues to be explored, both quantitatively and qualitatively, include:

- Awareness, perceptions, and/or satisfaction with RML
- Barriers to using RML locations and services
- Satisfaction with current facility
- Outreach efforts
- Diversity concerns/opportunities for inclusivity and belonging
- Future directions for the Library

Library Strategies can arrange translation of this questionnaire into languages other than English for an extra fee. We also provide a printable version, but the Library is responsible for transcribing paper data according to instructions supplied by the consultants.

Once the survey is live, the Library Strategies team provides regular updates to the Steering Committee. These progress reports identify any gaps in the response set, such as underrepresented populations or neighborhoods. Any disparities can be addressed before the close of the survey window.

Focus Groups

Instead of listening sessions or town halls, which are open to all without specific attention paid to who shows up and who is unintentionally left out of the conversation, Library Strategies prefers a focus group model for community engagement. Focus groups are prefaced by a thoughtful invitation process to ensure we are hearing from a cross-section of the community: library users, nonusers, various population groups, and key stakeholders. They are conducted like workshops where participants actively engage and share, with the Library Strategies consultant facilitating and guiding the conversation.

The consultants will travel to Rolling Meadows and facilitate three or four focus groups with 10-12 participants; each session takes around two hours. We recommend at least one virtual session so that community members with busy schedules or transportation considerations can be part of the conversation.

With multiple focus groups there are many options for the composition of invitees. For example, there could be groups of similar or diverse stakeholders, one focused on teens, one for speakers of a specific language, etc. Library Strategies and the Steering Committee will discuss the best specific strategy.

A focus group agenda typically includes:

- Brief introduction to Library Strategies and our role in RML's process
- Review of the *What* and *Why* for strategic planning
- Review and discussion of RML's mission statement
- Moderated discussion around 3-6 broad focus areas, all pre-approved by the Steering Committee

Focus areas will likely include communication, programming, and expansion of services. Other areas may be based on preliminary takeaways from the community survey, and all will be vetted by the Steering Committee before the focus groups take place.

Library Strategies can arrange for simultaneous translation and/or interpretation for focus groups at an added cost. Alternatively, the Library can provide a translator or interpreter to save on costs.

Phase 4: Crafting Strategic and Implementation Plans

Finalizing Strategic Plan

Once the survey and focus groups wrap up, the Library Strategies consultants will draft a short, actionable strategic plan document (typically 4-5 pages) for review by the Steering Committee. This document will, if applicable, include RML's new and/or revised mission, vision, and values statements to orient the reader and to anchor the strategies within RML's existing framework.

The consultants will present this draft plan during a meeting with the Steering Committee. The Committee also reviews key findings from community engagement and other takeaways that affirm the plan's identified priorities.

During the review period the Steering Committee determines whether the goals and strategies outlined seem realistic and appropriate given finite resources, timetables, and Committee members' own evolving understanding of RML's needs. The consultants then make revisions based on that feedback.

Once the final text is vetted and approved by the Steering Committee, Library Strategies' graphic designer formats the refreshed RML plan to make a visually appealing and personalized document that can be shared with stakeholders and the community at large. This process will be done with guidance from RML's marketing team to ensure consistency of vision.

Library Strategies has found that long-range planning only truly works if it becomes a part of the regular culture. For this reason, our firm also provides an easy-to-use dashboard measurement tool to track the progress of the strategic plan over time. We recommend that the Board review progress on the strategic plan at every regularly scheduled meeting.

Year 1 Implementation Planning (optional)

Long-range planning documents like strategic plans identify an organization's goal priorities at a high level. When done right, they do not specify day-to-day tasks or quarterly objectives. This is best accomplished through implementation (a.k.a. operational or work) planning. This is where library administration can see what will be required on a quarterly and day-to-day level to execute each strategy.

In contrast to the strategic plan, an implementation plan is usually an internal working document and *not* approved by the Board. In that way it remains flexible and most useful to library administration and staff.

In a half-day working session led by the consultants and using a tested template provided by Library Strategies, staff (and other internal stakeholders if appropriate) collaborate and determine:

- Action steps for advancing all strategic goal areas over the first year of the plan's lifespan
- Resources needed to do so (funding, staffing, strategic partners, etc.)
- Responsibility delegation
- Deadlines for task completion
- Outcomes or progress measures for each strategy

The conversation is guided by the goal and strategy framework approved in the strategic plan. We do not recommend planning beyond the first year at the onset, due to the rapidly changing nature of the library landscape. This allows an organization to consider developments such as funding or staffing changes, shortfalls or unexpected gains relating to the preceding year's goal metrics, etc.

