



E.C. Scranton Memorial Library

Strategic Plan (2020-2023)

January 13, 2020

**Prepared by:
Bob Serow
Principal
RLS Consulting, LLC**

RLS consulting, LLC

The art and science of creative solutions in governance and philanthropy

January 13, 2020

Nicole Wiles, President, Board of Trustees
Paul Petrie, Chair, Strategic Direction Committee
E.C. Scranton Memorial Library
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Dear Nicole and Paul:

I am pleased to provide you, the Strategic Direction Committee, and the Scranton Library Board of Trustees with the fruits of hard work, good clear thinking, and much dedication of all involved- the E.C. Scranton Memorial Library Three Year Strategic Plan (2020-2023).

To say that it was good to work with you both and Sunnie would be a vast understatement. It has been an absolute pleasure for yours truly, and in this spirit, I extend my deep appreciation to you and your cohorts in leadership.

With best wishes and high optimism for the road ahead, I remain

Sincerely,

Bob Serow
Principal

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Methodology

The primary goal of a strategic plan is to identify and focus on organizational priorities and measurable actions through an inclusive process. It is imperative that this process is far reaching to the extent that it captures stakeholder, potential stakeholder, and community at-large's emotional and intellectual capital. For Scranton Library, notable among this group are: members of the Board of Trustees, Scranton Library Friends, Town of Madison political decision-makers, and essential community groups and opinion influencers.

To achieve requisite input and engagement into formation of the Scranton plan, a systematic and timely process was enacted. Ensuring that the final iteration would be: (1) relevant to community and library needs; (2) reflective of library mission and vision, and (3) enthusiastically endorsed as a strategic road map to advance the organization's mission. The methodology employed to craft the Scranton Library strategic plan embraced these principles, as evidenced by the following:

- Fall/winter, 2018: Focus groups were formed inclusive of a broad cross section of persons from library leadership, the political community, and the community at-large. All told, 400 persons participated in the focus groups, and were asked to respond to the following questions:
 - *What are your aspirations for Madison as the community you live in?*
 - *What are your positive and/or negative experiences you (or family member) have had using the library? Addressing negative experiences, how do you believe the library can be improved?*
 - *What influences your decision to use the library (i.e. services, children's services, hours)?*
 - *What advice or thoughts would you want to share with the Library Board of Trustees and Library Staff as we move into a new space in 2020?*
- 2012-2017 Library strategic plan review for inclusion of items for current plan.
- Majority of elements of the fund development plan (2018-2020) incorporated into the "Revenue" goal.
- Where applicable and appropriate, incorporation of elements of the recently crafted Town of Madison 10 year strategic plan into Library plan.
- August 8, 2019: Initial meeting of Strategic Direction Committee, which was formed under the leadership of Board vice president Paul Petrie to oversee the planning process, where the initial draft of plan goals and objectives were presented for their significant input.
- September 16, 2019: Counsel's meeting with the Board of Trustees to share the process for crafting the plan, underscoring the Board's imperative role for engagement.

- October 17, 2019: Second meeting of the Strategic Direction Committee to review and provide input into plan's goals, objectives and tactics.
- October 25, 2019: Select Trustees, along with library director Sunnie Scarpa, participation in Community Foundation for Greater New Haven's Loring *Purposeful Boards and Powerful Fundraising* session. This qualified the library for 8 hours of underwritten consulting, thus enabling counsel to assist in the plan's implementation (once approved by Library Trustees).
- November 9, 2019: Board retreat, *Setting the Stage for our Strategic Plan*, where Trustees vetted goals, objectives and tactics, as recommended by the Strategic Direction Committee.
- December 5, 2019: Third meeting of Strategic Direction Committee to identify responsible principals and timelines for fulfillment of objectives and their respective tactics.
- January 13, 2020: Presentation of plan to Library Board of Trustees for approval.

Of note, counsel enjoyed ongoing communication with Library director Sunnie Scarpa. Meetings and discussions here proved to be imperative to success in facilitating a smooth, seamless, and effective process of inclusion for the crafting of the plan. Counsel extends his note of special appreciation to Ms. Scarpa for the substantial role which she played in both the process and realization of final product.

In addition, counsel extends a special note of appreciation to immediate past Library president Beth Coyne, current president Nicole Wiles and, of course, chair of the Strategic Direction Committee Paul Petrie. Each contributed a level of strong leadership that propelled the process and crafting of the plan forward.

Finally, counsel expresses his sincere appreciation to the members of the Strategic Direction Committee as well as the entirety of the Board of Trustees for your focused engagement and substantive contributions to the plan.

Goals

Goal #1 Governance

In order to affirm the high quality of the Board of Trustees, continue to strengthen practices in all phases of governance as the Board fulfills its mandates in policy, fiduciary oversight, ambassadorship, and philanthropy.

Goal #2 Programs and Services

Ensure that the library maximizes its impact as a relevant community resource by providing programs and services of the highest quality that meet the needs of the community and support the Town of Madison vision of a growing, vibrant, diverse, multi-generational, and caring community of well informed and engaged residents, as articulated in the Town of Madison's Strategic Plan.

Goal #3 Revenue for Sustainability

Explore and pursue all opportunities for earned revenue, investment income, private philanthropy, and grants in order to sustain the library's short and long term needs on behalf of the community.

Goal # 4 Culture of Engagement

Maximize a culture of community engagement to facilitate the library's capacity to further its mission, vision, services, and ensure a thorough understanding of the library's value and positive impact by stakeholders, potential stakeholders, Town officials and the community at large, as well as maintain awareness of community issues.

Goal #5 Internal Operations and Management

Ensure the highest standards of public service by maximizing our greatest asset – our staff- in order to provide welcoming, informed, and high-quality customer service.

