

Rock Hill Public Library
Board of Trustees Meeting Minutes
February 14, 2022
Via Zoom

Attendees: Stephanie Van Stee, Karen Shoulders, Laurie Murphy, Chantal Hoffsten, Patrick Long, Erin Phelps, Susan Hoch, Danielle Oettle, Gary Abbott, Veronica Crowe, Tricia Sanders (High Five/Vario), Clark Swanson (Orange Boy), Elizabeth Pickard (Rome Group)

Meeting called to order at 6:19 p.m.

Stephanie moved to amend agenda to allow public presentations on strategic planning proposals. Laurie seconded. Motion passed unanimously.

Strategic Planning Presentations & Bids (see attached)

High Five Strategies/Vario – Tricia Sanders

Tricia explained that High Five Strategies partners with Vario for Diagnostics and for the Mission, Vision, Values portion of the strategic planning process. Any partnerships would include a commitment to long-term execution and accountability to ensure that the goals created are met in a productive and timely fashion. The proposal includes 4-6 months of strategy development, estimated at \$22,000. An additional 12 months of execution coaching with quarterly check-ins would total \$17,000. Laurie inquired about a start date, and Tricia shared that she is holding April open for the library. Tricia pointed out that removing some components in the Diagnostics would lower the cost to the library. Tricia indicated that they do not have experience working with libraries, but would ensure that the process would be tailored to serve the Rock Hill library community. Tricia left meeting at 6:50 p.m.

Orange Boy—Clark Swanson

Clark shared that Orange Boy has developed a proprietary software platform called Savannah, which allows users to access existing community data to identify trends, learn about their patrons/customer base, and develop strategy. Orange Boy estimates 9 months for the strategic planning process, with ongoing consulting on metrics for an additional two years. The total cost to the library would be \$21,500 split over 3 years, which includes access to the Savannah platform. Subsequent use of Savannah can be purchased for \$3,500 annually. Clark shared that Orange Boy has worked with over 200 libraries. Patrick asked

how Orange Boy ensure that their data is current. Clark explained that the data collected by Savannah is continuously updated. Clark left meeting at 7:10 p.m.

Rome Group—Elizabeth Pickard

Elizabeth reviewed the proposal previously submitted to the library. She shared that the Rome Group works exclusively with nonprofits, and has The scope of work proposed will encompass four major phases and would require the formation of a new strategic planning committee with stakeholders from the library community. The process will also include resident feedback and will culminate in a board retreat. Elizabeth estimated that the planning process will take approximately 6 months, and will cost \$18,000. Laurie asked about availability, and Elizabeth indicated that she has an opening in April. Elizabeth left meeting at 7:30 p.m.

Financial Report

Stephanie moved to amend the agenda to address the financial report. Laurie seconded. Motion passed unanimously. The Board reviewed the financial statements as presented by Danielle Oettle. Danielle shared that the vast majority of property tax revenue has been received by the library. For the current fiscal year-to-date, Danielle noted that the revenues are 3% less than the previous fiscal year, and total expenses are down by 32% of the budget. Laurie asked about the Miscellaneous line item under Staffing. Danielle explained that the subaccount is comprised of staff relocation costs.

Approval of Bills

The Board reviewed the paid and unpaid bills reports. Stephanie moved to approve the Transaction List for January 1-31, 2022 in the amount of \$5,164.56, as well as the Unpaid Bills List dated February 10, 2022 in the amount of \$3,984.49. Patrick seconded. Motion passed unanimously.

Approval of Meeting Minutes

Laurie moved to approve the January 24, 2022 open session minutes as presented. Karen seconded. Motion passed unanimously.

Library Director's Report

Building

Erin noted that the library was closed February 2-4 due to snow and ice. On February 5, staff discover a leak near the magazine and newspaper rack, and one near the circulation desk. Erin contacted Bob Lescher who examined the roof and

suggested patching/caulking certain areas. Erin confirmed that the roof does not need to be replaced, and that the current budget item for building repairs should cover any roof patching.

Erin also received bids from three local artists for a mural on the east-facing side of the library building (see below under New Business). The library sign will be repainted in the spring when the weather is warmer.

Collections

Erin shared that a former Rock Hill resident donated funds to purchase books in memory of Gabe Gerdes. Erin worked with the donor to ensure that the materials purchases were chosen with thoughtful care. Laurie suggested that the library should share news of the donation with the community and the family. Erin also reported that about 20% of the collection has been updated with the new RFID tags. She is optimistic that 80% of the collection will be outfitted with RFID by end of March.

Programs

Erin shared that planning for the summer reading program is underway. Deb has contacted the Rock Hill Parks & Recreation Director, Katy Nieman, to help plan storytime sessions at local parks. Online yoga and adult take-home craft kits continue to be popular among patrons. The library will host an event on women in space on March 8. In January, the library sold 30 books from the book cart at the entrance.

Grants

Erin noted that the MS Office licenses are scheduled to be released on February 17. Once the library can purchase the licenses, the computers purchased through the LSTA grant can be set up.

Staffing

Erin reported that staff evaluations were conducted last week. She will schedule quarterly meetings with staff to check in on their goals. Erin will virtually attend the PLA conference, scheduled for March 23-25. She plans to pick sessions that will benefit her and the staff.

Gary and Veronica left meeting at 8:00 p.m.

Committees

Bylaws

Chantal reported that she and Laurie are planning to have a rough draft of the updated bylaws in the coming months.

Unfinished Business

Budget

Erin reported on several items that the Board had asked her to follow up on. She spoke with Croghan & Croghan and confirmed that the cost of the annual audit will not increase this year. Erin also confirmed that the copier lease indicates that the library is tax exempt. Susan was able to verify that amount for health insurance in the budget is correct.

Danielle and Erin noted that they have not budgeted for an increase in tax revenue, per indications from the County Assessor's office. Budgeted staffing costs have increased by approximately 10% to allow for staff raises and an anticipated COLA adjustment of 5.9%. Stephanie asked if the amount budgeted for personal protective equipment is sufficient. Chantal requested that any Miscellaneous line items be deleted or moved to the appropriate account line.

In anticipation of the mural project, Laurie suggested that a \$7,000 line item named Site Improvements be added to the budget. With the discussed adjustments, the budget currently shows a -\$8,600 net income. In order to balance the budget to zero, Chantal suggested increasing income under donations or grants. The Board also discussed balancing from reserves if necessary. Erin and Danielle will discuss and present the final draft next month.

Reciprocal Lending Agreements

The Board reviewed the reciprocal lending agreements proposed for Jefferson County Library and the Scenic Regional Library systems. Laurie moved to approve the reciprocal lending agreement between the Municipal Library Consortium (MLC) and the Jefferson County Library, and between the Municipal Library Consortium (MLC) and the Scenic Regional Library. Patrick seconded. Motion passed unanimously.