This implementation plan should become a regular discussion item at staff meetings and be updated by the director and their leadership team at least annually throughout the lifespan of the strategic plan.

Library Strategies can facilitate subsequent annual implementation planning sessions with RML at an added cost, if desired.

DELIVERABLES

Library Strategies provides the following deliverables during or after project activities, based on the options chosen:

- Scheduled check-ins with consulting team, including Steering Committee meetings at key project checkpoints, and less formal video or phone calls between library leaders and consulting team on an as needed basis
- Summary reports of visioning/SOAR sessions and interview takeaways
- Focus group notes
- Community and staff survey summary reports
- Draft strategic plan with prioritized goals
- Finalized strategic plan, including refreshed/new mission, vision, and values statements if applicable
- Strategic plan progress tracking dashboard
- Presentation on data and feedback to the Steering Committee, administrative team, and other designated individuals
- Implementation plan with measurable objectives
- All raw and summary data will be delivered to RML after the planning process

DIVISION OF LABOR

Note: The Steering Committee may include Library staff and/or Board members

Phase 1

- ✓ Library Strategies
 - Plan and facilitate Steering Committee kickoff meeting, including finalizing agenda with Library Director
 - Review relevant background materials
 - Conduct benchmark study and write analysis
- ✓ Steering Committee (3 hours)
 - Attend virtual kickoff meeting
 - Participate in “homework” assignment (identification of prospective focus group and one-on-one interview candidate criteria and specific names)
- ✓ Staff (1 hour)
 - Provide relevant background materials for consultant review

Phase 2

- ✓ Library Strategies
 - Plan, facilitate, and write up notes for SOAR visioning sessions
 - Craft, beta test, edit, and administer staff survey
 - Analyze, synthesize, and compose brief executive summary report of key staff survey findings
 - Conduct one-on-one interviews
- ✓ Steering Committee(1.5 hours)
 - Attend check-in meeting
- ✓ Staff (0.5-2.5 hours)
 - Selected staff attend SOAR session
 - All staff fill out staff survey
- ✓ Board (2 hours)
 - Attend SOAR session

Phase 3

- ✓ Library Strategies
 - Craft, beta test, edit, and administer community survey
 - Analyze, synthesize, and compose brief executive summary report of key community survey findings
 - Draw from preliminary findings to inform focus areas for subsequent activities
 - Partner with staff and the Steering Committee on focus group and interview candidate identification, invitations, and tracking

- Plan focus groups, including identification of focus areas and crafting of prompts
- Focus group and interview facilitation, note-taking, and executive summary creation
- ✓ Steering Committee (3 hours)
 - Review and beta test community survey
 - Email focus group invitations (with guidance from consultants)
 - Review focus areas and intended session prompts
 - Attend check-in meeting

Phase 4

- ✓ Library Strategies
 - Draft initial strategic plan (goals and supporting strategies) based on work from preceding project phases
 - Present to the Steering Committee sharing observations, key takeaways, and why the draft plan includes particular focus areas
 - Incorporate edits from iterative review process and format the approved text with graphic design elements
- ✓ Steering Committee (2 hours)
 - Review draft plan(s) and offer feedback
 - Attend review meeting
- ✓ Staff (2 hours)
 - Select staff attend implementation planning session and partner on identification of responsibility and resource delegation, progress metrics, etc.
 - Review plan dashboard regularly over the lifespan of the strategic plan
- ✓ Board (10-20 minutes per meeting)
 - Review plan dashboard regularly over the lifespan of the strategic plan

TIMELINE

The tentative timeline presented here is flexible and represents a typical strategic planning process. The timeline will be adjusted at the initiation of the project to accommodate key stakeholders of RML and the deadline for approval of the strategic plan.

Note: the timetable begins with the Steering Committee kickoff meeting, not the contract award.