Goals, Objectives, Tactics

Goal #1 Governance

In order to affirm the high quality of the Board of Trustees, continue to strengthen practices in all phases of governance as the Board fulfills its mandates in policy, fiduciary oversight, ambassadorship, and philanthropy.

Objectives:

1. Ensure that by-laws are current and align with the governance and operating needs of the library.

- a. Tactic: Biennial review.

Principal/s: Governance Committee (Gov.Comm.).

Timeline: Year 1, Quarter 1

2. The Board shall affirm consensus of essential expectations of all members.

- a. Tactic: Adoption of roles and expectations through Board resolution.

Principal/s: Gov. Comm.

Timeline: Y1, Q1

3. Ensure that current policies are relevant and up to date.

- a. Tactic: Review and recommend revisions to current policies.

Principal/s: Officers

Timeline: Y1, Q1

- b. Tactic: Recommend new policies.

Principal/s: Officers

Timeline: Y1, Q1

4. Ensure the most effective and impactful library Board structure.

- a. Tactic: Roles and expectations for each committee.

Principal/s: Gov. Comm.

Timeline: Y1, Q1

- b. Tactic: In order to maximize Board strength and leadership, the Board president shall select committee and task force member chairs that best fit their strengths and interests.

Principal/s: Board President (Board Pres.)

Timeline: Y1, Q1

- c. Tactic: In order to fully engage the Board and other persons aligned with the library each committee chair, in concert with the Board president, shall select persons for their respective committees and task forces that best fit their interests and strengths.

Principal/s: Each Committee Chair

Timeline: Y1, Q4

- 5. Ensure that members of the Board are privy to current Board strengths and challenges.

- a. Tactic: Annual evaluation of Board performance.

Principal/s: Gov. Comm.

Timeline: Y1, Q2

- b. Tactic: Annual self- evaluation by each Board member.

Principal/s: Gov. Comm.

Timeline: Y1, Q2

- 6. Maximize Board strength through thorough vetting and strategic recruitment of new members.

- a. Tactic: GAP analysis in order to affirm attributes of current Board members and identify needed attributes of new Board members.

Principal/s: Gov. Comm.

Timeline: Y1, Q2

- b. Tactic: Ongoing identification and outreach to potential members.

Principal/s: Gov. Comm.

Timeline: Y1, Q3

- c. Tactic: Enlistment of prospective Board candidates to library committees or task forces to gauge extent of fit.

Principal/s: Gov. Comm.
Timeline: Y1, Q4

- 7. Ensure that all Board members have a thorough understanding of library mission, vision, programs, and committee structure.

- a. Tactic: Orientation for new Board members.

Principal/s: ED, Gov. Comm.
Timeline: Y1, Q3

- b. Tactic: Ongoing mentoring of current and new Board members.

Principal/s: Gov. Comm., Board Pres.
Timeline: Y1, Q4

- c. Tactic: Development of Board handbook.

Principal/s: Staff
Timeline: Y1, Q3

- 8. Upon rotating off the Board, ensure that all departing members provide feedback regarding strengths and challenges of the library and their Board experiences.

- a. Tactic: X-boarding.

Principal/s: ED, Board Pres.
Timeline: Y1, Q1

- 9. Ensure that there is a Board succession plan for Board president in place.

- a. Tactic: Consensual roles and expectations document for Board president.

Principal/s: Officers
Timeline: Y2, Q1

- b. Tactic: Identify high performer/s who would be strong candidates for presidency.

Principal/s: Officers
Timeline: Y2, Q2

- c. Tactic: Facilitate strong performer/s leadership position on Board through chair-ship of key committees/task forces.

Principal/s: Board Pres.
Timeline: Y2, Q2

- d. Tactic: Six months prior to incumbent president's end of term, secure agreement from leading candidate to assume presidency.

Principal/s: Officers
Timeline: Y3, Q1

- e. Tactic: With agreement, provide candidate with template for leadership to ensure seamless transition, upon term ending of current president.

Principal/s: Officers
Timeline: Y3, Q1

10. The Board shall hire, oversee, and support the library executive director.

- a. Tactic: Support ongoing professional development.

Principal/s: Officers
Timeline: Y1, Q1

- b. Tactic: Conduct annual performance evaluation/goal setting.

Principal/s: Officers
Timeline: Y1, Q3

- c. Tactic: Implement 360-degree evaluation of library director once per three to five-year period.

Principal/s: Officers
Timeline: Y3

11. Ensure that the library's strategic plan is kept current and implemented, as per its goals, objectives, and tactics.

- a. Tactic: The strategic direction committee shall be entrusted with oversight for implementation of the strategic plan.

Principal/s: ED, Strategic Direction Committee
Timeline: Y1, Q1

Goal #2 Programs and Services

Ensure that the library maximizes its impact as a relevant community resource by providing programs and services of the highest quality that meet the needs of the community and support the Town of Madison vision of a growing, vibrant, diverse, multi-generational, and caring community of well informed and engaged residents, as articulated in the Town of Madison's Strategic Plan.

Objectives:

1. Assess and improve the collection to meet the needs of the community.
 - a. Tactic: Update collection development policy.

Principal/s: Staff
Timeline: Y1, Q2
 - b. Tactic: Create a schedule for ongoing weeding/collection maintenance.

Principal/s: Staff
Timeline: Y1, Q3
 - c. Tactic: Assess current ordering practices.

Principal/s: Staff
Timeline: Y1, Q2
 - d. Ensure that the library is up to date with on-line subscription of databases and other online resources usage.

