

# TIMBERLAND REGIONAL LIBRARY

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## 5-Year Strategic Planning Project

Submitted on November 01, 2023, by



The Athena Group, LLC

*Olympia ♦ Seattle ♦ Portland ♦ Los Angeles*

(360) 754-1954

[www.athenaplace.com](http://www.athenaplace.com)

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# Letter of Interest

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November 1, 2023

Rose Enos-Weedmark  
Administrative Coordinator, Timberland Regional Library  
313 8th Ave SE  
Olympia, WA 98501

Dear Rose Enos-Weedmark:

Thank you for considering this proposal for Timberland Regional Library's request for proposals for a consultant to help develop a 5-Year Strategic Plan. The Athena Group, LLC is a team of community engagement and strategy experts who believe the best solutions to complex challenges start with engaging those who interact with and utilize the services and programs our clients provide. We help organizations and communities discuss difficult issues, learn from each other, and move forward in productive ways.

Our team brings over 20 years of experience leading community engagement work, strategic planning, and creating actionable plans that have meaningful impacts across Washington State from the Governor's Office to King County to Tumwater. We believe we can help you on this next part of your journey as you build shared clarity on strategic priorities, create a practical plan for implementation, and foster ownership and responsibility for ideas and solutions that can be put into action to achieve TRL's vision for this project.

We would consider it a great privilege to continue putting our skills, knowledge, and experience into working for Timberland Regional Library. Please contact me directly at karenm@athenaplace.com, (360) 808-8875 about this proposal. We look forward to working with you.

Sincerely,

Karen Meyer, Partner  
The Athena Group

## **Project Understanding**

We understand that the Timberland Regional Library seeks a consultant to partner with them in the co-creation of a 5-Year strategic Direction. This plan will reflect the voices of a wide variety of stakeholders: staff, communities, Board of Trustees, and Library Friends groups, and will result in a comprehensive Strategic Direction for the organization.

## **Our Proposed Team**

Our proposed consultant team has extensive experience leading strategic planning and visioning processes for public and non-profit organizations. The Athena Group team is skilled in planning and facilitating highly inclusive meetings and leading structured discussions to meet client goals.

Our proposed consultant team is Karen Meyer, Paul Horton, and Dr. Anthony Campbell who have extensive experience leading strategic planning and visioning processes, public participation, and stakeholder engagements for public, private, and non-profit organizations. All three are skilled in planning and facilitating highly inclusive meetings and leading structured discussions to meet client goals. Karen will serve as project manager and the first point of contact between the client and the consultant team. She will lead the stakeholder engagement portions of the project. Paul will lead the strategic planning portions of the project. Anthony will help design the stakeholder engagement process and will analyze, synthesize, and report on the data.

## **Our Approach to Strategic Planning**

The process by which we build a strategic plan creates opportunities for stakeholders from across TRL's ecosystem to build shared purpose through dialogue and relationships. Through a thoughtful process of discovery, design, delivery, and debrief, coupled with effective project management, we will help you establish a unified mission, vision, and values co-created through broad engagement of stakeholders.

We will help you explore and develop "grand challenges" toward which to strive, and then set a series of goals, strategies, and key metrics through the intentional exploration of the organization's existing strengths and gaps. Our preference is to work with clients who are open to integrating the sustainability trifecta of socially, fiscally, and environmentally responsible goals and strategies, including diversity, equity, inclusion, and accessibility aspirations.

A second layer of work in our strategic planning process is to help you operationalize the plan through identifying and prioritizing the work necessary to achieve the goals and strategies over the next three months, six months, to one year. Then we help you identify and assign the resources to the work, create a timeline, and establish systems and meeting protocols to track and change the work overtime.

## **About Athena**

The Athena Group, LLC is a women and minority-owned consulting business, headquartered on the traditional territories of the Coast Salish, specifically the Nisqually and Squaxin Island people—otherwise known as Olympia, WA.

We are becoming an anti-racist, self-organizing, for-purpose enterprise that cultivates the capacity for transformational change in individuals, systems, and society. As our clients move towards their vision of a better world, we support them through our leadership development, organizational health, and community engagement services and products. We intentionally work with a mindset of shifting away from "power over" to "power with" internally and with our clients—helping to engender a world where



economic prosperity for all is inevitable, and social equity and environmental responsibility are local and global priorities.

The Athena Group has served over 250 clients through successful completion of 600+ contracts in state, regional, and local governments, as well as business and community-based organizations since 1999. We are licensed to do business in Washington, Oregon, California, Colorado, and Hawaii.

The Athena Group, LLC	
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Website	<a href="http://www.athenaplace.com">www.athenaplace.com</a>
State of Incorporation	Washington
WA Statewide Vendor Reg.	SWV0169632-00
WA UBI Number	603 303 751
Tax ID Number	46-3407964
WBE/DBE Number	W2F0017471/D2F0017471
DUNS Number	08-003-1319
UEI Number	LUMHLE4BSZA
Project Contact	Karen Meyer, karenm@athenaplace.com, (360) 808-8875
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# Minimum Qualifications

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**A. Consultant must have successfully performed at least one contract with a public agency of comparable size to the TRL, with services similar to those expected by the TRL for this contract.**

The Athena Group conducted a highly inclusive strategic planning process for the King County Housing Authority's (KCHA) Resident Services Division. As a part of this project, we conducted a Community Network Analysis (CNA), which included a review of demographics (Census and client-supplied datasets) and conversations with identified community connectors to understand how each group typically receives and shares information. We also created a highly detailed Stakeholder Engagement Plan that helped to ensure the engagement approaches centered on the stakeholders and honored existing norms and relationships. Next, we conducted a survey and a series of focus groups with an extensive list of both internal and external stakeholders. The results of this analysis provided invaluable insights into both current challenges and opportunities to help shape the subsequent strategic planning phase.

Finally, we facilitated development of the key components for KCHA Resident Services 5-Year Strategic Plan including vision and mission statement, core values, long term goals, yearly objectives, action plans, and clear metrics for success, and highly detailed recommendations for managing effectively to the plan going forward.

**B. Consultant must have experience working with strategic planning projects with considerable experience in staff, stakeholder, and community engagement.**

We are currently engaged in a project with Public Health Seattle & King County (PHSKC) to develop their 5-year strategic plan. The primary objective of this project is to anchor the strategic plan in the fundamentals of anti-racism while centering the voices and experiences of community partners, public health partners, and staff. This project involved substantial collaboration with the client to design robust engagement strategies that catered to the diverse needs of their stakeholders. Our approach included an outreach strategy comprising of listening sessions, surveys, and co-creative spaces where stakeholders felt safe to express their needs and aspirations for the future. The insights gathered from these engagement efforts are being used to facilitate highly inclusive and engaging strategic discussions between staff and community partners.

**C. Consultant must have demonstrated experience integrating Equity, Diversity, and Inclusion (EDI) into their work and engagement and facilitation approach. The Consultant must also have a deep understanding of the planning and effort necessary to produce a process and a product that is grounded in EDI.**

Dr. Anthony Campbell, Karen Meyer, and other Athena Group consultants worked with the Kitsap County Stormwater Division's Education and Outreach Team (KCPW) and the West Sound Stormwater Outreach Group (WSSOG) in the development of strategic recommendations to enhance outreach efforts for overburdened communities. What was unique about KCPW and WSSOG is that they had already started their journey toward being an anti-racist collective that prioritizes diversity, equity, and inclusion (DEI). The KCPW team and WSSOG members recognized that community members are holders of local knowledge and are responsible for listening, elevating, and making space for all community voices. Therefore, the purpose of this work was not to focus on *Why* reaching overburdened communities is essential but to instead support the group with a focus on *How* to undertake effective outreach and engagement with overburdened communities.