ACTIVITY	Month 1	Month 2	Month 3	Month 4	Month 5
Phase 1: Preparation and Data Analysis					
Steering Committee kickoff Finalize workplan	X				
Collect and analyze data		X			
<i>Benchmark analysis (optional)</i>		X			
Phase 2: Key Stakeholder Input					
Create and publish staff survey		X			
<i>Staff and Board visioning/SOAR Sessions (optional)</i>			X		
<i>Conduct one-on-one interviews (optional)</i>		X			
Phase 3: Community Engagement					
Create and publish online community survey		X			
Synthesize and analyze survey results				X	
Present summary survey report				X	
Launch retreat or focus group invitation process		X			
Facilitate retreat or series of focus groups			X		
Phase 4: Crafting Strategic and Implementation Plans					
Draft written strategic plan				X	
Present data, feedback, and draft plan				X	
Revise/refine with the Steering Committee					X
Plan formatting Dashboard creation					X
<i>Consultant-led implementation planning* (optional)</i>					X

*Implementation planning is usually completed after final plan submission

SCHEDULE OF COSTS

Library Strategies proposes providing the above-stated services for the following fees. Fees are based on a daily rate of \$1,800 (\$225 per hour). This rate covers all consultant and staff time. More than one consultant will be involved for all activities.

The outline of services and budget are flexible, and the budget will be adjusted based on the actual services needed by Rolling Meadows Library. For example, if the Library recently conducted its own community or staff survey, those services would be extraneous, and the budget could be modified accordingly. Additionally, if the Library elects to conduct more or less of the consultant services remotely, travel expenses would be adjusted.

CONSULTING ACTIVITY DESCRIPTION	PROPOSAL COSTS	OPTIONAL COSTS
Phase 1: Preparation and Data Analysis		
Plan and facilitate Steering Committee kickoff	\$1,350	
Data collection and review	\$1,350	
<i>Benchmark analysis (optional)</i>		\$3,600
Phase 2: Key Stakeholder Input		
Staff survey creation and management	\$900	
<i>Board and staff SOAR sessions, analyses, and write-ups (optional)</i>		\$1,800 each
<i>Prep/schedule/conduct 6-8 one-on-one interviews (optional)</i>		\$3,600
<i>Translation services for one-on-one interviews (optional)</i>		\$730/interview*
Phase 3: Community Engagement		
Community survey creation and management	\$1,800	
Survey translation and analysis costs per additional language.		\$1,800/language*
Survey analysis and write-ups	\$900	
Lead, launch, and manage focus group invitation process	\$900	
<i>Simultaneous translation services for focus groups (optional)</i>		\$1,200/session*
Plan, facilitate, and write up notes for 3-4 focus groups	\$4,500	
Phase 4: Crafting Strategic and Implementation Plans		
Presentation of data and feedback	\$1,800	
Draft, finalize, and design strategic plan	\$3,600	
Create dashboard measurement tool	\$900	

Partner with staff to develop Implementation Plan (optional)		\$3,600
BASE CONSULTING FEES: \$18,000		

*Fees quoted here are based on good faith best estimates provided by qualified vendors on April 9-10, 2024.

EXPENSE DESCRIPTION	ESTIMATED COST
Mileage Beloit, WI to Rolling Meadows, IL + tolls x 2 trips	\$205.32
Flight Minneapolis, MN to Chicago, IL x 2 trips	\$600.00
Rental car x 2 trips	\$500.00
Hotel (\$233 – local September 2024 GSA rate), 2 nights x 2 consultants x 2 trips	\$1,864.00
Per diem (local GSA rate, includes arrival and departure days), 3 days x 2 consultants x 2 trips	\$553.00
Total Estimated Travel Expenses	\$3,722.32

Notes:

- These expenses assume two onsite visits by two consultants. This is flexible and may change based on needs and budget. For example, there could be one trip with both consultants and one trip with one consultant.
- Library Strategies does not charge for consultant travel time.
- Travel expense estimates are included above, but actual expenses will be billed. There are no other expenses expected.
- Estimates calculated from gsa.gov/travel. Per diem is likely a high estimate. Expenses will be billed to client at cost, and all itemized receipts can be provided upon request.

TOTAL BASE ESTIMATED FEES & EXPENSES: \$21,722.32

This price does not reflect the optional services.

REFERENCES

Library Strategies has worked with hundreds of libraries across the country, offering our unique approach to planning designed *specifically* for public libraries. Here are highlights of other planning processes Library Strategies has conducted in recent years:

Decatur Public Library (IL)

In 2023 Library Strategies worked with Decatur Public Library on a four-year strategic plan. The process included input gained through a staff survey and SWOC session, one-on-one interviews with select community stakeholders, a broadly distributed community survey, and a large community retreat. The resulting plan documents and a description of the process is available [on the Library's website](#).