Principal/s: Staff
Timeline: Y1, Q1
2. With the capacity afforded through expansion of the library doubling its net usable space, increase and enhance the quality and quantity of programs and services for all age groups and at-risk populations (as articulated by the Town of Madison Strategic Plan).
 - a. Tactic: Quantify measurable goals for expansion of programs for each population.

Principal/s: Staff
Timeline: Y1, Q1
 - b. Tactic: Develop attendee surveys as a tool for program staff.

Principal/s: Staff
Timeline: Y1, Q4

3. Curate and disseminate information on key issues articulated in Madison's Strategic Plan, including: healthy families, public health, environmental education, and peer support for at-risk populations.

a. Tactic: Create informational Town of Madison-related display in prominent place within library.

Principal/s: Staff
Timeline: Y2, Q2

b. Tactic: Create opportunities to obtain Town of Madison information via opt-in library's Constant Contact.

Principal/s: ED
Timeline: Y3, Q1

c. Tactic: Where appropriate and advisable, develop programs in concert with the Town of Madison.

Principal/s: Staff
Timeline: Y2, Q1

4. In concert with Friends, formalize and expand volunteer opportunities within the library as a way to increase and promote civic engagement, as articulated in the Town of Madison's Strategic Plan.

a. Tactic: Update volunteer application.

Principal/s: Friends, Staff
Timeline: Y1, Q2

b. Tactic: Publicize opportunities.

Principal/s: Friends, Staff
Timeline: Y1, Q2

5. Maintain the commitment to Madison's schools (public and private) to provide programs and resources both in the schools and at the library.

a. Tactic: Strengthen partnerships with schools through building relationships with key contacts.

Principal/s: Staff
Timeline: Y1, Q1

- b. Tactic: Gather information relative to school curriculum as well as other needs.

Principal/s: staff
Timeline: Y2

- 5. Cultivate partnership with Madison Youth and Family Services as well as the Senior Center for information sharing and possible collaborations.

- a. Tactic: Establish avenue to facilitate sharing of pertinent information by maximizing relationships with key contacts.

Principal/s: Staff
Timeline: Y1, Q4

Goal #3 Revenue for Sustainability

Explore and pursue all opportunities for earned revenue, investment income, private philanthropy, and grants in order to sustain the library's short and long term needs on behalf of the community.

Objectives:

1. Ensure adequate staffing to support all current, expanded and new initiatives.

- a. Tactic: Develop job description and launch search for support staff.

Principal/s: ED
Timeline: Y1, Q2

2. Increase annual unrestricted revenue to meet the budgetary needs of the newly expanded library through increased revenue from the annual appeal, fundraising events, and various fundraising opportunities.

- a. Tactic: Participate in the Great Give.

Principal/s: Devel. Comm.
Timeline: Y1, Q2

- b. Tactic: Participate in Giving Tuesday.

Principal/s: Devel. Comm.
Timeline: Y1, Q4

- c. Tactic: Clean up email distribution list so that all names and email addresses are current and correct.

Principal/s: Staff
Timeline: Y2, Q2

- d. Tactic: Expand email distribution list through ongoing inquiries for new memberships and membership renewals.

Principal/s: Staff
Timeline: Y2, Q2

- e. Tactic: Expand fall and spring direct response solicitations to include all donors (including capital campaign) who have supported the library during the past five years.

Principal/s: Devel. Comm.
Timeline: Y1, Q2

- f. Tactic: Improve experience of on-line donations by upgrading the library website.
Principal/s: ED, Devel. Comm. Chair
Timeline: Y1, Q1
 - g. Tactic: Continue to increase donor prospect database for annual appeals.
Principal/s: Devel. Comm., Staff
Timeline: Y2, Q1
 - h. Tactic: Continue upward trajectory of fundraising events net revenue.
Principal/s: Devel. Comm.
Timeline: Y1, Q2
3. Increase the number of upper tier annual donors by proactively marketing giving categories identified in the Mary Eliza Scranton Society.
- a. Tactic: Encourage annual giving donors of up to \$99 to upgrade giving levels to qualify for membership in the MES Society (\$100+).
Principal/s: Devel. Comm.
Timeline: Y1, Q4
 - b. Tactic: Enact stewardship initiative to ensure continuing support of persons at the MES level.
Principal/s: ED, Devel. Comm.
Timeline: Y2, Q1
4. Sponsor events that serve the purposes of raising funds, fortifying friendships, improving donor relationships, and forging new community partnerships.
- a. Tactic: Board-hosted fund and/or friend raising events.
Principal/s: Devel. Comm.
Timeline: Y1, Q3
 - b. Tactic: Scranton Library Friends-hosted events fund and/or friend raising events.
Principal/s: Friends
Timeline: Y1, Q3
 - c. Tactic: New library open house, with staff/building committee led tours.
Principal/s: Staff
Timeline: Y1, Q3

- d. Tactic: Expand business participation in the Support Your Local Library fundraiser.
 - Principal/s: Devel. Comm.
 - Timeline: Y1, Q3
 - e. Tactic: Use social media as a tool for communications and for direct fundraising.
 - Principal/s: Staff
 - Timeline: Y2, Q1
5. Identify grant funding sources whose purposes and demographic parameters align with the mission and location of the library.
- a. Tactic: Create calendar of current grantor prospects to enable Board and development committee members to assist library director with completion of select grant proposals.
 - Principal/s: Staff
 - Timeline: Y3, Q1
 - b. Tactic: Launch prospect research to determine additional grantor prospects.
 - Principal/s: Staff
 - Timeline: Y3, Q2
 - c. Tactic: Maintain productive relationship with the Community Foundation for Greater New Haven.
 - Principal/s: ED., Board Pres, Devel Comm. Chair
 - Timeline: Y1, Q1
6. As the primary library stakeholders, maintain the current practice of 100% Board giving of members for each year.
- a. Tactic: Ensure inclusion in Board roles and expectations.
 - Principal/s: Gov. Comm.
 - Timeline: Y1, Q1
7. Maximize the level of engagement of the Board in fundraising through engagement in prospect identification, cultivation and solicitations, as well as in donor stewardship.
- a. Tactic: Ensure inclusion in Board roles and expectations.
 - Principal/s: Gov. Comm.
 - Timeline: Y1, Q1