# Proposal Response

## Tab A: Background

Agency	Contact	Services Provided
<b>City of Olympia Equity Assessment</b>	Kelly Drake, DEI Coordinator (360) 239-0153 Kdrake@kdrake@ci.olympia.wa.us	Multi-phase assessment focused on the city workforce involving significant data collection (key informant interviews, surveys, discussion groups), as well as presentations to City leadership and the development of an equity tool and equity strategic plan.
<b>City of Lacey Homelessness Response Plan</b>	Rick Walk, City Manager (360) 491-3214 rwalk@ci.lacey.wa.us	Provided neutral facilitation of and strategic planning support to a diverse community workgroup that was tasked with developing a community-driven response to homelessness. It also included culturally appropriate interviews of persons experiencing homelessness and targeted outreach to a diverse range of local and regional partners (e.g., non-profits, other local governments, etc.) as well as two highly inclusive virtual community open houses to educate and gather input on different stages of plan development. Athena also produced a strategic homeless response plan document.
<b>King County Housing Authority Resident Services</b>	Shawli Hathaway Vice President, Resident Services (206) 826-5349 shawlih@kcha.org	Dr. Campbell, Paul Horton, and other Athena Group consultants collaborated with KCHA Resident Services leadership team to design and implement a robust engagement strategy that honored the diverse needs of KCHA residents. This effort entailed designing an outreach strategy that was composed of listening sessions, surveys, and co-creative spaces where residents were provided safety that empowered them to voice their needs and hopes for the future. The results of the engagement effort were then used to inform the development of strategic and measurable initiatives to ensure that residents are provided the highest quality services.

## Tab B: Demonstration of Experience

The Athena Group has the relevant demonstrated experience as evidenced in the following projects:

**King County Housing Authority, Jul 2021-Sep 2022**— Facilitated the development of the Resident Services Division’s 5-year strategic plan.

**Everett Housing Authority, Apr-Nov 2019**—Facilitated the Authority’s 2019 Board and staff planning retreats. Led developed of the agency’s new 5-year plan.

**University of WA’s Stroum Center for Jewish Studies, May-Dec 2018**—Facilitated the development of a new 5-year strategic plan.

**Seattle City Employees Retirement System, Oct 2017-Aug 2018**—Facilitated the development of a new 5-year strategic plan.

## Tab C: Project Plan & Approach

The overarching project approach detailed below focuses on stakeholder engagement and a structured, systems-based approach to strategic planning. Following this description is our detailed project plan.

### Engagement Approach

Our approach to community and/or stakeholder engagement is based on decades of experience working with diverse populations. At project initiation, we conduct a community network analysis (CNA), which includes a review of demographics within the geographic boundaries of the TRL service area (blending together TRL existing service users data and data resources utilized by Athena consultants), a follow-up conversation with the client, and additional conversations with identified community connectors to understand how each group typically receives and shares information. We refine our engagement plan based on those results.

We design each engagement to provide the best opportunity for each stakeholder to participate meaningfully and equitably, based on responses to initial outreach. Initial outreach to stakeholders identified in the above process will refine how to request feedback at planned engagements. Specific meeting design features could include integration of translation/interpreter services, different ways of communicating (story sharing, polling, different sizes of group discussions), relationship-building breakouts, and trauma-informed practices. This engagement will also rely on input and feedback from community partners and the network of stakeholders TRL has within the county.

Many individuals and families are navigating complex social systems and may not be in a place where they are able to access a virtual event or survey. We will engage with TRL staff and leaders to understand how to most effectively reach customers across the service area, language groups, age and other social strata.

### Analysis Approach

When analyzing data like what will be generated for this project, it is vital to remain as close as possible to 'care holders' and stakeholder's perspectives and words. That requires avoiding academic abstraction in the language of the consultants, as well as not grouping responses into themes that are too reductive. Ultimately, the foremost credibility test for this kind of work is whether the people who share can hear and see their experiences in the findings and themes. This compass for analytical credibility is significant when collecting input for strategic planning, given what is known about the relationship between stakeholders seeing themselves in the strategic plan and supporting that strategic plan.

The collected and co-created data, both by Athena and from the external vendor, will be analyzed using a thematic analysis framework. This process entails "fracturing" the collected data, reading the extracted text, and then seeking portions of the text that can be coded. As much as possible, *in vivo* (in the participant's words) coding will be used to stay in close proximity to the expressed experiences and perspectives. Coding can quickly become mechanical, which can result in diluting the participant's and respondent's unique experiences and words. Therefore, methodological self-consciousness will be embraced instead of methodological orthodoxy. As codes begin to be grouped in different ways, the development of themes will be guided by reflexive thematic analysis. This will enable the consultants to create a dialogue between their own interpretation of the data and what had been expressed and shared by TRL stakeholders. The risk in this approach is the emergence of a distortive kind of bias; however, through engaging fellow consultants who collected and co-created data, as well as discussing and sharing impressions and themes with TRL care holders through data checkbacks, it is believed that any bias that could significantly distort themes and findings will be recognized and mitigated.

## Strategic Plan Approach

As a broad planning framework, we will rely on the Framework for Strategic Sustainable Development, a generic, five-level model for planning in any complex system. This process will facilitate development of a strategic direction for TRL. This will include updated vision and mission statements, core principles (or values), a small number of strategic, long-range goals, yearly objectives, action plans, and clear metrics for success. The 5 levels are: Systems Level; Success Level; Strategic Level; Actions Level; and Tools Level.

### Systems Level

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At the level of System we consider the boundaries within which TRL operates. What is outside of TRL's control? What is fixed or non-negotiable? As part of this, we may consider any external forces that are currently, or could sometime in the relatively near future, exert pressure on TRL, forcing it to be reactive rather than proactive.

### Success Level

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The Success Level is shaped by the question: given what we know about the system, what does success look like? Other questions we will ask include: Where do we want to go? What do we want to achieve? What is our north star? How will we know once we've achieved it?

TRL's definition of success will include a compelling vision and its strategic goals. These will describe where and how TRL would like to focus its energy and resources within 3-5-years.

### Strategic Level

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We prefer a "back casting" approach. Beginning with the end in mind, we consider various step-by-step routes to attain success. One may then reassess the plan, as well as the envisioned future, as the things unfold in the real world. This allows one to plan and work more adaptively.

### Actions Level

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At this stage, people will brainstorm and ultimately prioritize potential measures to the issues, working to close the gap between the baseline (TRL's current reality) and its definitions of success. It is at this stage that measurable 1- and 3-year objectives are outlined.

### Tools Level

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At this stage, we consider tools that might help TRL manage its efforts to achieve its strategic goals and its measurable 1- and 3-year objectives. This stage includes the development of a dashboard with metrics. It is also here where we ensure that planning and action are integrated.

## Framework for Strategic Sustainable Development in Action

This approach includes 5 key strategic conversations. We recommend that as many staff as possible be present for at least the first three conversations. If some of TRL's stakeholders can attend these meetings all the better. We will pay particular attention to making the conversations highly inclusive and ensure that we are able to tap into the collective wisdom of the group. Draft agendas will be provided at least one week prior to each strategic conversation.

This proposal assumes that TRL will ensure that all conversation logistics are in order should these meetings be in-person, including space, food/refreshments, audio visual, and communications and scheduling with participants.

### **Strategic conversation #1 (~6 hours)**

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The first conversation will focus on the levels of System and Success. This begins with an overview of the Framework for Strategic Sustainable Development which will ensure that the participants begin the process with a common understanding that will be used to clarify where we are in the process and where we are heading next. We will then share a high-level overview of the most relevant results from the stakeholder engagement process. The integration of this feedback will happen through a series of individual reflections, small group discussions, and large group debriefs to align key areas of need with the TRL strategic plan.