New Business

Public Service and Library Collection Policies

Erin indicated that she would like to begin the process of gradually updating and revising the library services and collection policies currently contained in our

Bylaws. Chantal suggested that we should remove the policies from the Bylaws to facilitate future revision, since revisions to the Bylaws require at least 60 days. Chantal will coordinate with Erin on what to pull out for next meeting.

Mural Proposals

Erin presented three different proposals from local artist for a mural on the library's east-facing exterior wall. The first bid from Cbabi Bayoc shows an abstract picture of a child reading. The mural would take approximately three days to complete, and would cost \$5,100 plus \$900 to cover a lift rental. The second proposal from Grace McCammond depicts books along the length of the wall with various classic characters from children's literature. The project would take 3-4 weeks to complete and would cost \$7,000 to \$8,000 plus \$1,000-\$1,500 for the lift rental. The final bid from Peat Wolleager included an example of typical work, but no mock-up. The cost for a similarly styled mural would be \$4,000 and would take 2 days to complete. Peat Wolleager would not require a lift rental.

Stephanie and Patrick expressed some concern that the mural designs were either too abstract or overly directed to children. The board concurred that the design should speak to the entire library community, children and adults alike. Erin noted that Grace McCammond has a more interactive mural she calls Paint by Numbers, which includes community participation in planning and painting. The board asked Erin to obtain a bid for a Paint by Numbers mural from Grace McCammond.

Prospective Board Members

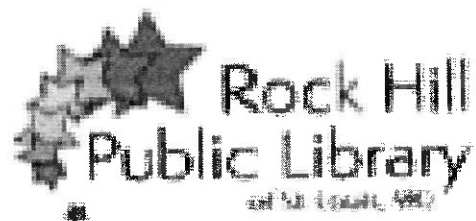
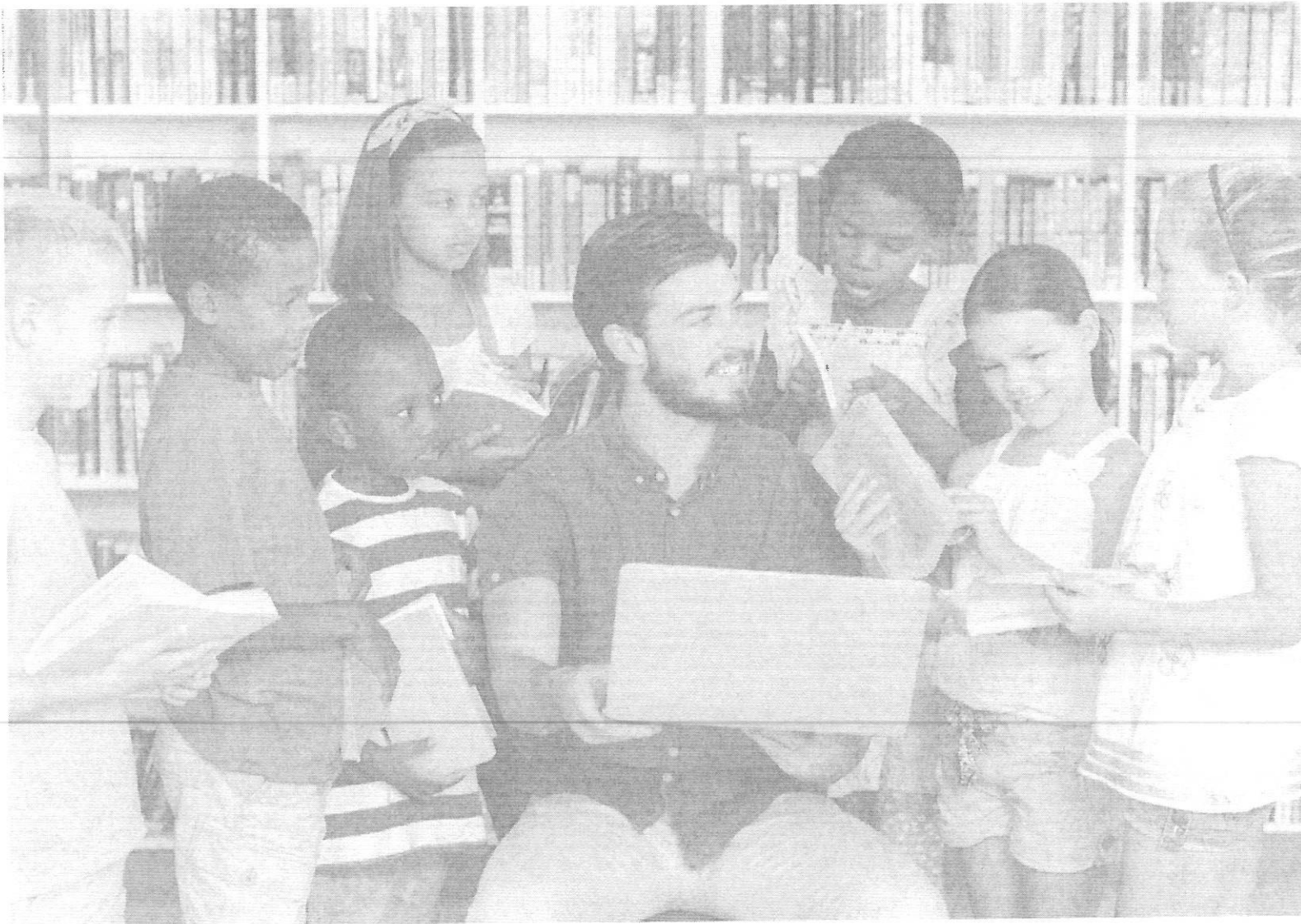
Laurie asked Erin to contact prospective board members to ask their opinion on recent social media posts that argue for the defunding of the Rock Hill Public Library. Erin confirmed that she will follow up with them.

Danielle departed at 8:35 p.m. Stephanie moved to adjourn to closed session. Chantal seconded. Roll vote passed unanimously.

Board entered open session at 8:45 p.m. Stephanie moved to adjourn the meeting. Laurie seconded. Motion approved unanimously. Meeting adjourned at 8:46 p.m.



Strategic Planning Proposal





February 3, 2022

Erin Phelps
Rock Hill Public Library
9811 Manchester Road
Rock Hill, MO 63119

Dear Erin,

OrangeBoy, Inc. is pleased to submit its strategic planning proposal for Rock Hill Public Library.

Our approach to the strategic planning process is outlined in the enclosed proposal not as a simple mechanical process, but as a means of uplifting the community and engaging it. Ultimately, it provides a voice to those that are currently utilizing library services and those that are not.

OrangeBoy is rooted in its fundamental characteristics that have guided our 25-year history— data-driven techniques and a customer-focused viewpoint. We have employed analytics and customer segmentation to our work with community mental health organizations, government organizations, older adult providers, philanthropically driven institutions, cultural and arts organizations, and public and academic libraries.

Our focus and background fit beautifully with the library's goals. Our work plan entails a customer and community-focused and data-driven methodology to manage the phases and guide the development and implementation of the plan.

The following work plan and firm qualifications demonstrates OrangeBoy's expertise and unique viewpoint, and we are eager to provide our assistance to this project.