Contact: Rick Meyer, City Librarian | rmeyer@decaturlibrary.org | (217) 421-9713

White Lake Township Library (MI)

White Lake Township Library operates on the outskirts of the Detroit metropolitan area in White Lake, Michigan. From February – August 2023, Library Strategies led an intense and thorough strategic planning process. Through community and staff surveys, one-on-one interviews, Board engagement, and four focus groups (including one specifically for teens), an actionable and focused three-year plan was developed. The goals centered around advocacy, marketing, funding, and increasing outreach and programming. [The new strategic plan is posted online](#).



Contact: April Stevenson, Library Director | astevenson@whitelakelibrary.org | (248) 698-4942 Ext. 5

Millburn Free Public Library (NJ)

Millburn Free Public Library (MFPL) serves an increasingly diverse service area centered around the Essex County communities of Millburn and Short Hills. From February – May 2023, Library Strategies partnered with MFPL on an ambitious strategic planning process to guide organizational priorities and resource allocation through 2026. Priorities identified after a robust, multi-faceted, and authentic community engagement process included: (1) redesign of the facility's second floor and a refresh of MFPL's outdoor spaces, (2) an ambitious marketing audit and fresh promotional campaign, and (3) a concerted focus on MFPL's role as a nexus for multicultural awareness and learning in Millburn. [The new strategic plan is posted online](#).



Contact: Michael Banick, Director | banick@millburn.bccls.org | (973) 376-1006 x126

Nick Dimassis

719 Milwaukee Rd Beloit, WI 53511 | 612-598-7980 | ndimassis@gmail.com

Employment

Director, Beloit Public Library, Beloit, WI (2014—Present)
Deputy Director, Hennepin County Library, Minnetonka, MN (2014)
Director, Carver County Library, Chaska, MN (2012-2014)
Assistant Director, East Central Regional Library, Cambridge, MN (2006-2011)
Adjunct Instructor, Saint Mary's University, Minneapolis and Rochester, MN (2005-2012)
Reference and Instruction Librarian, Saint Mary's University, Minneapolis, MN (2003-2006)
Reference and Instruction Librarian, St. Olaf College, Northfield, MN (2003)
Reference and Instruction Librarian, Inver Hills College, Inver Grove Heights, MN (2002-2003)
Reference Librarian Metropolitan State University, St. Paul, MN (2002)
Serials Technician/Reference Assistance, Metropolitan State University, St. Paul, MN (2001-2002)
Circulation Specialist, Metropolitan State University, St. Paul, MN (2000-2001)
Reference Assistant, Weyerhaeuser Reference Library, MN Historical Society, St. Paul, MN (2000-2001)
Library Page I, Northeast Branch, Minneapolis Public Library (1998)

Awards and Honors

Innovative Approaches to Problem Solving Award: Beloit Public Library and City of Beloit. Awarded by the Wisconsin Policy Forum, 2019.

2018 Game Changer Award, Beloit Daily News, 2018

Volunteer Recognition Award, Wisconsin Library Association, 2016

Education

Master of Arts, Management, 2006, Saint Mary's University of Minnesota, Minneapolis, MN
Master of Library and Information Science (MLIS), 2002, Dominican University, River Forest, IL
Bachelor of Arts (History), 1999, University of Minnesota—Twin Cities, Minneapolis, MN

Independent Consultant Projects, Recent

*Indicates contract consultant with *Library Strategies Consulting Group*

- Idaho Commission for Libraries, Boise, ID, 2023-2024*
 - Capital Building Grant Training and Support
- La Crosse Public Library, La Crosse, WI, 2023*
 - Strategic Plan
- Mississippi Library Commission, Jackson, MS, 2023*
 - 2-Day Train-the-Trainer Strategic Planning Workshop for Cohort of Library Directors

- Decatur Public Library, Decatur, IL, 2023*
 - Strategic Plan and space planning
- Danville Public Library, Danville, IL, 2022*
 - Facilities Assessment Plan
- Community Library Network, Post Falls, ID, 2022*
 - Strategic Plan
- Jackson County Library District, Medford, OR, 2022*
 - Strategic Plan
- Mount Prospect Public Library, Mount Prospect, IL, 2021
 - Library Board “Roles & Responsibilities” Retreat
- Nobles County Library, Worthington, MN, 2021*
 - Strategic Plan
- Dubuque County Library District, Asbury, IA, 2021*
 - Strategic Plan
- Alvin Sherman Public Library at Nova Southeastern University, Miami, FL, 2021*
 - Strategic Plan