- b. Tactic: Solicitation training and mentoring, possibly via outside counsel, as needed.
 - Principal/s: ED, Devel. Comm.
 - Timeline: Y2
 - c. Tactic: For prospects (individuals, foundations, corporations), systematically determine where relationships exist from among library stakeholders, most notably Trustees and Friends.
 - Principal/s: Devel. Comm.
 - Timeline: Y1, Q3
 - d. Tactic: Ensure that select prospects are reviewed on an ongoing basis by the Board.
 - Principal/s: Devel. Comm., Board Pres.
 - Timeline: Y1, Q3
8. Continue the current upward trajectory of a strong and vibrant library development committee.
- a. Tactic: Ensure that there are development committee roles and expectations.
 - Principal/s: Devel. Comm. Chair
 - Timeline: Y1, Q1
 - b. Tactic: Ensure continuing strong, effective development committee leadership.
 - Principal/s: Board Pres.
 - Timeline: Y1, Q1
 - c. Tactic: Develop and implement a recruitment plan to ensure that the development committee has strong leadership representation from among members of the Board, Friends, and the community at large.
 - Principal/s: Devel. Comm. Chair
 - Timeline: Y1, Q3
 - d. Tactic: Ensure that the Board is privy to the workings of the development committee and aware of the essential role that ALL Board members must play to grow revenue for the library.
 - Principal/s: Devel. Comm. Chair
 - Timeline: Y1, Q3

9. Ensure continuing relationships with, and support from, current donors through a proactive stewardship initiative.

a. Tactic: Ensure prompt acknowledgement of donors upon receipt of gift.

Principal/s: Staff
Timeline: Y1, Q3

b. Tactic: Share donor lists at monthly Board meetings so that members who have personal relationships may extend to these donors their personal thank you.

Principal/s: ED, Devel. Comm. Chair
Timeline: Y1, Q1

c. Tactic: Implement high impact, low-cost methods to recognize donors, i.e. website, newsletter.

Principal/s: ED, Devel. Comm.
Timeline: Y2, Q1

d. Tactic: Sponsor annual donor appreciation reception.

Principal/s: Devel. Comm.
Timeline: Y1, Q3

10. Reach out to local businesses and corporations to support the library.

a. Tactic: Develop inventory of local businesses and corporations.

Principal/s: Devel. Comm., ED
Timeline: Y2, Q2

b. Tactic: Maximize opportunities for corporate matching gifts.

Principal/s: Staff
Timeline: Y2, Q3

11. Launch a planned giving initiative in order to provide the library with long-term sustaining support.

a. Tactic: Board consensus to launch.

Principal/s: Devel. Comm.
Timeline: Y2, Q3

- b. Tactic: Task force comprised of select Board and Friends members to define parameters of the program and to outline marketing strategies.

Principal/s: Devel. Comm., Friends
Timeline: Y2, Q3

12. Capitalize on the value of new and strengthened relationships gained from the capital campaign into the ongoing fundraising efforts of the library.

- a. Tactic: Donor stewardship.

Principal/s: Devel. Comm., Staff
Timeline: Y2, Q1

- b. Tactic: Identify library leadership candidates for the Board, the development committee, and appropriate task force/s from among select campaign donors.

Principal/s: Gov. Comm., Devel. Comm.
Timeline: Y1, Q3

- c. Tactic: Campaign donors added to prospect roster for continuing giving.

Principal/s: Staff
Timeline: Y1, Q2

- d. Tactic: Ongoing “bricks” initiative for annual unrestricted revenue.

Principal/s: Devel. Comm., Staff
Timeline: Y1, Q1

13. Ensure adequate revenue to meet the newly expanded library’s ongoing capital needs for maintenance, repairs, and replacement.

- a. Tactic: Biennial inventory to determine immediate, short term needs.

Principal/s: Staff
Timeline: Y2, Q3

14. Explore opportunities for earned revenue.

- a. Tactic: Space rentals.

Principal/s: Staff
Timeline: Y2, Q3

- b. Tactic: Staff notary service.

Principal/s: Staff
Timeline: Y2, Q3

c. Tactic: Passport service.

Principal/s: Staff
Timeline: Y2, Q3

d. Tactic: Cafe

Principal/s: Staff
Timeline: Y2, Q3

Goal # 4 Culture of Engagement

Maximize a culture of community engagement to facilitate the library's capacity to further its mission, vision, services, and ensure a thorough understanding of the library's value and positive impact by stakeholders, potential stakeholders, Town officials and the community at large, as well as maintain awareness of community issues.

Objectives:

1. As Friends represents a primary group of library stakeholders, take steps to maximize a productive and mutually beneficial relationship.

- a. Tactic: Memorandum of Understanding to define parameters of relationship between the library Board and Friends.

Principal/s: Friends Pres., Board Pres.
Timeline: Y1, Q1

- b. Tactic: Maximize synergy between library Board and Friends Board to support one another's efforts through stewardship.

Principal/s: Friends Pres., Board Pres., ED
Timeline: Y1, Q1

2. Continue to strengthen the synergy between the library and Madison Town elected officials.

- a. Tactic: Library to be represented at select meetings, including Board of Selectmen, key Town committees, and select community and civic gatherings.