Sincerely,

A handwritten signature in black ink, appearing to read "Jaime", with a long, sweeping flourish extending to the right.

Jaime Hirschfeld
Director of Revenue Development
jaime@orangeboyinc.com
(202) 689-4373



OVERVIEW OF THE FIRM

OrangeBoy has spent more than 25 years helping public libraries, cultural institutions, government agencies, healthcare organizations, financial service firms, retailers, and social service agencies succeed with actionable strategies by gaining a deeper understanding of their customers and the market opportunities that drive growth.

Our suite of services provides clients a way to identify, plan, target and measure customer engagement and organizational performance. We blend hands-on consulting services with analytical tools to bring the art and science of customer intelligence together for a holistic approach.

OrangeBoy offers a variety of services to help transform organizations and position them for the future. This includes Savannah®, OrangeBoy's customer relationship management Software as a Service (SaaS) solution, as well as process improvement, strategic planning, program, and service development, branding and customer experience, customer segmentation, and qualitative and quantitative research expertise.

OrangeBoy has developed a strong presence in the public sector, specifically with public libraries, and has worked with more than 200 libraries across North America. Several examples of large, urban libraries in our client portfolio include Phoenix Public Library (AZ), San Francisco Public Library (CA), Kansas City Public Library, (MO) Enoch Pratt Free Library (Baltimore, MD), Mid-Continent Public Library (MO) New Orleans Public Library, (LA), East Baton Rouge Parish Library (LA), Chattahoochee Valley Libraries (GA), Jacksonville Public Library (FL), Volusia County Public Library, (FL), and St. Louis Public Library (MO), among many others. Our firm's deep connections and understanding of public libraries serving both urban and suburban communities is a unique asset to this project.

OrangeBoy's planning approach includes three key ingredients. First, we believe in a customer-centric approach. Customers drive everything, and their needs vary based on their life stage and circumstances. One size does not fit all, so it is important to understand the different behaviors and how best to serve them. OrangeBoy has developed custom clusters for clients in cultural institutions, education, social services, financial services, retail, and libraries. It serves as the cornerstone of our work.

Second, we are data driven. We look at how the numbers support what services the library offers in the most efficient and effective ways possible.

Finally, we manage the process to align and maximize resources. This ensures that the proposed plan works in tandem with the library's goals.



KEY PERSONNEL

To ensure a successful project, OrangeBoy combines our expertise in customer intelligence and planning with broad-based collaboration with the library team. OrangeBoy's project team decades of combined experience. They serve as the key personnel on the project and work closely with a planning team identified by the library throughout the planning process.

Clark Swanson founded OrangeBoy over 25 years ago. He has directed community-wide planning and research projects across the United States. His planning efforts have resulted in successful library levy campaigns and expanded facilities and programs from libraries of all sizes, in all environments. In addition to public libraries, he works in financial services, philanthropy, and social services.

Sandra Swanson has championed customer-centric management with non-profits, tech companies and public libraries. She has more than 25 years' experience in strategic planning, branding, product development and customer segmentation and is co-owner of OrangeBoy.

The key personnel assigned to this project are identified in the table below, followed by a description of their experience providing the services outlined in this proposal.

OrangeBoy Personnel	Project Role	Responsibilities
Clark Swanson	Principal Consultant	The lead consultant provides project oversight and brings depth of knowledge to all stages of the needs assessment and campaign planning process. Mr. Swanson leads workshops and key milestone meetings. He is also integral to the development of the customer stories.
Sandy Swanson	Consultant	Sandy will provide additional project oversight and brings depth of knowledge to all states of the process. Ms. Swanson leads workshops and focus groups and will be integral in development of the final plan.
Kate Jacobs	Data Analyst	Kate will coordinate customer research methods, including customer surveys, focus groups and one-on-one interviews. She will also be the primary contact for aggregation of client data and analyze customer and demographic trends.
Cody DePappe	Data Integration Specialist	Cody will be the point person for the Savannah site set-up and integration of customer data to the site.

STUDY METHODOLOGIES AND TIMELINE

OrangeBoy, as noted earlier, provides a planning experience. One should view the methodology as leading to the empowerment of the library team. We detail the proposed methods in the table titled *Rock Hill Public Library: Proposed Research Methods*.

Data collection plays a critical role in this planning experience. The proposed methodology includes three broad categories of data elements. These include:

- **Analytics.** Represents the numerical expressions of customers' library usage and characteristics.
- **Direct Observation.** This method involves contact with customers and non-users. They include observational studies, respondent interviews, and focus groups.
- **Attitudinal.** Methods within this category primarily include information generated through survey tools.

Although separate and distinct, they each serve the other. For example, analytical representations help determine survey samples. Direct observations provide baseline knowledge for survey creation. Additionally, focus groups enable researchers to clarify inconsistencies found in other data sources. Attitudinal data provides texture to analytical representations. In sum, each contributes to the understanding of the market served.

Savannah, our SaaS application is included in this proposal and is used to collect data, analyze customer and organization information, send surveys and other customer communications. After the study, Savannah is used by the library track customer trends, verifying the study findings.

Critical Savannah features include:

- **Reporting library and supporting analysis tools** - Updated weekly, the data visualizations and infographics provide actionable data as an effective means of understanding where the library is in relation to its goals.

Libraries can identify meaningful statistics about their customers and visualize and interpret data easily with instant statistics on library performance. Reports are interactive, so users can view data in ways most meaningful to them. The platform also allows the library to benchmark organizational performance against other Savannah libraries with selected Community Metrics.

- **Customer email communications engine with feedback tools** – Libraries can create, automate and deliver unlimited, highly-targeted e-mail communications to active, infrequent, or lapsed library customers. Unique messages can be created with user-friendly query filters to build lists and layout templates to create the messages. Libraries can also set up and send automated recurring messages. Learn directly from your customers about library services, and loyalty and satisfaction through the **Net Promoter Score (NPS)**.
- **GIS mapping and MarketWatch** - Mapping adds dynamic visualization to library customer data in Savannah. The maps are real-time and interactive, allowing for zooming in for closer view, or out to see larger geographic trends. Library locations are presented on maps to show the relationship of library locations with customers. MarketWatch blends demographic indicators with customer usage and activity data for unique insights by library service area.



Rock Hill Public Library: Proposed Research Methods

- Identify and define customer segments, both users and non-users.
- Define the value residents place on services offered by the library. This answers a simple question: relative to other community services, where do residents rank those offered by the library?
- Identify critical customer needs through the creation of five to seven customer stories. These delineate critical service opportunities.
- Create organizational strategies to meet critical customer needs and build measurable organizational value. This permits the library to accurately measure the role it plays in customers' lives.
- Develop outreach strategies.