Professional State-level Activity

Wisconsin

- Governor-appointed member, Council on Library and Network Development, 2017-Present
- Participant, Public Library System Redesign Summit, Stevens Point, WI, July 30-31, 2018
- Member, Library Development & Legislation Committee (LD&L), WLA, 2015—Present
- Co-Chair, Library Development & Legislation Committee (LD&L), WLA, 2016
- Chair, Library Legislative Day Committee, 2016—Present
- Emcee, Library Legislative Day program, 2016—Present
- Coordinator, “Libraries Transform!” Legislator Poster Campaign

Minnesota

- Chair, Public Libraries Division (PLD) of MLA, 2014
- Board Member, Minnesota Library Association (MLA), 2010
- Chair, Legislative Committee, Minnesota Library Association, 2010
- Interviewee, audit of public library services in MN, Office of the Legislative Audit
- Mentor, MLA Institute for Leadership Excellence (MILE), 2009—present
- Member, Continuing Education Committee, State Library Services, 2009—2011
- Participant, Education Summit, State Library Services, May 2007
- Participant, Visioning Summit, Minnesota Library Association, November 2007
- MnLINK Gateway Operations Committee, 2007 – present
- Member, Certification Steering Committee, 2006 – 2011

Presentations

National

"Storming the Forts, Levelling Silos: Radical Reorganization and Rapid Change"

- PLA Annual Conference, Nashville, TN, February 27, 2020

Wisconsin

"Tips of the Trade: Advocating for Public Libraries at the Local and State Levels"

- Presentation to LIS 712: The Public Library students at UW-Madison iSchool

"Engage and Thrive! Leverage Community Engagement for Advocacy"

- Webinar for UW-Madison iSchool, August 3, 2023

"A Collective Approach to Library and Community Resiliency"

- WLA Annual Conference, Lake Geneva, WI, November 2, 2022

"The BELL: A Better Way to Connect Users to Local Business and Entrepreneurial Resources"

- WLA Annual Conference, Lake Geneva, WI, November 2, 2022

"The Collection Audit: Cleaning...Not Cleansing"

- WLA Annual Conference, Lake Geneva, WI, November 2, 2022

"From Desk to Service Points: Why Sitting is Not Serving"

- SEWI Library Director Retreat, Menomonee Falls Public Library, WI, November 1, 2019

"Storming the Forts: Change is Coming!"

- WLA Annual Conference, Wisconsin Dells, WI, October 11, 2019

"Storming the Forts: Library Service on the Move!"

- Wisconsin Association of Public Libraries (WAPL) Annual Conference, Rothschild, WI, May 3, 2019

"Pride Without the Prejudice: Controversial Programming in the Library"

Memberships

- American Library Association (ALA)
- Public Library Association (PLA)
- Wisconsin Library Association (WLA)

Community Activity

- President, Rotary Club of Beloit, 2018-2019
- Member, Rotary Club of Beloit, 2015-Present
- City Center Planners, member, 2015-Present
- Board member, Roy Chapman Andrews Society, 2016-Present
- Mentor, Challenge Academy, Ft. McCoy, WI, 2017-2018
- Ad Hoc Committee on Student Achievement, School District of Beloit, 2017-2018
- Basketball coach, Our Lady of Assumption School, 2016-2017

MELISSA BRECHON

Areas of Expertise

- Strategic Planning
- Building Campaigns and Facilities Master Plans
- Community Needs Assessments
- Staff and Organizational Assessments
- Budget Reviews and Project Management

Experience

2023-Present	Interim Executive Director at Central Minnesota Libraries Exchange, Cambridge, MN
2015	Interim Executive Director at MELSA, St. Paul, MN
2011-Present	Lead Consultant, Library Strategies Consulting Group, St. Paul, MN
1998-2011	Director, Carver County Library, Chaska, Minnesota
2005-2010	Library Consultant, Library Consulting, P.A. Minneapolis, MN
1996-1998	Director, Austin Public Library, Austin, Minnesota
1994-1996	Senior Librarian, Hennepin County Library, Minnesota
1984-1994	Librarian, Hennepin County Library, Minnesota
1979-1983	Librarian, Guthrie Theater, Minneapolis, Minnesota

Education

Dominican University/College of St. Catherine, MLIS, 1996
College of St. Catherine, B.A., 1977