Principal/s: Board Pres., Board of Trustees, ED
Timeline: Y1, Q4

- b. Tactic: Maintain continuing dialogue between Town and library principals.

Principal/s: Officers, ED
Timeline: Y1, Q1

- c. Tactic: Where appropriate and advisable, dovetail elements of Town Strategic Plan with that of the library.

Principal/s: Board Pres., ED
Timeline: Y1, Q1

- d. Tactic: Update and execute Memorandum of Understanding with the Town of Madison.

Principal/s: Board Pres., Officers
Timeline: Y1, Q4

- 3. Cultivate relationships with the broad arc of local/civic groups and, where advisable and feasible, take steps for collaborations.

- a. Tactic: Develop inventory of community and civic groups.

Principal/s: Staff
Timeline: Y2, Q1

- b. Tactic: Explore where there are library stakeholder relationships.

Principal/s: Staff
Timeline: Y2, Q2

- c. Tactic: Through outreach to town-wide service and civic organizations, determine optimum relationship with each group and develop strategies for engagement.

Principal/s: Staff
Timeline: Y2, Q3

- 4. Focus efforts to expand the library's presence in the community.

- a. Tactic: Develop a system to identify Madison new residents and determine how best to reach out to them to join the library initially and to engage them in the library's vision.

Principal/s: Staff
Timeline: Y3, Q1

- b. Tactic: Coordinate with Madison Newcomers Club.

Principal/s: Staff
Timeline: Y3, Q1

5. Develop a marketing plan to increase the visibility of the library and the services that it provides, thereby ensuring that the community at-large is aware of the library's programs, services and the impact that it makes on quality of life.

a. Tactic: Determine if current library communications are of optimal effectiveness.

Principal/s: Staff
Timeline: Y2, Q3

b. Tactic: Consistent and effective messaging.

Principal/s: Staff
Timeline: Y1, Q3

c. Tactic: Crafting of elevator speech.

Principal/s: Devel. Comm.
Timeline: Y1, Q3

d. Tactic: Board members, Friends, and staff serving as primary ambassadors.

Principal/s: Devel. Comm., Friends, Board Pres.
Timeline: Y2, Q2

e. Tactic: Develop library newsletter, which would include "soft" ask.

Principal/s: Staff
Timeline: Y1, Q3

6. Update and enhance library branding.

a. Tactic: Establish a cohesive, branded on-line presence through library website, social media, YouTube, and e-marketing.

Principal/s: Staff
Timeline: Y1, Q1

b. Tactic: Develop coordinated print materials.

Principal/s: Staff
Timeline: Y1, Q1

7. Implement a system for capturing and, where appropriate, implementing patron suggestions.
 - a. Tactic: Create program feedback surveys and implement a system to collect them 2-3 times per year.

Principal/s: Staff
Timeline: Y2, Q1

- b. Tactic: Facilitate access of general survey forms via in-person and online.

Principal/s: Staff
Timeline: Y2, Q1

Goal #5 Internal Operations and Management

Ensure the highest standards of public service by maximizing our greatest asset - our staff - in order to provide welcoming, informed, and high-quality customer service.

Objectives:

1. Attract and retain talented library staff by fostering a culture of professional excellence.

- a. Tactic: Implement annual goal setting process for all staff.

Principal/s: ED
Timeline: Y1, Q1

- b. Tactic: Stay abreast of current compensation standards.

Principal/s: ED
Timeline: Y1, Q1

- c. Tactic: Support ongoing professional development at all levels of the organization.

Principal/s: ED
Timeline: Y1, Q1

2. Provide the newly expanded library with ongoing resources of sufficient staff and equipment in order to optimize full potential of the facility.

- a. Tactic: Conduct annual review and inventory of facility needs to ensure upkeep of physical plant, thereby avoiding deferred maintenance.

Principal/s: Staff
Timeline: Y2, Q1

- b. Tactic: Increase custodial staff.

Principal/s: ED
Timeline: Y1, Q2

- c. Tactic: Streamline support services in order to increase library staff engagement with library users.

Principal/s: Staff
Timeline: Y1, Q1

- d. Tactic: Exercise responsible, ethical, and legal stewardship of library financial resources.

Tactic: Principal/s: Finance Committee, ED
Timeline: Y1, Q1

- 4. The Board, in partnership with the library director, shall ensure maximum synergy with library staff.

- a. Tactic: Annual staff appreciation event.

Principal/s: Board Pres.
Timeline: Y1, Q2

- b. Tactic: Regularly schedule staff presentations to the Board.

Principal/s: ED, Board Pres.
Timeline: Y1, Q3

- 5. Exercise responsible, ethical and legal stewardship of library financial resources.

- a. Tactic: Ongoing analysis of all expenditures.

Principal/s: ED
Timeline: Y1, Q1

- b. Assess and maximize usage of database.

Principal/s: Staff
Timeline: Y1, Q1

Addendum One

Leadership

Board of Trustees 2019 – 2020

Officers

- **President:** Nicole Wiles
- **Vice President:** Paul Petrie
- **Treasurer:** Richard Davis
- **Secretary:** Jessica McCullough

Trustees

- Maria Barnikow
- Christine Beirne
- Donald Craft
- Tyler Dennett
- Sara Greenwood
- Henry Griggs
- Keith Luckenbach
- Michael Maney
- Sue Paton
- Betsey Piner (President, Scranton Library Friends)
- Francis Pullaro
- Anne Scott
- William Stableford

Strategic Direction Committee

Chair

- Paul Petrie

Members

- Christine Beirne
- Beth Coyne
- Jessica McCullough
- Betsy Piner
- Francis Pullaro
- Charles Tyson
- Nicole Wiles

- Sunnie Scarpa, Library Director
- Bob Serow, Counsel

Officers of Scranton Library Friends

- **President:** Betsy Piner
- **Vice President:** Joan Filbey
- **Secretary:** Sandy Long
- **Co-Treasurers:** Caroline Guenther, Matthew Lubanko
- **Membership Chair:** Pauline Murphy

Addendum Two

Pro Forma Best Practice Documents

A.