Phase	Description	Elements	Outcome	Deliverable	Timeline (tentative)
Savannah Customer Intelligence Service	Implements a SaaS application that allows the library to track customer behavior relative to critical organizational outcomes	<ul style="list-style-type: none"> • Organizational dashboards that track opportunity alignment components • Messaging module allowing the library to communicate with customers and stakeholders • Survey tool to gauge the quantitative positioning of the library • Analytics tool permitting a cross platform analysis of library usage 	An awareness of the library's position within the community	Access to Savannah SaaS for 36 months that enabling the library to track, manage, and message its customers.	Months 1 -3





Opportunity Analysis

Identifies the existing community and organizational needs the library may leverage in the near- and long-term

- Neighborhood-level demographic and financial data
- Community indicators, such as school test scores
- Savannah generated customer insights
- Registered voter match, analysis, and GIS mapping
- Identification of relevant customer and community trends

A concise and visual representation of the playing field the library may counter in the next one to three years.

A presentation with findings and conclusions. It includes maps that track and analyze growth, estimated utilization, and past voting trends.

Months 3 - 5

User Survey

Web-based survey of active and lapsed users of library services to assess their usage and the library's brand

- Web-based survey tool that enables the library to compare itself with similar institutions
- Results reporting that provides an aggregated view of respondents' view
- Survey analysis that highlights organization opportunities and unmet needs
- Development of customer clusters for both recreation and library customers

An assessment of the library brand and associated opportunities across the library's customer base

A presentation containing findings and conclusions, along with printed user cluster cards containing descriptive information about each user type and the opportunities for engagement.

Months 5 & 6

Stakeholder Interviews

Phone interviews with community leaders and key library stakeholders

- Development of key community stakeholder interview list
- 30-minute phone interviews that enables the library to compare itself with similar institutions
- Results reporting that provides an aggregated view of respondents' views

An understanding of the value community leaders and stakeholders place on the library's services

A presentation containing findings and conclusions.

Months 5 & 6



<p><i>Customer Stories</i></p>	<p>Presents critical library service needs within the context of customer typologies and lifecycles</p>	<ul style="list-style-type: none"> • Analysis that highlights organizational opportunities and unmet needs • Identifies critical library service needs • Places these needs within the context of household characteristics • Follows these needs over the evolution of the associated customer lifecycles • Quantifies service demand 	<p>Alignment with library services with household needs</p>	<p>Narrative for five to seven customer stories and data tables for assessing demand from these groups</p>	<p>Months 6 & 7</p>
<p><i>Community Focus Group</i></p>	<p>A curated focus group of pre-selected community members</p>	<ul style="list-style-type: none"> • Identification and recruitment of participants • Development of interview guide for the session • Facilitation of focus groups • Summary of findings 	<p>A voice of the customer exercise that allows the library to understand its value in their users' own words</p>	<p>A presentation containing findings and conclusions.</p>	<p>Months 6 & 7</p>
<p><i>Board Planning Session</i></p>	<p>This provides the library board an opportunity to assess study findings</p>	<ul style="list-style-type: none"> • Presents research summary • Identifies critical customer needs though customer stories • Seeks input on organizational approaches 	<p>Direction from the board relative to organizational emphasis</p>	<p>Statement of the board's intent for the organization's strategic direction</p>	<p>Months 8 & 9</p>
<p><i>Brand Development</i></p>	<p>Positions the library within its community relative to existing needs and the library's resources</p>	<ul style="list-style-type: none"> • Prioritize experiences for customer clusters, lapsed users, and non-users relative to the library's current or expected assets 	<p>A concise strategy for implementing the brand promise</p>	<p>A one-page strategy matrix document positioning the library within its community.</p>	<p>Months 8 & 9</p>



			<ul style="list-style-type: none"> • Create the library's brand promise expressing the result the library seeks to generate • Three to five strategic responses designed to realize the brand promise 		
<p><i>Measurement</i></p>	<p>Identify and develop metrics to monitor customer experiences the library uses to gauge organizational performance</p>	<p>Organizational performance dashboard pages in Savannah that measure progress toward the brand promise.</p>	<ul style="list-style-type: none"> • Create organizational composites the library may benchmark with • Set organizational standards the library seeks to achieve • Develop Savannah dashboard to measure organization standards 	<p>Creates a set of metrics to measure library success</p>	<p>Ongoing</p>





PRICING

The proposed total consulting fee to perform the work outlined in the proposal is \$21,500. OrangeBoy proposes that the fee will be spread out over a three-year agreement as follows:

- Year 1: \$13,500
- Year 2: \$4,000
- Year 3: \$4,000

Savannah can be renewed for subsequent years at the annual fee of \$3,500

We anticipate two onsite trips related to planning sessions, which is included in the fee.



STRATEGIC PLAN

for

Rock Hill Public Library

February 2022



THE ROME GROUP
insights, strategies, solutions

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St. Louis, MO 63103

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TheRomeGroup.com

WE BELIEVE THAT NONPROFIT ORGANIZATIONS DESERVE NONPROFIT SPECIALISTS.

At The Rome Group, we've assembled a multi-generational team of nonprofit professionals who understand the unique challenges that nonprofit organizations face because they have lived them. With over 100 years of combined experience in the nonprofit sector, our team offers insights, strategies and solutions to help organizations address big opportunities and day-to-day operations.

In addition to academic and professional credentials, The Rome Group's consultants have experience as nonprofit leaders, development officers and educators. Whether you are looking for assistance with planning, fundraising or organizational effectiveness, our real-world experience combined with ongoing professional development and research enable us to offer you expert advice, every time.

We love what we do. We are proud of the clients we work with and the work we do together. We know that what you do matters to the community. It matters to us too, which is why you can count on us to give your engagement our very best.

Let's talk about you.

This proposal is our assessment of your needs as we understand them right now. If we need to revise the scope or budget to accommodate organizational realities, we are happy to discuss so that we get it right.

OUR UNDERSTANDING OF YOUR NEEDS

For over 77 years, the Rock Hill Public Library has been a community anchor for the citizens of Rock Hill. The library is building on several significant strengths: It is financially solid and has up-to-date technological resources for its patrons and staff. Also, it is a member of the Municipal Library Consortium (MLC) of Saint Louis, which gives its members access to a greatly expanded catalog of library material.

The Board of Trustees was motivated to undergo a strategic planning process before COVID, and the realities of the pandemic have made planning even more important. Trustees and staff want to be thoughtful about what the community needs as the Library moves to restore some programming that was put on hold during the past two years, as well as evaluating which COVID era programs should be retained.

The Library is also interested in expanding its reach to additional Rock Hill residents, making the Library more visible from Manchester Road, and exploring how to use the facility, including outside space, effectively. Building and diversifying the Board of Trustees is another priority as several long-time members are slated to leave the body next year.

The Library is seeking a consultant to help assess these opportunities and build a plan for the future that provides the services that residents need and effectively measures and communicates impact.

OUTCOMES OF OUR WORK TOGETHER

- A shared vision of the library as a resource for future generations of readers and library patrons in Rock Hill;
- An understanding of community needs and opportunities for the Library to meet those needs;
- A 3-year strategic plan with goals and objectives to guide the organization moving forward.