At the level of System, we will consider, what are the boundaries TRL operates within? At the Success level, we will consider the question, what would 100% success look like. Following this, we will review the existing mission, vision, and values and discuss whether there is anything that is significantly incongruent with the previous discussion on success.

### **Strategic conversation #2 (~2.5 hours)**

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The second conversation will continue to focus on the Success level. Here, we will develop the rough outlines of the strategic, long-range goals. Afterwards, we will write up the meeting notes and produce a first draft of the strategic goals and submit them for review and comment.

### **Strategic conversation #3 (~4 hours)**

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The first portion of the third conversation will focus on refining the draft strategic goals. In the process, a handful of possible measurable objectives may emerge. The final part of the conversation will be spent trying to clearly define current reality (TRL's baseline). This will include not only the summarized results of the stakeholder feedback sessions, but also existing systems/infrastructure/operations and current finances. If time permits, we will build on any measurable objectives that may have emerged earlier or we may brainstorm new ones. The client may determine that only a sub-group of the staff will participate in this strategic conversation.

### **Strategic conversation #4 (~2.5 hours)**

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The fourth conversation will focus on the Strategic level. Utilizing a backcasting approach, we will identify key gaps between the envisioned future (including the strategic goals) and the current reality. Next, we will begin to brainstorm a list of strategies and actions (the Actions level) to fill the gaps.

### **Strategic conversation #5 (~2.5 hours)**

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The fifth strategic conversation will focus on completing the process of brainstorming actions to fill the gaps and prioritizing near- and mid-term actions. Our team will submit a handful of suggested prioritization questions for review and comment. They will also discuss with the client any additional prioritization criteria that may be appropriate for it. For instance: Is the action or initiative highly visible? Is the action or initiative easy to implement? Do we have leverage to implement this action?"

## Tab D: Additional Capabilities

Specific training and experience include:

### Community Based Participatory Research

Karen Meyer received a certificate in advanced Community Based Participatory Research through the University of Michigan School of Public Health. CBPR is a set of engagement approaches to use as a part of addressing what are becoming increasingly complex problems that require deep and intentional collaboration, giving those most impacted by inequities a genuine “voice” in creating and pursuing solutions.

### Liberating Structures

Karen is also trained in and a practitioner of Liberating Structures – a set of unconventional ways to unleash thinking, design, inclusion and planning. Liberating Structures are a set of approaches that can be used individually or as complementary sets to help people work together.

### Deep Democracy

Paul Horton is a certified trainer of Deep Democracy (the Lewis Method). Deep Democracy is a meeting facilitation methodology oriented towards an appreciation of difference and diversity. It offers a methodology for people to address conflict and come into conversation around complex issues and divisive or stuck dynamics to generate personal insights and uncover innovative possibilities for moving forward.

### Art of Participatory Leadership

Paul is also a trainer and expert practitioner of the Art of Participatory Leadership (AoPL). AoPL is a set of principles, methodologies and practices that support groups in having productive, interactive conversations that give voice to those in the room and move to wise action. Paul has trained on implicit bias and internalizing white privilege with leaders in these fields. He has also designed, and co-designed, engagements where DEI issues have central importance. This includes the Everett Housing Authority’s new 5-year strategic plan, the launch of the New Economy Washington coalition, and the Hispanic Roundtable of South Sound’s Dialogue on Race, Racism and Community Law Enforcement.



# Project Management Tasks and Communications

Below is an outline of how the Athena Group proposes to see out project management tasks and communications:

## Phase 1: Project Initiation, Coordination and Facilitation

Task	Description	Lead	Support	Deliverables
1.1	Project Kick-Off Meeting and project set-up	Karen	Team	Project Charter, high-level workplan

The Athena team will conduct a kick-off meeting with the project manager and team members (i.e., Strategic Planning Committee) to confirm project goals, clarify success criteria, identify project organization and lines of communication, identify key milestones, brainstorm project risks, and confirm roles and responsibilities. We will answer the questions "Who is likely to experience a disproportionate impact (marginalized communities and / or identities) and how can they be centered throughout this project? How can we ensure artificial timelines are not imposed in a way that precludes this?"

Task	Description	Lead	Support	Deliverables
1.2	Develop high-level project plan	Karen	Team	Monthly meetings

The Athena Group is committed to fostering positive and collaborative working relationships with our clients. Regular status and/or progress reporting is one way we do that. The Athena team will meet at regular intervals with each other and with the project sponsor(s) to ensure project integrity. These meetings will be held either by phone or video conference however agreed upon at the project kick-off meeting. Our budget currently assumes monthly status meetings with the client and weekly team check-ins.

Task	Description	Lead	Support	Deliverables
1.3	Meetings with Strategic planning team	Karen	Team	Issue log

The Athena team will work with the client project manager to identify and address issues as they arise. The Athena project manager will manage an issue log that team members and the client can contribute to.

Task	Description	Lead	Support	Deliverables
1.4	Project Closeout	Karen	Team	Lessons learned

The Athena team will lead a project closeout/lesson learned meeting to gather information, project improvement feedback and create the next steps. The facilitated lookback is a method for conducting a systems-level analysis. It uses a facilitator and a no-fault approach to probe the nuances of past decision making through moderated discussions. The facilitator will guide the discussion by reviewing a brief chronology of the major decisions and asks probing questions about key issues regarding what happened at various points during the project, key decisions that were made by various stakeholders, and how decisions were perceived and acted upon by others. The result is to elicit lessons learned.

## Phase 2: Engagement Planning

Task	Description	Lead	Support	Deliverables
2.1	Develop data collection plan	Karen	Anthony	Data collection plan

We will make certain that engagement occurs in a deep, meaningful, and safe manner. Given the nature of this project, including the multiple and diverse audiences, it will be important to embrace an emergent engagement strategy. We will develop a plan in collaboration with TRL leadership that assures each successive stage of engagement is informed by both what has already been learned and where “blind spots” might emerge. The plan will outline the timeline, audience, method, language access, facilitation or distribution plan, etc.

Task	Description	Lead	Support	Deliverables
2.2	Collect demographic information (to include in later report)	Karen	Anthony	Data Summary

Per Request for Proposal, we will work with TRL staff to collect, analyze and report on demographic information representative of the TRL service area. This task also includes the community network analysis (CNA) which will be combined with demographic information later in the process.

## Phase 3: Data Collection, Analysis, and Presentation of Results

Task	Description	Lead	Support	Deliverables
3.1	Survey Development	Anthony	Karen	Draft Survey, Revised Surveys, Two Check-In Meeting, and Finalized Survey

Based on what is learned during Phase 1, our past experiences, formal training, and industry best/promising practices, a survey draft survey instrument (with annotations) will be developed and shared with the project sponsors. At least one review and revise cycle will occur, with the consultants working to honor received feedback and offering explanation when the revision cannot be honored (fully or partially). Once the project sponsor approves a testing draft of the survey, an online version of the survey instrument will be developed. A key element of the review and revise process will be a survey pilot (explained in Task 2.2) conducted in collaboration with TRL staff. During this task, two thirty-minute meetings will be held with the project sponsor. Once the review and revise process concludes, the survey will be formally identified as “final” by the project sponsor. At this time, the online survey will be finalized.

Task	Description	Lead	Support	Deliverables
3.2	Survey Pilot	Anthony	Karen	Pilot Survey and Reflections Survey

A survey pilot process will be developed and administered whereby a sample of stakeholders (staff and library users) are identified, sent a unique (one use) link to a test survey (approved testing draft), and then provided with a link to share reflections on what should be kept and revised to enhance the survey. What is gleaned from the reflection survey submissions will be used to revise and finalize the survey instrument, with any such revisions being made fully transparent to the project sponsor.