Professional Activities

American Library Association, member since 1990
Public Library Association, member since 1990
MN Library Assoc., member since 1981. President, 2002; Board of Directors. 2001-2003, 2007-2010
University of St. Catherine Friends of the Library, member 1999, President 2006-2008
Friends of Library Development and Services, Board Member, 1996-2002
Chaska Rotary, member since 2005, Board of Directors, 2009- Present
Metropolitan Regional Arts Council, Board of Directors, 2007-Present
Arts Consortium of Carver County, Founding Member. 2010

Education

Bachelor of Arts, College of St. Catherine

Masters in Library Science, Dominican University/College of St. Catherine

Honors

Minnesota Library Association President's Award, 1992, 2010; Distinguished Achievement Award, 2008

American Library Association, Minnesota State Councilor, 2007-2010

St. Catherine University, Alumnae Award, 2009

Independent School District 112, Chaska, Minnesota, Community Education, Partnership Award, 2006

Minnesota Community Education Association, Outstanding Project Award, 2010

David R. Katz

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Work Experience

Library Strategies | Assistant Dir. of Programs & Services | Saint Paul, Minn. | 2022—

- Co-leads strategic planning, facility audit, staffing study, and fundraising feasibility initiatives for a wide range of library clients.
- Devises methodologies for new, scaled, or otherwise complex client projects:
 - Designed and led execution of a construction project training regimen for library directors in Idaho (administered through the Idaho Commission for Libraries);
 - Collaborated on *Framing the Future*, an IMLS-funded strategic planning training curriculum for librarian cohorts in five states (AZ, MT, ND, SD, WY).
- Manages accounts for local and long-term projects of the firm, including:
 - Coordinates author pitches and scheduling, marketing efforts, staffing, and billing for Club Book®, a prestigious Twin Cities programming series (2013-);
 - Conducts day-to-day administration for the Minnesota Association of Library Friends, including: membership solicitations and database management; print and digital communications; program planning; and budgeting (2012-);
 - Coordinates and oversees judging logistics, author relations, and spring programming for the annual and nationally recognized Minnesota Book Awards
- Co-leads Library Strategies consultant recruitment, training, and retention efforts.

Library Strategies | Business and Project Manager | Saint Paul, Minn. | 2013—2022

- Oversaw business pipeline, drafted project proposals, and managed all stages of client and contractor invoicing.
- Coordinated consultant travel and client logistics for 20+ library consultants working in 30+ states and the Middle East.
- Contributed, as junior lead, to more than a dozen library strategic planning, feasibility study, and facilities planning projects.
- Orchestrated author scheduling, marketing, budgeting, and storytime kit creation for Once Upon a Reader®, an innovative, statewide “OneRead” program for pre-K audiences (2014-2016).
- Organized event logistics and served as first point of contact for library participants, coaches, and speakers for the Bremer Rural Libraries and Literacy Leadership Institute (“L3”) (2015-2016).
- Created a new library catalog, handled grant submissions and administration, and managed interns for the Minnesota Genealogical Society (2017-2019);

Minnesota Historical Society Press | Editorial Assistant | St. Paul, Minn. | 2012-2017

- Conducted research in academic, state and online archives in support of high profile MHS Press projects, including: *Minnesota in the '70s*, by Dave Kenney (2013), *Minnesota's Own: Preserving Our Grand Homes*, by Larry Millett (2014), *Warrior Nation: A History of the Red Lake Ojibwe*, by Anton Treuer (2015), *Our Minnesota State Capitol*, by Denis Gardner (2017), and *Plants that Changed Minnesota*, by Susan Price (2017);
- Appraised submitted manuscripts, copyedited e-book files, and other publishing house tasks as required (2013)

City of Edina | Communications Assistant | Edina, Minn. | 2012-2013

- Coordinated logistics and publicity for a variety of city events, programs and initiatives.
- Researched and wrote original content for the City's website, newsletters, e-bulletins, social media, and other outlets as needed.
- Launched *Hometown Heroes*, an ongoing feature series about Edina residents and nonprofits.

Education

M.S. - Library & Informational Science | University of Wisconsin – Madison (2014)

B.A. - Journalism | University of Minnesota – Twin Cities (2011) (*summa cum laude*)

B.A. - History | University of Minnesota – Twin Cities (2011) (*summa cum laude*)

Relevant Volunteer Experience

Hennepin County Library | Support Services Dept. | Minneapolis, Minn.

UMN Andersen Horticultural Library | Assistant Librarian | Chanhassen, Minn.