APPROACH

The Rome Group approaches our work with profound respect for our clients and their capabilities, empowering nonprofits and the people who work in them. In the early stages of an engagement, our goal is to **listen and learn** as much as we can about you and your organization including your culture and the ways you work best. This enables us to work with you in a way that is additive and reinforcing, not burdensome and demanding.

We use a **strengths-based approach** to tailor each engagement to our clients' needs and organizational realities. We build on what already works, coach where challenges exist, and facilitate communication to ensure a positive engagement experience.

We approach our work with a **racial equity lens** and this informs the way we structure our engagements. Many of our clients come to us with a desire to improve outcomes and quality of life for communities with few resources and whose residents are disadvantaged by systemic barriers. We subscribe to the principle “Nothing about us without us,” and will work to ensure that underrepresented populations have the opportunity to participate in the engagement through interviews, surveys and listening sessions, as appropriate.

PLANNING APPROACH

The Rome Group does not believe there is one “right” way to approach planning. In all our engagements, we rely on best practices and experience to create a plan that works for our clients:

1. Our methods are rooted in social science methodologies and data analysis, supporting data driven decision making during the planning process.
2. We are responsive to facilitation realities created by the pandemic, combining tried and true methods with emerging technologies to support virtual session participants in meaningful and productive strategy sessions.
3. We value an iterative stakeholder engagement process that uses multiple methods – interviews, surveys, listening sessions to ensure that valuable perspectives and insights are gathered.

SCOPE OF WORK

The Rome Group recommends the following process based on our current understanding of Rock Hill Public Library, its opportunities, and its challenges. As we learn more, we may suggest adjustments to ensure that it best meets the organization’s needs and responds to challenges that might emerge. Any changes to the workplan will be discussed in advance with staff and board leadership.

The main outcome of the engagement will be a written strategic plan to guide the direction of the Library over the next three years. The strategic plan will include goals and objectives, as well as outcomes, timelines, and person(s) responsible, including staff and volunteer committees as appropriate. The Rome Group will provide dashboard templates for tracking progress on the plan.

The strategic planning process outlined below will occur in four phases: 1) Framing, 2) Discovery, 3) Strategy, and 4) Action.

Phase 1: Framing

To begin our engagement, The Rome Group will schedule a **kick-off meeting** with the strategic planning committee to confirm the timeline of the project, identify specific strategic opportunities the organization is facing, and discuss stakeholder involvement.

The strategic planning committee should include six to eight individuals (typically board members and staff) who are familiar with the organization's current direction and future aspirations. The role of this group would be to provide guidance to the process; review the data that we collect to inform the process; provide input on the development of strategic questions and the plan; and champion the adoption and implementation of the plan.

Prior to the kick-off, The Rome Group will conduct a **document review** to deepen our understanding of your organization. Information requested may include by-laws, current budget, the organization's most recent 990 and financial statements, a board list with committee assignments, and any program evaluation data.

Phase 2: Discovery

Stakeholder interviews: In order to better understand the Library's strengths and opportunities for greater impact, The Rome Group will conduct up to ten (10) interviews with Library stakeholders including board members, staff, library users, and key partners.

Board and Staff Surveys: To further garner input regarding the Library's future, The Rome Group will administer a Board survey. Adapted from a validated BoardSource survey, we will seek input on the organization's mission, vision, and strategic priorities as well as areas for board development as the organization engages in implementing a new strategic plan.

The Rome Group will also conduct a staff survey to provide all Rock Hill Library employees an opportunity to provide input and feedback on their vision for the organization's future. The survey will also be an opportunity to measure the climate of the organization, assess utilization of employees, and gather general information about employees' experience that could be helpful in planning.

Resident Feedback: The Rome Group feels strongly that the best discovery processes focus on the people at the core of an organization's work. In the case of the Library, this includes members and residents who aren't library card holders but should be. The Rome Group will work with the Library to conduct a broad public survey, utilizing announcements in monthly newsletters, City mailings (if possible) and the Rock Hill Community and City FaceBook pages.

The information gathered in the discovery phase will be presented to the planning committee as an interim report. Based on this information, and the program and organizational questions that have already been identified, The Rome Group will work with the committee to identify the list of planning issues and questions for discussion at a board planning session.

Phase 3: Strategy

Working with the planning committee, The Rome Group will utilize the interim report findings to structure a day long planning session with board members and key staff. The purpose of the retreat is to:

- Review outcomes of the Discovery phase;
- Develop or refine Rock Hill Public Library's Mission, Vision, and Values;

- Develop a strategy screen for evaluation of future programs and opportunities that will help to ensure strategic decision making that is closely linked to the organization’s mission;
- Prioritize and discuss the strategic issues and opportunities.

The Rome Group's consultants are skilled facilitators trained in group facilitation and will use a combination of didactic presentation, small- and large-group discussion and interactive exercises to create consensus and achieve the retreat's goals.

Phase 4: Action

Following the retreat, The Rome Group will draft a strategic plan for the Library that reflects the strategies and goals prioritized in the planning session. The strategic plan document will include the following:

- A description of the planning process;
- Revised/affirmed mission and vision statements;
- Strategic goals and objectives;
- A Strategy Screen
- A summary of the discovery findings
- Tactical/Action planning templates

A draft of the plan will be shared with the planning committee for discussion. The Rome Group will make any needed revisions and will be available to present the plan for discussion and approval by the Board of Trustees.

Implementation Planning Support

The Rome Group will provide tactical/action planning templates for the staff to operationalize the plan. The Rome Group will be available for up to three hours of coaching support for the implantation planning part of the process.

Date	Planning Task
Month 1	Information and Document Review Kick-off meeting with Strategic Planning Committee Prep for interviews and surveys
Months 2/3	Stakeholder Interviews Board and Staff Surveys Resident Feedback
Month 4	Draft Interim Report Committee Meeting 2
Month 5	Board Planning Retreat Draft Plan
Month 6	Committee Meeting 3 Finalize Plan for board approval

FEES

The Rome Group charges a fixed price for planning based on anticipating the amount of time necessary to complete the work required. The Rome Group's fee for the engagement will be \$18,000 and we estimate that the engagement will last 6 months.

As a client of The Rome Group, fees for self-posted jobs on TRG's Nonprofit Career Board will be waived for Rock Hill Public Library for the duration of the engagement.

Fees and timelines quoted are valid for a period of 3 months from the date of this proposal.

YOUR CONSULTANT



Elizabeth Pickard, MA, Consultant, has more than twenty years of experience in the nonprofit sector with extensive experience in program facilitation, strategic planning, fundraising and leadership development. Elizabeth will be involved in all aspects of the project and be the primary researcher and writer of the plan.

Prior to joining The Rome Group in 2020, Elizabeth was the Director of Education and Interpretation for the Missouri Historical Society and led the board of the International Museum Theatre Alliance. During her time at MHS, Elizabeth wrote and administered several IMLS program grants, and founded the nationally recognized Teens Make History program. In 2020 she published her first children's book, **Ruth's River Dreams**. She is an avid reader and an enthusiastic Municipal Library Consortium library card holder through University City Public Library.