Task	Description	Lead	Support	Deliverables
3.3	Survey Administration	Anthony	Karen	Survey Response Updates

The Athena Group consultant will administer the survey based on past project successes and formal training, which will include providing the project sponsor with weekly updates on survey response rates and other requested data points or metrics.

Task	Description	Lead	Support	Deliverables
3.4	Key Informant Interviews	Karen	Paul	Interview Protocol, Completed Interviews

Based on what is learned during Phase 1 and the survey, an interview protocol will be developed to deepen understanding. Based on what the consultants have learned and insights from TRL staff, key informants will be identified, invited, and interviewed.

Task	Description	Lead	Support	Deliverables
3.5	Check-In Meetings	Anthony	Karen	Meeting agendas and notes

Two one-hour check-in meetings will be held with TRL representatives selected by the project sponsors. These meetings will be focused on providing project updates, surfacing project needs, and making sure emergent understandings align with the lived/living experiences of TRL staff and external stakeholders.

Task	Description	Lead	Support	Deliverables
3.6	Data Analysis	Anthony	Karen	Project Updates

Rigorous analytical methods, which prioritize staying close to the words and experiences of community members (internal and external), will be used to identify themes, areas of focus, and opportunities for improvement that can serve as meaningful input to the strategic planning process. Data will be managed in alignment with best practices to make certain that promises of anonymity and confidentiality are honored.

Task	Description	Lead	Support	Deliverables
3.7	Presentations	Anthony	Karen	Meeting Agenda, Slides, and Notes

High quality, discussion-rich meetings will be designed and supported through engaging and conceptually accessible presentations. The focus of this presentation will be ensuring that there is a deep understanding of what has been learned during the engagement process and how it bridges the strategic planning process.

## Phase 4: Develop 5-Year Strategic Direction

Task	Description	Lead	Support	Deliverables
4.1	Plan and conduct sessions to create vision statement, mission statement, core values, long term goals	Paul	Karen	Meeting agendas/notes, vision and mission statement, core values, long term goals

We will facilitate five highly interactive strategic planning workshops (strategic conversations), as described above, with TRL staff and any others deemed appropriate by the client. Data captured from facilitated feedback sessions will serve as critical input into these workshops.

Task	Description	Lead	Support	Deliverables
4.2	Establish yearly objectives, action plan, and clear metrics for success	Paul	Karen	Objectives, timeline, & metrics

In this task we will develop the operational elements of the plan. While meeting together as a larger group is an option, smaller subsets of staff will be organized based on programmatic focus and will work together to develop yearly measurable objectives and appropriate metrics for each of the objectives. If we do not meet as a full group, we will prepare a short video clearly describing the exercise so that the smaller groups can do the work on their own as time permits.

Task	Description	Lead	Support	Deliverables
4.3	Compile results from strategic planning sessions; draft the 5-Year Strategic Plan	Paul	Karen	5-Year Strategic Plan document & worksheet

Outputs from strategic planning exercises and meetings will be captured in a 5-Year Strategic Plan document. All stakeholder input will be integrated into a visionary and tactical strategic plan. The visionary plan will be presented in a Word document and a high-level PowerPoint summary, and the tactical plan will be presented as an Excel worksheet with separate tabs for a plan summary, prioritized actions by goal, and plan tracking. These will be available for edits by Timberland Regional Library.

Task	Description	Lead	Support	Deliverables
4.4	Develop review process	Paul	Karen	Review plan timeline and high-level process document

Once the strategic plan has been created, a review process and timeline will be established including clear roles and responsibilities and key dates that will trigger the review process. The review process may be aligned with quarterly or annual review processes and include a process to integrate learnings from the plan implementation. This may also include an annual survey to establish a baseline and track progress year over year.

## Task 5: Close Out and Final Recommendations

Task	Description	Lead	Support	Deliverables
5.1	Develop final closeout report and recommendations			Project Close-out and Summary Report

The Athena Group will provide a close-out and summary report of the work completed including all relevant data, meeting summaries and other artifacts, planning and project management documents, and consultant observations.

## Estimated Schedule

Phases	Jan-Feb	Mar-Apr	May-Jun	Jul-Aug	Sep-Oct	Nov
<b>Phase 1:</b> Project Initiation, Coordination and Facilitation						
<b>Phase 2:</b> Engagement Planning						
<b>Phase 3:</b> Stakeholder Engagement, Analysis and Presentation of Results						
<b>Phase 4:</b> Develop 5-Year Strategic Direction						
<b>Phase 5:</b> Final Recommendations						

## Cost and Pricing

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We offer the firm and fixed price of \$90,878 (including travel and other expenses) to perform the work outlined in this proposal.

### Tab E: Cost Proposal

Tasks		Hours	Total Cost
Task 1	Project Initiation, Facilitation and Coordination	78	\$21,450
Task 2	Engagement Planning	31	\$8,525
Task 3	Data Collection, analysis, and presentation of results	98	\$26,950
Task 4	Develop Strategic Direction	66.5	\$18,288
Task 5	Report	47	\$12,925
	Hard Costs		\$2,740
Total Hours and Project Value		320.5	\$90,878

### Athena Contracting Terms

- Contract is effective at date of signature and work will not begin until contract is fully executed.
- Contract may be extended with written approval of the client representative.
- Invoices are submitted monthly.
- Invoices will be emailed to Client designee.
- All Fees due to The Athena Group will be payable within 30 days of receipt of invoice.

## Tab F: Key Personnel

Our proposed consultant team is Karen Meyer, Paul Horton, and Dr. Anthony Campbell who have extensive experience leading strategic planning and visioning processes, public participation, and stakeholder engagements for public, private, and non-profit organizations. Provided below are their biographies:

### **Karen Meyer, Project Manager**

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Karen (she/her) brings over 25 years' experience in helping communities understand and advocate for important issues through facilitation, assessment, planning, engagement, project management and performance improvement. Specifically, she applies training and experience in participatory processes to a variety of projects to help groups and populations address priority issues.

### **Paul Horton, Strategic Planning Lead**

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Paul (he/him) is a leadership and strategy coach and organizational change professional with over 25 years of experience working with the public, private, non-profit, and higher education sectors. He is keenly aware of the pressures that decision-makers are under to deliver in the face of rapid change, uncertainty, budget, and time constraints, and increasing demands from stakeholders. Paul sees his work as helping leaders navigate complexity and change, lead with clarity, and achieve internal alignment and coherence. He also works with groups to help them become more adaptive and resilient and build and sustain a culture of trust, mutual respect, and on-going learning. Paul's work is grounded in both a theoretical and a practical understanding of systems thinking, organizational theory, and group (or "process oriented") dynamics. He specializes in using dialogue-based, participatory approaches to engage diverse perspectives, build social capital, and improve organizational outcomes. Paul is skilled at facilitating meetings where there is a high degree of difference or divisiveness, and that generate personal insights and uncover innovative possibilities for moving forward.

### **Anthony Campbell, Ph.D., Lead Analyst**

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Anthony (he/him) is a skilled analyst and researcher, having earned his PhD in public administration with a focus on local government dynamics. He has partnered with local governments and nonprofit organizations throughout North America to develop strategies for topics ranging from civic engagement, municipal autonomy, housing affordability, and process reengineering. Anthony successfully leverages his analytical and relational skills to work across sociocultural boundaries with authenticity, compassion, and professionalism.

# Resumes

## Karen A. Meyer

### The Athena Group, Partner

Karen Meyer brings over 25 years' of experience in helping communities understand and advocate for important issues through assessment, planning, engagement, project management, and performance improvement. Specifically, she applies training and experience in participatory processes to a variety of projects to help groups and populations address priority issues.