Governance Committee Roles and Expectations

Composition

Unlike other Board committees, it is recommended that the Governance Committee membership is limited to Board members only.

Ranking

With its mandate to oversee the general governance of the organization, the Governance Committee should be considered as the premier standing committee for the Board. Accordingly, Committee chair and members should possess a thorough knowledge of organizational mission, vision, values and programs, strengths and challenges.

Expectations

- Through ongoing review and monitoring, ensure that bylaws are up to date and relevant. Where appropriate and timely, recommend to the Board bylaw revisions.
- Review and recommend core documents applicable to best business practices of organizational dynamics, including but not limited to, Board roles and expectations, Committee and Task Force roles and expectations.
- Determine areas of expertise and skills needed for Board candidates to complement attributes of current members of the Board (gap analysis).
- Serve as the leadership point for ongoing 12 month per year talent search for Board candidates who, through their commitments, talents and skills, would further organizational mission.
- From talent search, nominate slate of new members for Board approval.
- Nominate slate of officers for Board approval.
- Ensure effective on-boarding orientation of new Board members.
- Ensure effective exit discussion with departing Board members.
- Provide guidance and oversee annual Board-member evaluation.
- Oversee the annual evaluation of organization's chief executive

B.

Elements for Board Member Individual Assessment

- Understanding of mission, vision and values.
- Knowledgeable about programs and services.
- Understand bylaws.
- Keep up to date on trends and important developments related to mission.
- Serve as an ambassador of mission and advocate of the broader trends and developments related to mission.
- In the role of fiduciary overseer, review and understand financial statements.
- Serve on a standing committee and/or task force.
- Enjoy a productive relationship with CEO.
- Understand and support the notion that management falls under the purview of the CEO, while the board's purview lies in policy and fiduciary oversight.
- Understand and engage in the steps of board recruitment, including recommending candidates for the board.
- Understand that, as a leader and major stakeholder, a significant part of role as a board member is to lead by example. Therefore, make a stretch philanthropic contribution to yearly, to the best of financial ability.
- Understand and engage in the steps of the fundraising cycle of: identification, qualification, cultivation, solicitation, and stewardship.

- Engage in strategic planning.
- Engage in creating key linkages with persons and organizations in the community.
- Engage in creating linkages with elected officials and key members of government agency staff.
- Support the working documents of the Board.
- Regularly attend meetings of the Board of Directors and participate in a pro active and positive way.
- Additional comments:

Key:

- Grade 1= strong yes
- Grade 2= yes
- Grade 3= not sure
- Grade 4= no

C.

Steps to Recruit Board Members

Transparency and Preparation:

Know your organization and its needs; have essential collateral materials

- Clear, concise mission and vision statements
- **Board Expectations**
- Board roster
- Committees and task forces
- Bylaws
- Recent financial statement
- Strategic plan, if within 3 years of being current
- Case for Support

The Essential Step:

Be strategic

- Current Board member attributes, professions, and demographics.
- Through Gap Analysis, determine needed attributes, professions, and demographics to complement Board attributes.

Sources to Identify Prospective Board Members:

Be expansive

- Colleagues/peers
- Members of organizational committees and task forces
- Board members of like-nonprofits
- Community leaders and business principals
- Donors and prospects
- Former board members
- Local leadership programs
- Beneficiaries
- Volunteers
- Community Foundation
- Churches, synagogues, local colleges, universities

Vet and Cultivate:

The candidate is selling him/herself to the organization; so, in vetting candidacy, be certain that there exists:

- Value alignment with mission
- Shared vision
- **Adherences to Board Expectations**
- Sound ethical standing
- No conflicts of interest

Recruit:

The organization has vetted the candidate and the consensus is to move forward. Convey that you are providing candidate with an opportunity to lead and not to merely be a warm body occupying an empty seat. The following steps are similar to ones taken when making a major gift ask:

- Unless precluded by extraordinary circumstances, the enlistment meeting should be face to face
- Discussion of organizational mission and vision
- Transparency about organizational strengths and challenges
- Impact that the candidate can make
- Consideration of committee and/or task force where the candidate would serve

Adhere to key principles:

- Talent search is a year-long process
- Governance Committee should lead the way, and it should be the highest-ranking committee of the organization
- This said, talent search is not the sole responsibility of the Governance Committee, but of the board as a whole
- **BEWARE THE EMPTY SUIT!**

D.

The Case for Support

Purpose

The Case Statement is a document that is essential for all nonprofit's fundraising initiatives. Its primary purpose is to inspire (1) leadership, (2) advocacy, and (3) financial support through:

- Describing the organization and its “raison d'être;”
- Stressing organization's positive features;
- Anticipating and addressing questions that potential stakeholders may have about the organization;
- Articulating and justifying needs;
- Underscoring how funds raised will impact program participants and enhance the community that the organization serves.

Crafting the Case

The Case is developed through a process of self-examination. To be effective, it must:

- Be succinct and written in straightforward, easily understood language designed to inspire the reader and lead him/her to action.
- Underscore the essential needs of the organization through convincing arguments.
- Be inclusive, where members of major stakeholders of staff and Board, and potential stakeholders are afforded the opportunity to provide input and insights.
- Convey a sense of urgency and inspire a personal desire to provide leadership, advocacy, and/or philanthropic support.