THE ROME GROUP TEAM

Our consultants are extremely collaborative and leverage the expertise of one another to serve our partners' needs. As a client of The Rome Group, you will not only benefit from the expertise that your lead consultants bring to your engagement, you will also benefit from the skills and experiences of what we like to call the "Brain Trust:"



Chyna Bowen
Consultant
Expertise: Planning, Facilitation, Diversity, Equity and Inclusion



Rachel Broom, MPA
Consultant
Expertise: Fundraising, Major Gifts



Michelle Fiedler, MA
Associate
Expertise: Grant writing



LeeAnn Harris
Consultant
Expertise: Fundraising, Capital Campaign Management



Ellen Howe, CFRE
Senior Consultant
Expertise: Fundraising, Team Building, Coaching



Jeannette Huey
Consultant
Expertise: Fundraising, Development Coaching



Mary Pat O'Gorman, MS
Consultant
Expertise: Grant writing, fundraising



Elizabeth Pickard, MA
Consultant
Expertise: Planning, Program Development and Effectiveness



Amy Rome
Founder
Expertise: Planning, Fundraising, Organizational Effectiveness



Alice Squires
Client Services Manager
Expertise: Everything



Dayna M. Stock, PhD, CEO
Expertise: Planning, Fundraising, Organizational Effectiveness

OUR VISION

Stronger nonprofits. Stronger communities.

OUR MISSION

Strengthen the nonprofits that strengthen our community.

OUR CORE BELIEFS

- **Mission** drives decisions and actions
- **Data** should always inform insights
- **Experience** makes a difference
- Nonprofits deserve nonprofit **specialists**
- **Relationships** are the foundation of everything

ROME GROUP DIFFERENCE

After our clients work with our team, a majority choose to work with us again. We value a spirit of partnership with our clients who learn quickly that our only agenda is their success. Our consultants are personally committed to our clients and share in the achievement of the goals we set together. We like helping you solve problems, and our greatest joy is celebrating your success.

We are excited about this opportunity and would be honored to work with you!



THE ROME GROUP
insights, strategies, solutions

3101 Olive Street
St. Louis, MO 63103

314.533.0930
TheRomeGroup.com



Strategic Planning & Execution Proposal

January 2022

Tricia Sanders
High Five Strategies

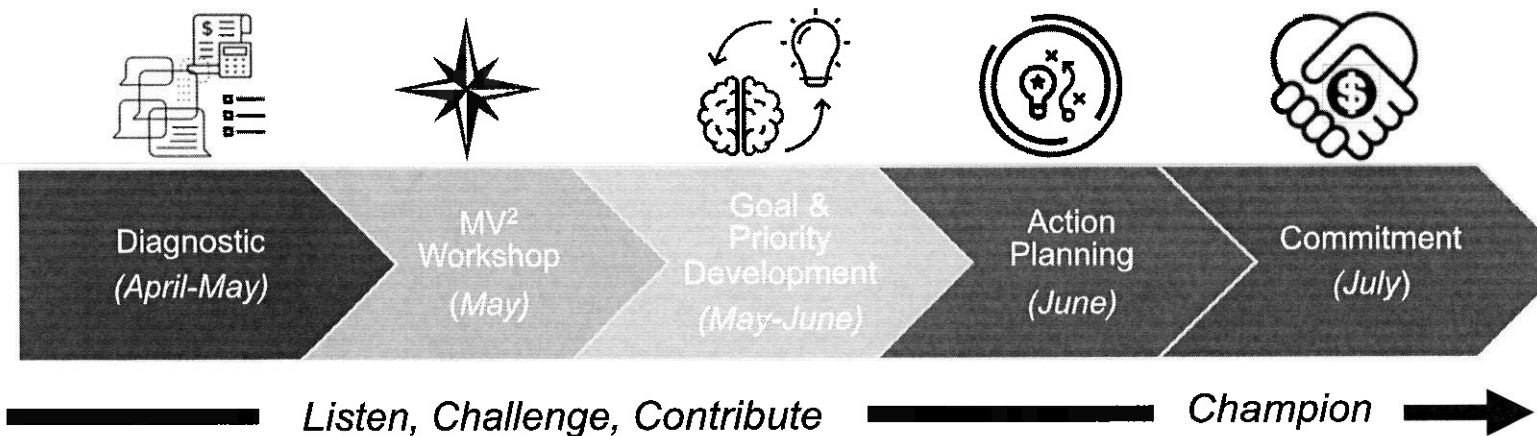
Strategic Planning & Execution Proposal

Objectives

- Leverage this transformational moment in time to reimagine Rock Hill Public Library's role in the community.
- Articulate an ambitious and achievable strategic roadmap for achieving the desired future.
- Partner with the Library to support and equip their small but mighty staff to successfully execute their strategy and elevate their image.

Scope and Process

Our proposed planning process for Rock Hill Public Library has five stages – each described below.



Phase I – Diagnostic

We believe in grounding strategic plans in the **current realities of the organization, the environment surrounding it, and the community it is designed to serve.**

Specific tasks include:

- Request and analyze background data.
- Counsel the project sponsor(s) on the assembly of teams for Phases 2 and 3.
- Solicit input and petition diverse opinions via 1:1 and small group interviews with staff. This proposal assumes up to 8 sessions, which may vary in length from 30-minutes (1:1) to 60-minutes (small group).
- Surveys of residents and community listening sessions to capture direct feedback, measure satisfaction, and better understand what the community values. This work will be done by Vario; details are available on page 6.

High Five & Vario will integrate the findings from these activities into a diagnostic summary report. We will share portions of the report with participants throughout the planning process.

During this fundamental phase, we will build a snapshot of the Library's current situation through quantitative analysis and qualitative stakeholder feedback.

Estimated Timing: April & May 2022

Strategic Planning & Execution Proposal

Phase II – Mission, Values, and Vision (MV²) Workshop

In Phase II, we use the lessons of the diagnostic phase to inform refinement of our mission and development of our core values and vision. High Five and Vario will facilitate an engaging and interactive workshop for a small group of stakeholders to refine Rock Hill Public Library's mission and develop their vision and values (~5-hours). High Five and Vario will be responsible for assembling pre-reads (as applicable), developing the agenda, facilitating discussion, and distributing notes.

- **Mission:** A mission statement is, in some ways, an action-oriented vision statement, declaring the current purpose an organization serves to its audience. It is focused on the present. Part 1 of the mission statement is, quite simply, to state what you do and for whom you do it. Part 2 is why you do it, sometimes called your purpose.
- **Values:** The differentiating non-negotiables that serve as your behavioral compass.
- **Vision:** A compelling statement with a clear finish line 10- to 20-years out. It is tangible, energizing and highly focused.