Most recently, Karen has managed several large-scale projects involving facilitation, multi-agency coordination, community engagement, and consensus building. In addition to the projects listed below, this list includes the City of Olympia Equity Assessment, and Public Health Seattle & King County Strategic Planning. Both projects involve elected officials, executive and leadership-level staff, and a high degree of coordination.

Karen has been recognized for her ability to facilitate meaningful discussions, lift diverse voices, use innovative techniques and methods and have fun along the way. She is a member of the American Public Health Association and the International Association for Public Participation.



**YEARS OF EXPERIENCE: 25**

### EDUCATION

Certificate, CBPR Partnership Academy,  
University of MI, Ann Arbor, MI

Public Health Leadership Certificate,  
Northwest Center for Public Health  
Practice

MA Urban Planning, California State  
Polytechnic University, San Luis  
Obispo

BS, Urban Studies, California State  
Polytechnic University, San Luis  
Obispo

### Selected Relevant Project Experience

#### Cities of Tumwater & Olympia Regional Fire Authority Planning

Facilitated the Regional Fire Authority (RFA) Planning Committee comprised of elected officials through a process of learning, discussions, decision-making, and planning. This process required the development of agendas, meeting facilitation, and coordination with subject matter experts and city staff, as well as fiscal analysis, organizational assessment and readiness, and subject matter expertise. Ultimately, the process resulted in a ballot measure put forth in the cities of Olympia and Tumwater.

#### Pierce County Mayoral Roundtable on Housing Affordability

At the request of the Pierce County Executive and the City of Tacoma Mayor, provided process design and facilitation to a new and urgent initiative. This effort involved working with staff and elected officials to identify a collective path forward.

#### Pierce Co Community Health Improvement Partnership

Led process design and implementation team through a multi-stage performance improvement project (CH[N]A, CHIP). Partnership includes healthcare, academia, and community members. Emphasis on community-based processes and the use of innovative methods to share data with community members and elected officials.

#### Eastside Tacoma Collaborative

Using community-based participatory research approaches, managed a process to identify local priorities for an underserved and diverse part of Tacoma, WA. This process utilized mixed methods including town halls, focus groups in multiple languages, and sharing preliminary findings with community members.

#### Clackamas Co Oregon Community Based Organization Convenings

Facilitated a process to assist Clackamas Co and neighboring county public health agencies convene diverse community-based organizations around the topic of commercial tobacco prevention.



# Paul Horton

Partner, The Athena Group

## QUALIFICATIONS:

- Organizational change professional with 25+ years of leadership-level experience working with state and local agencies, institutions of higher education, Tribal, and non-profit clients
- Supports organizations at the level of strategic direction, team performance, effective communication, and crisp decision-making
- Works with groups to help them become more adaptive, while building and sustaining a culture of trust, mutual respect, and on-going learning
- Grounded in both a theoretical and a practical understanding of systems thinking, organizational theory, and group dynamics
- Specializes in using dialogue-based, participatory approaches to build social capital and improve organizational outcomes
- Skilled at facilitating meetings where there is a high degree of difference or divisiveness

## EMPLOYMENT HISTORY:

- The Athena Group, Principal Member 2013-current
- Adjunct faculty, the Evergreen State College in Olympia, WA, 2010-current (Masters in Public Admin Program)
- Principal of Paul Horton Consulting Group, LLC, 2009-2013
- Director of Sustainability, David Evans & Associates, Inc., 2007-2009
- Co-founder & Executive Director, [Climate Solutions](#), 1998-2007
- Co-founder and Vice Chair of the [North American Sustainable Transportation Council](#).



YEARS OF EXPERIENCE: 25+

## EDUCATION

Master, Leadership in complexity & Strategic sustainable development, Blekinge Institute of Technology, Sweden  
BA, The Evergreen State College

## CERTIFICATIONS

Certificate in Sustainable Business, Pinchot (formerly Bainbridge Graduate Institute)  
Certified 5 Behaviors Personal Development and 5 Behaviors Team Development trainer  
Certified CoResolve: Deep Democracy for leaders trainer (DD is a facilitation methodology for engaging conflict and working with differences)

## Selected Project Experience

**South Puget Sound Community College Foundation, Aug 2023-current** —Facilitating the development of an inclusive 5-year strategic plan.

**South Puget Sound Habitat for Humanity, Mar 2023-current** —Facilitating the development of a new 5-year strategic plan.

**King County Housing Authority, Jul 2021-Sep 2022** — Facilitated the development of the Resident Services Division's 5-year strategic plan.

**City of Lacey, WA, May 2020-Apr 2022** — Facilitated the efforts of City staff and a diverse community workgroup tasked with developing a community-driven homeless response plan.

**Center for Quality Communities** (a non-profit foundation of the Assoc of WA Cities), Apr-Oct 2017 — Provided training and coaching a cross-sector team of 10 community change makers as they designed and hosted a series of strategic conversations on the intersection between poverty and local economic development.

**Thurston County Health Department, Jan-May 2015** — Facilitated a multi-stakeholder group in the development of a community resilience strategic plan as part of a broad, cross- sector effort to improve community health in the County).

**Pierce Cnty Coordinated Transportation Coalition, 2015-2017** — Facilitated the creation of a new 5-year strategic plan, while also increasing stakeholder involvement.

**City of Olympia, Oct 2018-Aug 2019**— Provided planning support, facilitation guidance, and coaching in the development of the City's community-driven homeless response plan.

**Everett Housing Authority, Apr-Nov 2019** —Facilitated the Authority's 2019 Board and staff planning retreats. Led developed of the agency's new 5-year plan.

**New Economy Washington, Jun 2018-Mar 2019** — Facilitated phase 1 of a multi-stakeholder strategic planning effort to develop a comprehensive economic narrative, campaign, and policy agenda for Washington State (sponsored by 4 WA based progressive organizations).

**University of WA's Stroum Center for Jewish Studies, May-Dec 2018** Facilitated the development of a new 5-year strategic plan.

**Seattle City Employees Retirement System, Oct 2017-Aug 2018** — Facilitated the development of a new 5-year strategic plan.

**WA State Department of Early Learning, Jun 2017-Jan 2018** — Provided strategic support to the agency's leadership as it prepares for a merger with two divisions of DSHS.

**King County Public Defender, Jan- Apr 2017** — Helped the leadership team clarify strategic priorities, develop a coherent structure for roles and responsibilities, and strengthen a culture of collaboration.

Provided recommendations on changes to the Coalition structure to support greater adaptability and improve involvement of Coalition partners.

**WA State Department of Transportation, 2015-2016** — Facilitated two annual executive leadership team strategic planning retreats; Provided training, facilitation, and coaching support to a cross-sector group in charge of a major initiatives (one of 3 agency emphasis areas).

**WA State Department of Social and Health Services, Nov 2015- Jan 2016** — Facilitated a strategic leadership retreat for over 60 directors and staff for two agency divisions.

**Snohomish Cnty Transportation Coalition (Snotrac), 2015**

Facilitated the development of a new 5-year strategic plan, while also increasing stakeholder involvement.

**David Evans and Associates, Inc., 2007-2009** — Facilitated a diverse group of corporate leaders, project managers, planners, and engineers to shape the future of the company's consulting practices in sustainable transportation and green infrastructure.

**North American Sustainable Transportation Council, 2008-2013** — Co-facilitated a multi-stakeholder effort to inform the creation of the Sustainable Transportation Analysis and Rating System (STARS), the first full life cycle planning and analysis system for creating sustainable transportation plans and projects. Initiated and oversaw a comprehensive strategic planning process in 2014 (Jan-Jul 2014).