Utilization of the Case

Although parts of the Case may be excerpted for a promotional piece for distribution to a wide audience, its primary usage is intended for select person/s in order to set into motion their engagement in, and support of, the organization.

Perspective of the Case: Its Critical Importance

An organization's success in raising philanthropic funds is predicated on the three elements of:

- **Case**
- Prospects
- Leadership

Many in the nonprofit community believe that a strong and effective Case contributes to the success of cultivating prospective donors and leaders.

E.

Development Committee Roles and Expectations

As the highest level of collective fundraising leadership, Development Committee members must understand, support and feel a genuine passion for the organization's mission. The Committee should be chaired by a member of the Board; other members may include Board as well as non-Board members.

Major Responsibilities:

- Embrace the mission and vision of the organization.
- Within the context of considering the organization as among primary nonprofit interests, provide annual philanthropic gift support accordingly. This proviso would apply to both Board and non-Board members of the Committee.
- Engage pro actively in fundraising to: identify, qualify, cultivate and solicit prospective donors, as well as engage in stewarding current donors.
- Provide advice on fundraising strategies and tactics.
- Attend and support select organization events.
- Lend name to publicity and/or other public relations materials related to the organization.
- Serve as ambassador for the organization's mission and advocate for its deserving of significant philanthropic support.
- If the opportunity presents itself, identify candidates for the Board who may represent effective members of the Development Committee.
- Attend and engage proactively in Committee meetings on a regular basis.

F.

Launching a Low Cost, High Impact Planned Giving Program

The Guiding Principles:

- For an organization not to launch a planned giving program would most likely result in leaving substantial gift potential on the table.
- For the donor, making a planned estate gift serves to “protect” investments of his/her lifetime contributions.

Key Prospect Attributes:

- Age
- Longevity and extent of engagement
- Longevity of financial support

Overcoming Common Impediments:

- Understand that planned giving should enhance, not hinder, the annual fund.
- Know that 95% of planned gifts are made via simple, non-complex bequests that do not require knowledge of complex estate giving venues.
- Believe that a planned gift is not about death, but about creating legacy.
- Provide a safety net contingency to ensure that funds raised will continue to adhere to donor intent, should the organization either cease to exist or change its mission and purpose.

THE INITIAL, ESSENTIAL STEP:

- **CREATE A LEGACY SOCIETY** (with a name that is reflective and appropriate to organizational history, legacy, and mission. Examples: year of founding, founder, etc.)

Organizational Due Diligence:

- Develop work plan of timeline benchmarks.
- Identify staff point person to steward and grow Society membership.

- Strategically position planned gifts as *primary venue* for select major gift asks, particularly if in the midst of a campaign to raise funds for endowment and/or reserved fund.
- By a similar token, strategically position planned gifts as *backup position* for select outright asks.
- (Optional) Consider forming a planned giving advisory committee of persons in the legal and financial planning sectors; their primary role would be to advise on complex estate gifts. Also, where appropriate and within legal and ethical boundaries, members may advocate organization to select clients for designation of estate commitments.)

Marketing:

Step 1: Acknowledge known bequest intentions, welcoming these persons as charter members to the Legacy Society.

Step 2: Develop strategy to identify and approach primary and secondary markets.

Step 3: Add planned giving and Legacy Society to current communications and appeals.

Step 4: Consider discreet communications/appeals to targeted groups (age, engagement, longevity).

Step 5: Create effective and interactive portal for Legacy Society on website.

Step 6: Launch an effective stewardship initiative, perhaps via hosting an annual “behind the scenes” reception for Legacy Society members.

Step 7: (Optional) If a planned giving advisory committee is formed, under its aegis host seminars to address the more complex estate giving options, such as trusts, annuities, retirement funds and life insurance policies.

The Essential Role of the Board:

- Approve formation of planned giving legacy society.
- Approve gift acceptance policies to establish parameters for planned gifts.
- Consider enlisting as charter members of the Legacy Society.
- Identify and cultivate peers and colleagues to join the Society.
- Actively participate in Society stewardship activities.
- Serve as an ambassadors and advocates for the Society.
- Support an operating budget that funds planned giving marketing initiatives.

- Through governance committee, actively recruit member of legal or financial planning industry for Board membership.
- (Optional) If member of the legal or financial planning industries, join planned giving advisory committee, encouraging peers in the industry to join as well.
- (Optional) Identify legal or financial advisors in community as educators and/or advocates.

G.

Major Gift Fundraising Cycle

Identification

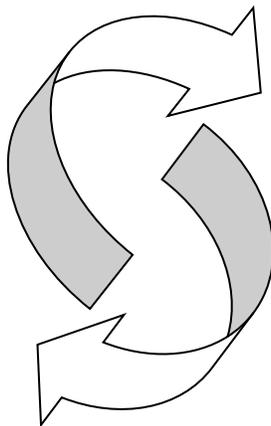
Qualification

Cultivation

Initial Solicitation

Stewardship

Subsequent Solicitations



H.

Elements to Qualify a Prospective Donor

- Wealth
- Propensity to give.
- A history of philanthropy in the community.
- Evidence of leadership and volunteerism in the community.
- Alignment to your organization's mission and vision.
- **A personal link/relationship to principal in your organization.**
- Willingness of your organization's principal to reach out and connect with the prospect.
- Willingness of your organization's principal to participate in engaging the prospect in the organization through cultivation activities.
- Willingness of your organization's principal to solicit financial support of the prospect.