Estimated Timing: May or June 2022

Phase III – Goal & Priority Development

In Phase III, we use the lessons of, and direction from, Phases I and II to map out the desired near-term future for the Library. Tricia will facilitate two ½ day sessions to **develop a 3-year picture of success**, set goals illustrative of this picture of success, and **determine the priorities** or major initiatives required to achieve the agreed upon goals. Tricia will be responsible for assembling pre-reads (as applicable), developing agendas, facilitating the discussion, and distributing notes.

Estimated Timing: June 2022

Phase IV – Action Planning

In the fourth phase of our project, Tricia will facilitate an action planning workshop (approximately 4-hours) to develop a **work plan of tactics, timelines, milestones, budgets and metrics** for each of the strategic priorities. This proposal assumes Rock Hill Public Library has no more than four strategic priorities.

Estimated Timing: July 2022

Phase V – Commitment

Following Action Planning, Tricia will prepare an integrated draft of the deliverable. This will include the Strategy Fundamentals (Mission, Values, & Vision) and our near-term Strategic Plan (Goals, Priorities, Success Metrics, Investments, and Action Plans). High Five and Vario will facilitate a final "Commitment Meeting" (approximately 2-hours) to review and approve the plan. Following the Commitment Meeting, High Five will provide Rock Hill Public Library with the final strategic plan deliverable.

Estimated Timing: July 2022

Strategic Planning & Execution Proposal

Ongoing Coaching and Execution Support

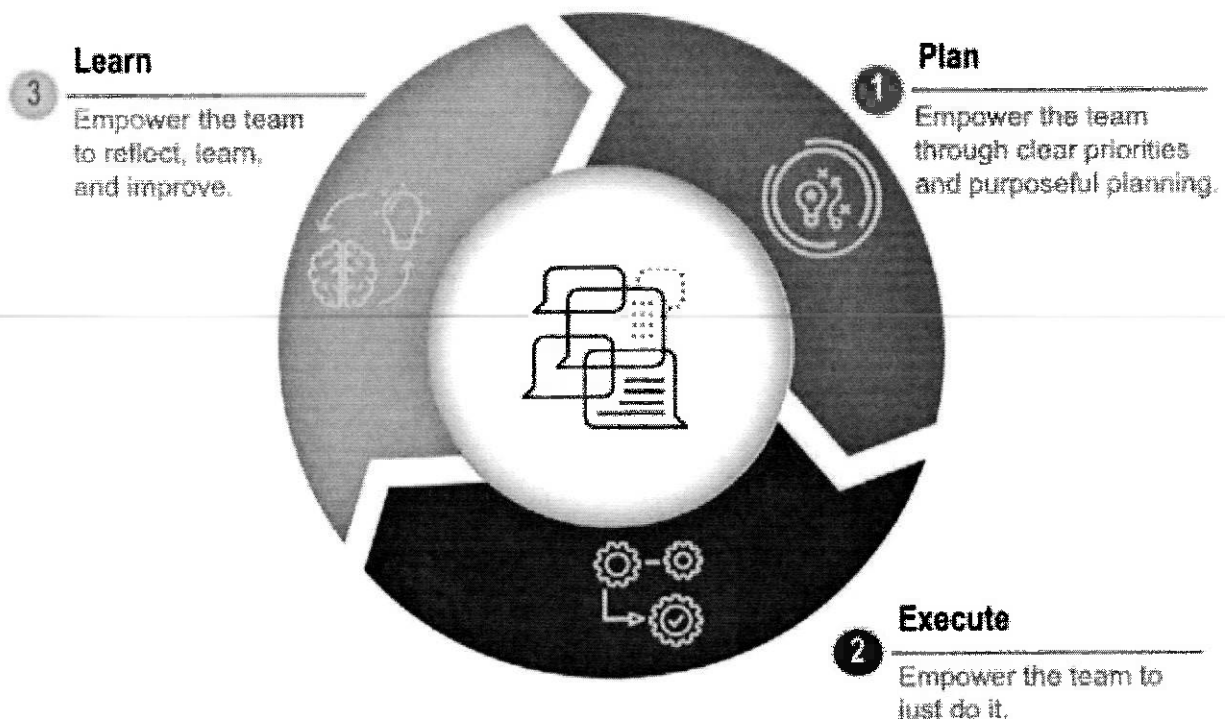


Strategy execution is incredibly difficult and where most organizations fall short. High Five Strategies is committed to partnering with our clients to ensure their strategic plans are living documents. We achieve this through (at a minimum):

- Monthly sessions with Erin to discuss progress, work through challenges, and identify where additional support may be beneficial.
- Quarterly Results & Commitment (QRC) sessions with key staff to review and update the plan (typically 2- to 4-hours).
 - Review progress made over the past quarter.
 - Discuss lessons-learned with a forward-looking mindset.
 - Commit to the plan and work for the coming quarter.
- Project Management Support for larger or more complex projects.
 - Coaching the project lead in development of a project charter and schedule.
 - Assist the project lead in facilitation of the project kick-off meeting.

This level of engagement helps to ensure the right level of focus and accountability on strategy execution. Also, to provide support, resources, and subject matter expertise – project management is not a skill that comes naturally to most folks or organizations.

The Execution Cycle (aka High Five Strategies' Mantra)



Strategic Planning & Execution Proposal



Estimate of Fees, Terms, and Conditions

The table below outlines the budget for professional fees on this project. This budget does not include additional costs that may be incurred with travel.

Phase	Budget
Diagnostic	\$9,000
Mission, Values, Vision Workshop	\$3,500
Goal & Priority Development	\$4,500
Action Planning	\$3,000
Commitment	\$2,000
Strategic Planning Subtotal	\$22,000
Executive Coaching Sessions*	\$2,000
Quarterly Results & Commitment (QRC)*	\$1,000
Project Management Support**	\$1,250
12-Month Coaching & Execution Subtotal***	\$17,000
~16-Month Estimated Budget	\$39,000

*Monthly Coaching and the QRC Sessions are billed quarterly at a fixed fee rate of \$3000.00/quarter.

**Fee per Project

***Based on 12-months of execution support and Project Management Support for 4 projects

To signify your agreement to the information and terms presented above, please sign in the space provided below and return by email.

on behalf of
Rock Hill Public Library

Facilitating in a Pandemic

We provide high-quality, engaging facilitation virtually or in-person. We are open to facilitating in-person meetings but are also able to leverage a number of virtual tools to ensure the process is inclusive and engaging no matter how we meet. We are proficient facilitating with Zoom (breakout rooms, polls, etc.) and also use Mural.co and Mentimeter.com during sessions where they add value.

Survey of Residents & Community Listening Sessions

We've assembled the best combination of research tools and tactics that will allow us to capture direct feedback, measure satisfaction, and better understand what the community values as it pertains to library services, and RHPL.