**Climate Solutions, 1998-2007** — Lead or directly facilitated all the organization's strategic planning efforts.

# Anthony Campbell, PhD

## The Athena Group, Partner

Anthony Campbell (he/him) conducts human-centered work at the intersection of his analytical and interpersonal skillsets. His passion for authentic engagement, whether with individuals or groups, is guided by his formal training as a qualitative social scientist and over 15 years working as an analyst, researcher, and university professor. Anthony has partnered with local governments, state governments, community-based organizations, and nonprofit organizations throughout the United States. These partnerships have encompassed work for topics ranging from stakeholder engagement, municipal autonomy, housing affordability, and process reengineering. As a researcher, Dr. Campbell designed and implemented large scale research projects investigating how groups experience and understand nuanced phenomena like community, gentrification, and participatory engagement. Anthony successfully leverages his lived experience and formal training to work across sociocultural boundaries with authenticity, compassion, and professionalism.

### EMPLOYMENT HISTORY:

- The Athena Group, Partner (2021-present)
- International Right of Away Association, Online Education Coordinator (2020-2021)
- Tennessee State University, Assistant Professor of Public Administration (2016-2020)
- University of Nebraska Omaha, Research Assistant, and Instructor (2009-2016)
- City of Tamarac, Florida, Management Analyst (2006-2009)



**YEARS OF EXPERIENCE: 17**

### EDUCATION

PhD, Public Administration, University of Nebraska Omaha  
MPA, University of Louisville  
BA, Political Science, Francis Marion University

### CERTIFICATIONS & ENDORSEMENTS

LEAD graduate, University of Virginia's Weldon Cooper Center for Public Service  
Brown University's Swearer Center for Community, Scholarship, and Action

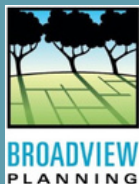




# TIMBERLAND REGIONAL LIBRARY STRATEGIC PLANNING PROJECT

1 November 2023

Prepared by:



## 1. LETTER OF INTEREST

Wednesday, 1 November 2023

Ms. Enos-Weedmark,

We are pleased to submit our qualifications for the *Timberland Regional Library Strategic Planning Project*. The Broadview Planning team brings together an unparalleled combination of skills and experience, and our talents will bear compelling outcomes as we collaborate with you on this exciting and important work. Specifically:

- **We know libraries.** From library staff and customers to Friends groups and board members, we have firsthand experience collaborating with people who value the resources libraries provide. We also understand unique facets of library outreach, and we have led and supported strategic planning efforts for a broad range of civic organizations, working closely with agency leadership, staff, and patrons to identify and advance operational and service priorities.
- **We are committed to equitable and authentic public outreach.** Years of engaging economically and culturally diverse residents and businesses in both urban and rural areas have taught us how to tap into formal and informal social networks, uncover community assets, and learn from those typically underrepresented in outreach processes.
- **We are community planners and communication experts.** From design and implementation, to uncovering communication channels and analyzing results, to crafting effective messaging, we have a long history of leading successful, dynamic, and meaningful processes for a diverse array of clients.
- **You will love working with us.** We do this work because we love it. We bring passion and fun to our projects, and our clients appreciate our ability to deliver exceptional projects on time and on budget.

This project will culminate in the delivery of a 2025-2029 Strategic Direction that prioritizes equity, responds to evolving community needs, and advances the TRL's mission of "welcoming everyone to a vibrant world of possibilities." We believe wholeheartedly in this effort and can't wait to get started. Sara Belz will serve as the project manager for this effort, and I will serve as the community engagement lead. Valerie Pacino and Anne Holland will provide additional research and outreach support. Please do not hesitate to contact me with questions, and we look forward to hearing from you!

Sincerely,



Andrea Petzel, AICP, MPH  
Principal  
Broadview Planning, LLC  
[andrea@broadviewplanning.com](mailto:andrea@broadviewplanning.com)

## 2. PROOF OF LEGAL BUSINESS NAME



Washington Secretary of State  
Corporations and Charities Division  
801 Capitol Way South  
PO Box 40234  
Olympia, WA 98504-0234  
(360) 725-0377  
[corps@sos.wa.gov](mailto:corps@sos.wa.gov)

04/27/2020

BROADVIEW PLANNING, LLC  
ANDREA PETZEL  
2034 NE 103RD ST  
SEATTLE WA 98125-7641

**UBI Number: 603 611 919**  
**Business Name: BROADVIEW PLANNING, LLC**  
**Expiration Date: 04/30/2021**

Dear ANDREA PETZEL,

Thank you for your recent submission. This letter is to confirm that the following documents have been received and successfully filed:

AMENDED ANNUAL REPORT

You can view and download your filed document(s) for no charge at our website, [www.sos.wa.gov/ccfs](http://www.sos.wa.gov/ccfs)

If you haven't already, please sign up for a user account on our website, [www.sos.wa.gov/ccfs](http://www.sos.wa.gov/ccfs) to file online, conduct searches, and receive status updates.

Please contact our office at [corps@sos.wa.gov](mailto:corps@sos.wa.gov) or (360) 725-0377 if you have any questions.

Sincerely,  
Corporations and Charities Division  
Office of the Secretary of State  
[www.sos.wa.gov/corps](http://www.sos.wa.gov/corps)



### 3. MINIMUM QUALIFICATIONS

Broadview Planning (BvP) meets and exceeds the minimum qualifications for this project as described below.

- Consultant has successfully performed at least one contract with a public agency of comparable size to the TRL, with services similar to those expected for this contract.***  
BvP's recent project coordination, community engagement, and strategic planning work for public agencies includes, but is not limited to, the following:

Project	Year(s)
Seattle Parks & Recreation Outdoor Pickleball Studies	2020 - present
Bellevue Environmental Stewardship Initiative	2019 - present
Seattle Office of Sustainability + Environment Building Tune-Ups	2018 - 2021
South Park Community Center Sitewide Master Plan	2016 - 2021
Seattle Office of Sustainability + Environment Municipal Energy Efficiency Program	2016 - present

- Consultant has experience with strategic planning projects with considerable staff, stakeholder, and community engagement.***  
BvP's experience with strategic planning projects that included significant staff, stakeholder, and community engagement include, but are not limited to, the following examples:

Project	Year(s)
Washington State Department of Commerce Residential Decarbonization Implementation Plan	2023
Washington State Suicide Prevention Plan	2023 - present
Seattle Historic Preservation Process Improvement	2022 - 2023
Kirkland Comprehensive Plan Community Engagement	2022
Seattle Office of Sustainability + Environment Building Tune-Ups	2018 - 2021
Seattle Municipal Court Strategic Visioning + Business Planning	2015-2016

- Consultant has demonstrated experience integrating Equity, Diversity, and Inclusion (EDI) into their work and engagement and facilitation approach. Consultant also understands the planning and effort necessary to produce a process and product grounded in EDI.***  
BvP prioritizes meaningful integration of EDI into all its outreach, engagement, and facilitation work. Recent project examples include the following:

Project	Year(s)
Building Resilience Against Smoke + Heat Climate Vulnerability Assessment	2023 – present
Integrating Equity into Design Review Systems	2022-2023
Seattle City Light Climate Adaptation Plan	2021 - 2022
Pioneer Square Social Determinants of Health Study	2020 - present
Pierce County Anti-Racist Foster Care System Planning	2020
Ballard Loo + U-Loo Public Restroom Outreach	2015-2018



## 4. PROPOSAL RESPONSE

### Project Understanding

Timberland Regional Library (TRL) serves a region with more than 500,000 residents, providing a diverse range of resources to communities across southwest Washington. This is an exciting time for TRL as it builds upon its 2020-2024 Strategic Direction to connect its patrons with enhanced library services and cultivate welcoming environments that people want to visit and support.