Addendum Three

Town and Library Strategic Plans Alignments

Library mission:

- Provide access to information
- Foster lifelong learning
- Cultivate relationships among residents

Madison guiding pillars:

- Community
 - Cultural programming and recreational opportunities
 - ADA accessible meeting space for local groups
 - Community service opportunities for volunteers
 - Accessible and neutral community space for relationship building of all kinds; peer-to-peer, multigenerational, intentional and serendipitous
- Economic Development
 - Passive resources for current and aspiring business owners and entrepreneurs – i.e. books, online research tools, business/investment databases
 - Active learning opportunities – business-related programming, financial literacy, and tech training
 - Space for work from home/telecommuters – a variety of spaces to meet a variety of business needs
- Education
 - Pre-school visits/outreach to promote early childhood education and Kindergarten readiness
 - Story time and parent education to support early literacy skills
 - Programming and collection development to support K-12 curriculum in conjunction with Madison's school librarians

- Continuing education and lifelong learning opportunities for all ages; including environmental education and other programs to meet the needs identified in the Town's strategic plan

- Natural Resources
 - Library building itself is an example of forward thinking and environmentally responsible development, a leader in reducing our carbon footprint

 - Curate and disseminate information on local environmental issues and assets

 - Develop programming on a variety of environmental topics for all ages

- Government
 - Continue to build and expand partnerships with town departments in order to meet the needs of our community in the most effective and efficient way possible

 - Gather public feedback to aid the Town in addressing evolving community needs and drive innovation in how we meet them

Addendum Four

Basic Principles for a Strategic Plan

With a well thought out, relevant, and user-friendly strategic plan in place, a nonprofit possesses an essential tool, enabling it to: (1) make a maximum impact on their constituencies and communities served; (2) fulfill potential for fundraising revenue, and (3) ensure that it stays true to its mission. Accordingly, RLS Consulting is pleased to provide services in this essential area.

Values of a strategic plan:

- Clarifies mission and vision.
- Assesses the value of current programs and the extent of their impact on participants to the broader community.
- Provides an opportunity to consider expanding its existing programs and/or launching new ones.
- Facilitates development of consensual goals and objectives, serving to quantify the organization's vision for the future.
- Facilitates a frank and productive discussion of organizational strengths and weaknesses, thus serving as a mini *SWOT Analysis*.
- Fosters an inclusive process in order to capture the passion and intellectual capital of organizational stakeholders, most notably members of the Board of Directors.
- Yields a product that serves as a roadmap for best practices to both deepen impact, as well as to improve organizational performance and growth in critically essential areas, such as:
 - Governance
 - Service delivery/Programs
 - Communications
 - Marketing
 - Capital needs
 - Revenue

An inclusive process:

An effective and relevant strategic plan is not created in a vacuum. Rather, primary organizational stakeholders of staff and Board leadership need to be engaged. An inclusive process ensures that stakeholder perspectives are integrated into the planning process, facilitating their sense of ownership of the plan. This degree of ownership is imperative to a plan's being enthusiastically endorsed and proactively implemented, rather than being shelved in the archives in the organizational dust bin.

A user-friendly product of relevance and specificity:

Equally important to an inclusive process, the final product needs to encompass the four key qualities of:

- Being relevant to organizational mission, vision and priorities.
- Having overarching goals that reflect compelling and current organizational priorities.
- Being measurable with quantifiable objectives that are tightly aligned to each goal, specifying:
 - Tactics
 - Principals responsible for fulfillment,
 - Timelines for their completion
- Being user friendly, i.e. written in simple and direct language and not in complex, esoteric language, with far too much text clouding the essence of actions that need to be taken.

It is these principles that guide RLS Consulting in its partnership with nonprofits in the quest of crafting a strategic roadmap for organizational success and growth that encapsulate the elements of being:

- **Specific**
- **Measurable**
- **Actionable**
- **Realistic**
- **Time-Bound**

RLS consulting, LLC

The art and science of creative solutions in governance and philanthropy

Bob Serow has spent his entire career working to further the missions of nonprofit organizations through advancing their capacity in governance and fundraising. He is founder and principal of the firm *RLS Consulting* and also serves as a consultant of choice for the *Community Foundation for Greater New Haven* and the *Hartford Foundation for Public Giving*. In this capacity, Bob has counseled more than seventy organizations in the greater New Haven and Hartford areas in the broad categories of governance, organizational capacity building, and fundraising strategies.

Through experiences gained in his career, Bob provides counsel to clients in strategic planning, capacity building, fundraising, governance, leadership development and organizational management. Specialized areas include capital campaigns, organizational assessments, major and planned gift strategies, case development, new donor development, strategic plans, operations plan, fund development plans, board retreats, executive coaching, and staff mentoring. Further, Bob may serve as interim senior-level manager for clients during periods of staffing transition.

Prior to founding *RLS Consulting*, Bob served in senior capacity for a number of distinguished institutions, including Yale-New Haven Hospital, New York University Hospitals (Tisch, Rusk, Hospital for Joint Diseases), Lehigh Valley Hospital and Health Network, American Heart Association Heritage Affiliate, Calvary Hospital, and the Community Renewal Team (of Greater Hartford).

Bob's career is distinguished by leadership in the *Association of Fund-Raising Professionals* (AFP), where he served on the boards of National AFP and the National AFP Foundation for Philanthropy. Here, Bob chaired both major gifts for the Foundation board, as well as the governance task force for AFP National board. Further, Bob served as president of AFP Greater New York Chapter and chaired *Fund-Raising Day in New York*, the nation's largest and premier single day conference for fund raising professionals.

Bob is proud of his current board services: *Project Access New Haven*, where he chairs the development committee and, serves on both the governance committee and the strategic planning task force, *The Merritt Parkway Conservancy*, and the *Interfaith Volunteer Care Givers of Greater New Haven*, where he chairs the board.

And finally, in his leisure time, Bob enjoys his passion in creative writing, authoring several works of poetry, short stories and, most recently, a one-act play.