To gain the marketing insights needed for best results, we will explore of the following user and non-user groups:

- **General Library Users** (card holders)
- **Engaged Community Members** - residents taking part in local groups and organizations who are interested in the health and wellness of the public library and willing to connect and give their feedback, opinions, thoughts, and ideas on current and future services provided by RHPL.
- Local grade school, kindergarten and preschool parents
- Older Adult library users (card holders)
- Teens & Kids (middle-high school-aged students)

The Process

Audience Assembly

- Vario will use the best combination of surveys, facebook discussions, and focus groups to connect with residents through channels provided by RHPL (**summer library club users, which will go out to all Hudson Elementary families, City of Rock Hill's newsletter, the Webster-Kirkwood Times, and the Rock Hill community Facebook group**).

Surveys will be conducted, collected and analyzed using the following methods:

- Facebook community groups
- Private library facebook group (if needed)
- QR Code will be posted on library doors for all users to explore and contribute
- All summer reader program participants and Hudson Elementary parents will receive a survey link requesting their participation

Interviews

- Pre and post 1 hour focus groups will be planned, recruited and facilitated by Vario (2 before surveys are conducted and 2 after) to validate and confirm survey findings.

Teens & Kids

High school teens will be recruited to participate in a 30 minute zoom focus group to inform the research from the teen perspective.

All ages of children (elementary through high school) who have family members who have participated in the research will be encouraged to post a tik tok video about what they like – or would like to have from their local library with the hashtag #ROCKHILLPublicLibrary. This will allow us to get safe, efficient feedback from as many young people as possible and potentially unearth ideas and innovations not yet imagined by RHPL.

Deliverable:

Vario will combine research insights into a high-level report to inform marketing strategy and brand efforts moving forward.

Tricia Sanders, MBA, PMP

Tricia Sanders adeptly challenges long-standing assumptions and elegantly drives creative yet pragmatic results for clients. She's a sought-after thought partner by executives wrestling with the path to achieving "next level" organizational performance. Sanders has developed, communicated, and executed plans that create intentional change purposefully aligned with strategic goals, for both privately held and public entities across the globe. She couples a results-driven approach with an inclusive style that builds broad ownership of powerful improvement plans.



Her Proficiencies include:

- Strategic Planning & Execution
- Change Leadership
- Organizational Design
- Project and Portfolio Management
- Employee Engagement & Culture
- Sales Discipline & CRM Development

Prior to Consulting

- Chief Operating Officer of the Commercial Bank and Strategic Initiative Leader at First Bank, a fourth-generation family-owned financial services company headquartered in St. Louis, MO for five years.
- Senior Program Manager in the Defense Intelligence Community (Pentagon & U.S. Transportation Command) for five years.
- Captain in the United States Army for seven years.

In the Community

Since returning to St. Louis in 2013, Sanders has been an avid supporter of local, community-focused organizations that promote racial equity and quality education. Tricia was most recently part of the *One U City* founding team, a cooperative among elementary school parent organizations dedicated to sharing best practices, building community, and increasing equity. She has also participated in and is a facilitator for the Witnessing Whiteness program with the YWCA.

Re: mural for Rock Hill Library

Dharma Management <leadwithdharma@gmail.com>

Wed 1/26/2022 9:59 AM

To: Erin Phelps <ephelps@rhplmo.org>

hi Erin,

i have attached a mock up of the idea cbabi had for the Rock Hill Library. the cost of this project is the same as quoted on Monday, January 24th. please be advised that due to fluctuations in material costs the provided quote is only valid for 30 days. if Rock Hill Library chooses cbabi as the artist to execute its vision, the next steps to secure him will be to sign the cbabi bayoc originals agreement and to make a payment either in full or 50% of total cost of the project.

as always, i welcome any questions you may have. thanks again, Erin, for considering cbabi for this project. enjoy your day!

in gratitude,

amber

amber l. howlett, ph.d.
people & business strategist
dharma management, llc.
www.leadwithdharma.com



"definitions belong to the definers not the defined."- toni morrison

On Mon, Jan 24, 2022 at 4:27 PM Dharma Management <leadwithdharma@gmail.com> wrote:

hi Erin,

i was finally able to tap cbabi for his thoughts. he has an idea of a mural that is a single image of a child reading for \$5100. there will still be a need for the lift at around \$300 per day. he anticipates that he could get the image completed in 3 days tops which would take the cost of the lift to around \$900. he plans to send an idea for the image which i will send to you as soon as i have it. however, i wanted to provide you with some costs hopefully in time for your meeting this evening.

in gratitude,

amber

amber l. howlett, ph.d.
people & business strategist
dharma management, llc.
www.leadwithdharma.com



"definitions belong to the definers not the defined."- toni morrison



Re: Mural for Rock Hill Public Library

Grace McCammond [signaturearts@signaturearts.net]

Tue 2/1/2022 12:37 PM

To: Erin Phelps <ephelps@rphlms.org>

Hi Erin -

This looks like it could be a fun project - I threw together a quick mockup of a possible idea - I'm not sure what the copyright issues are for old illustrations in children's books and how much of an illustration can be used as "fair use" or if it could be used with clear attribution as a one time use - more research would be needed - anyway - price is dependent on size and complexity and I can create a design to fit within a budget (within reason)

a mural of this complexity and size would cost:

design and painting: \$7,000 to \$8,000

plus the cost of a lift (if a small scissor lift fits on the sidewalk cost would be \$1,000 to \$1,500)

Total: \$8,000 to \$9,500

optional: 3 coats of Vandlguard anti-graffiti coating \$900 -

working time on site would be 3 to 4 weeks

I've got projects on the schedule through June (possibly July) but still have availability late summer/fall -

If you have any questions feel free to give me a call on my cell [redacted] - if I don't answer right away I'm either in a meeting or out painting and may not have heard it ring but I do check my phone throughout the day so please leave a message with the best time to return your call -

Grace



On Jan 26, 2022, at 3:54 PM, Erin Phelps [REDACTED] <[REDACTED]@rockhillsc.gov> wrote:

Hello!

We are seeking ideas/bids for a mural for our eastern wall at the Rock Hill Public Library at 9811 Manchester Rd/63119. We want to make the building more noticeable from the street and give an indication of what's inside, so images of kids/books/literary characters come to mind. The wall is large - about 34 ft wide by 18 ft tall. I've attached a picture.

We'd love to get it in in the next budget year (our budget runs April 1-March 31), but I'm flexible about when during that time! I'd love to know your thoughts/availability/costs!

Thanks and best,
Erin

Erin Phelps
Director
Rock Hill Public Library

[REDACTED]
<https://www.rockhillpubliclibrary.org/>

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<IMG_2153 (1).jpg>

Re: A message from your PEAT "EYEZ" WOLLAEGER contact form.

Peat EYEZ Wollaeger peat@eyez.me

Wed 2/9/2022 11:09 AM

To: Erin Phelps <ephelps@rhplmo.org>

Okay no problem and am empathetic to the fact that you are a library and not a big business like past clients like mission taco or 4 hands.

Here is an mural I painted in NYC of Maya Angelou that also incorporates stain glass and my signature eyez.

It's roughly 9x12 feet and took me about 2 days to paint.

I would charge \$4000 for something this size.



Sent from my eyePhone
Follow on instagram @eyez
Or visit eyez.me
Best email peat@eyez.me