As southwest Washington communities continue to grow, change, and respond to emerging challenges, a successful community engagement and strategic planning effort will help position TRL to address patron needs through 2029 and beyond. Public libraries function as community conveners, centers for learning and idea exchange, safe spaces for youth, technology access points, and so much more. The *Timberland Regional Library Strategic Planning Project* must recognize and embrace these complexities while remaining centered on TRL's mission of "welcoming everyone to a vibrant world of possibilities; connecting people, places, and ideas; and evolving to meet the needs of communities."

### Our Firm

Founded in 2014, BvP is a Seattle-based consulting firm specializing in public policy, community planning, and strategic engagement services that promote equity, health, and sustainability. We are policy analysts, facilitators, community planners, and communication professionals rooted in local government experience and the belief that there is always a better way to connect with stakeholders. At the core of BvP's mission is an emphasis on inclusive public involvement and outreach, particularly with historically underrepresented communities.

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The following pages describe BvP's relevant experience and proposed approach to the *Timberland Regional Library Strategic Planning Project*.

#### 4-A. BACKGROUND AND REFERENCES

Below are examples of three past strategic planning projects that demonstrate BvP's ability to implement this proposal:

##### **Building Tune-Ups Program Design + Communication Strategy**

*Client: City of Seattle Office of Sustainability + Environment*

*Reference: Rebecca Baker, Program Manager*

[Rebecca.Baker@seattle.gov](mailto:Rebecca.Baker@seattle.gov) | 206.615.1171

BvP led the strategic planning and program development process for a groundbreaking commercial energy efficiency program, including developing a strategic vision, program identity, logo and branding, outreach materials, and workplan. Throughout the two-year program, BvP provided support through a robust outreach and engagement process that includes maintaining an online presence, developing blog posts, refining program messaging, and designing effective marketing materials.

##### **Northeast Pioneer Square Strategic Vision + Framework Plan**

*Client: Alliance for Pioneer Square*

*Reference: Lisa Howard, Executive Director – Alliance for Pioneer Square*

[lisa@pioneersquare.org](mailto:lisa@pioneersquare.org) | 206.384.5715

BvP led a visioning process to engage local businesses and residents in the development of the Northeast Pioneer Square Framework Plan. The initial phase of the project included facilitating a 25-member Steering Committee and nine topic-specific focus groups with the goal of defining a long-term vision for the study area that prioritized economic development, public safety, and broad civic engagement. This nine-month process resulted in stakeholder agreement on a vision statement and goals to guide future planning and development in the neighborhood. The next phase of the project now focuses on building community capacity and implementing “quick wins” to address the neighborhood’s economic recovery and housing shortages.

##### **Facilitating the Environmental Stewardship Plan Implementation**

*Client: City of Bellevue, Department of Planning*

*Reference: Jennifer Ewing, Program Manager*

[jewling@bellevuewa.gov](mailto:jewling@bellevuewa.gov) | 425.452.2829

Working in collaboration with City of Bellevue staff, BvP facilitates a 20-person stakeholder group tasked with implementing action items from the City’s Environmental Stewardship Plan. Along with convening the Sustainability Leadership Group (SLG), which is comprised of business, non-profit, environmental, and community representatives, BvP facilitates smaller Working Groups focused on specific tasks related to implementing the Environmental Stewardship Plan. City Staff and the SLG are gearing up to update the initial Stewardship Plan, and BvP is assisting with evaluating current outcomes and new strategies that will increase community climate resilience.

#### 4-B. DEMONSTRATION OF EXPERIENCE

In addition to the strategic planning experience described in section 4-A of this proposal, Sara Belz, who would serve as Broadview Planning's project manager for this effort, has significant past professional experience working with the Seattle Public Library on the development and implementation of a successful, seven-year, \$123 million levy. A summary of that work is provided below.

##### **Seattle Public Library Levy**

*Employer: Seattle City Council, Seattle Mayor's Office*

*Reference: Patricia Lee, Strategic Advisor (former)*

*206.669.5002*

In 2012, as staff to the Seattle City Council, Sara managed a successful, Council-led initiative to develop a \$123 million, seven-year library levy for a public ballot. The levy was designed to support, maintain, and improve Seattle Public Library's (SPL) core operational services and was the first library funding measure presented to voters following passage of the Libraries for All bond measure in 1998, which doubled the square footage of SPL's neighborhood branches and financed the construction of a new Central Library. Sara's work on the levy included developing the financial plan in partnership with SPL and the City's Budget Office, writing enabling legislation to place the levy on a public ballot, and coordinating communications between SPL leadership and elected officials. The levy ultimately received 62% approval by Seattle voters and, following its passage, Sara remained involved with implementation, both as City Council staff and, later, as the Mayor's advisor on SPL-related issues.



#### 4-C. PROJECT PLAN

The following Project Plan outlines BvP's proposed approach to carrying out the *Timberland Regional Library Strategic Planning Project*. The approach is guided by the three project objectives identified in the RFP:

1. *Develop a strategic planning process informed by significant input from TRL leadership and stakeholders, including, but not limited to, the Board of Trustees and Friends groups.*
2. *Conduct deep engagement with internal and external partners, including TRL staff and community members.*
3. *Create a Strategic Direction for TRL that identifies paths to, and includes, outcomes and impacts for 2025-2029.*

#### Project Approach

As a small firm, we pride ourselves on our ability to approach our projects with curiosity and flexibility, and we love to build durable and lasting relationships with our clients. We do not have a one-size-fits-all approach; rather, we are adept at guiding processes that allow stakeholders to be heard and recognize their shared interests and concerns. Our collaborative work ethic allows us to work efficiently to deliver projects on time and on budget.

Our project approach is flexible, iterative, adaptable, and responsive to client and stakeholder needs. It includes:

- **Strong project management:** Our team will provide structured and coordinated organization across the entire project. Best practice principles of project management will be employed at all stages of the project, including a project management plan.
- **Shared vision and goals:** Our project approach begins with developing a shared vision and clear goals for success. This approach is the base for transparent communication in order to mitigate risks before they escalate and ensure all deliverables are met within scope, schedule, and budget.
- **Flexible and responsive communication plan:** Working with clients and project stakeholders, we develop key messaging, outreach and engagement, and communication strategies that are engaging, responsive, and deliver results.
- **Clear roles and responsibilities:** Our team identifies clear roles for key staff and establishes procedures, responsibilities, and relationships for all members of the project team.
- **Internal QA/QC process:** Quality assurance is integral to maximizing efficiencies. Our smart, fast, flexible team has decades of experience working with one another, and we have established internal structures and protocols for delivering high-quality products. Coordinating quality control activities and maintaining a project management plan is the primary responsibility of the project manager.
- **Responding to performance issues:** We recommend ongoing project manager check-in meetings to set expectations, maintain regular communications, and immediately resolve any

performance issues. The quality of our work is judged by whether the project process and solutions meet our client's needs in a sensible and cost-effective manner.

## Methodology

While our *approach* describes how BvP engages with all our clients, our *methodology* is tailored for you and your project. We appreciate the thoughtfulness and willingness we see in your RFP to initiate a strategic planning process that prioritizes public engagement and community needs. We will do the heavy lifting of developing the community engagement plan, using strategies specific to your goals and objectives, and incorporating input from TRL leadership, staff, and key stakeholders. Following a short technical research and discovery phase, we will deliver a phased project plan that encompasses our agreed-upon engagement methodologies and integrates them into a cohesive approach and timeline for delivering a proposed strategic direction complete with measurable, annual goals.

Inclusive community engagement and strategic planning are our sweet spots. We excel at developing methods to gather community input that are fun and exciting. We take a multi-pronged approach realizing diverse people engage in diverse ways. We use all available resources including, but not limited to, traditional media, social media (Twitter, Facebook, Instagram, etc.), printed materials, open houses, existing community events, and contests. We prioritize access and work with the community to make sure our methods are inclusive for people of all ages, abilities, languages, and economic status, and that the images we use reflect the diversity of our customers.

As frequent collaborators with public agencies and as past government employees ourselves, we also prioritize the delivery of work products and recommendations that are both innovative and pragmatic. Specifically, we know how to work creatively and collaboratively to advance ambitious strategic planning approaches that align with our clients' unique budgetary and organizational structures.

For the purpose of responding to this RFP, we have outlined our proposed phases of work, key tasks and activities, and deliverables. We believe this methodology lines up well with your requested tasks and deliverables, and we look forward to refining our methodology in collaboration with you.

## Project Plan, Schedule + Cost

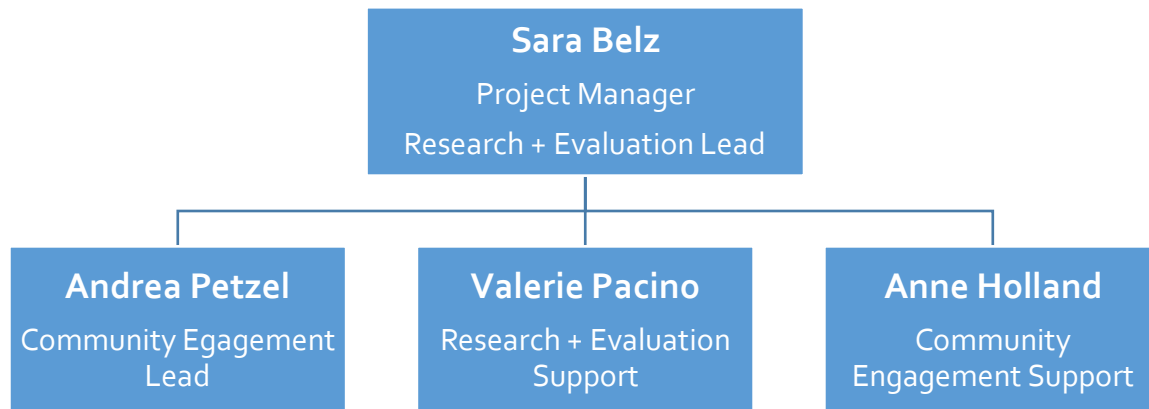
The following table outlines a proposed schedule and approach for carrying out the scope of work described in the RFP.

Project Scope of Work + Deliverables	Schedule	Cost
<p><i>Task 1: Initial Project Planning + Project Management</i></p> <ul style="list-style-type: none"><li>- Convene project kick-off meeting.</li><li>- Create a draft project plan for each phase of the project that includes a shared vision of success, project goals, roles and responsibilities, key messages, and timeline.</li><li>- Present project plan to TRL's Strategic Planning Committee, Board of Trustees, leadership, staff, stakeholders, and patrons.</li></ul> <p><u>Deliverables:</u> Phased project plan and accompanying PowerPoint slide deck; four presentations to key stakeholder groups; meeting agendas and notes.</p>	January-February 2024	\$4,500
<p><i>Task 2: Project Coordination + Management</i></p> <ul style="list-style-type: none"><li>- Convene check-in meetings and strategy sessions with TRL's leadership, staff, Board of Trustees, and Strategic Planning Committee.</li><li>- Facilitate Strategic Planning Committee meetings to ensure coordination and collaboration.</li><li>- Respond to emerging and time-sensitive inquiries.</li></ul> <p><u>Deliverables:</u> Meeting agenda and notes for 10 Strategic Planning Committee meetings.</p>	January-November 2024	\$8,000
<p><i>Task 3: Community Engagement</i></p> <ul style="list-style-type: none"><li>- Collect, analyze, and report community demographic information.</li><li>- Based on TRL's demographic information, create a community engagement plan that is authentic, meaningful, and inclusive of patrons and non-users, including those who primarily speak Spanish (5-county service area), Korean, and Vietnamese (Thurston County).</li><li>- One-on-one interviews and focused conversations with TRL leadership and staff, patrons, non-users, and other key stakeholders.</li><li>- Design and implement an online community survey (translated for previously mentioned priority language communities).</li></ul> <p><u>Deliverables:</u> Community engagement plan; facilitation of up to 10 interviews and five focused conversations; one online community questionnaire.</p>	February-July 2024	\$22,000

<p><b>Task 4: Technical Research and Evaluation</b></p> <ul style="list-style-type: none"> <li>- Conduct a comprehensive assessment of TRL’s existing conditions, including review of current operational, budgetary, facility, and programming details. This work would include site visits to TRL branch locations.</li> <li>- Develop a menu of potential elements for a final Strategic Direction, including concepts derived from community input.</li> <li>- Review and assess potential elements for Strategic Direction in the context of TRL’s organizational structure, mission, scope of services, resource limitations, unique competencies, and other priorities.</li> <li>- Present potential elements for Strategic Direction to TRL’s leadership and Strategic Planning Committee. Lead a collaborative process to identify and advance clear, ambitious, and attainable goals for 2025-2029 and beyond.</li> </ul> <p><u>Deliverables:</u> Research and analysis that informs the development of a final report/Strategic Direction; meeting materials and notes.</p>	February-July 2024	\$15,000
<p><b>Task 5: Draft Report</b></p> <ul style="list-style-type: none"> <li>- Development of draft report informed by community engagement and technical research. The draft report will include an up-to-date community profile for TRL’s service area, recommended 2025-2029 organizational goals and service priorities, implementation guidance, and recommendations for ongoing data collection and evaluation metrics that can be adjusted over time in response to economic, demographic, budgetary, and/or political shifts.</li> <li>- Review of draft report with TRL’s leadership, staff, Board of Trustees, and Strategic Planning Committee.</li> </ul> <p><u>Deliverables:</u> Draft report with up to two rounds of review by TRL leadership and the Strategic Planning Committee.</p>	<p>Delivery of Draft Report: August 2024</p> <p>Review of Draft Report: September-October 2024</p>	\$8,000
<p><b>Task 6: Final Report</b></p> <ul style="list-style-type: none"> <li>- Development and delivery of final report.</li> <li>- Presentation of final report to TRL’s Board of Trustees.</li> </ul> <p><u>Deliverables:</u> Final report and accompanying PowerPoint slide deck; up to four presentations.</p>	November 2024	\$6,000
<b>TOTAL PROPOSED BUDGET</b>		<b>\$63,500</b>

## Project Team

The following charts identify the BvP staff that would be assigned to the *Timberland Regional Library Strategic Planning Project*, their respective roles, and hourly billable rates.



## Project Team Rates

Name	Project Role	Billable Rate (Hourly)
Sara Belz	Project Manager   Research and Analysis Lead	\$185
Andrea Petzel	Community Engagement Lead	\$195
Valerie Pacino	Research and Analysis Support	\$185
Anne Holland	Community Engagement Support	\$140



#### 4-D. ADDITIONAL CAPABILITIES

BvP offers a flexible approach to work planning and scheduling that balances our clients' timelines, budgets, and priorities with the constraints of the stakeholders we are looking to convene. We also understand how relationships can drive a group to consensus—or not. Even in contentious situations, we comfortably engage with community leaders, residents, elected officials, Tribes, and government staff.

Here are the insights our team brings to your project:

- **We understand libraries and government**, and our team is uniquely comprised of people who have experience working with libraries as strategic planners, budget analysts, communicators, and process improvement staff in municipal government.
- **We know how to utilize inclusive, multi-pronged approaches to public engagement** to reach community members, including those that have been historically underrepresented.
- **We know the challenges you're facing** as community planners and public engagement experts with years of experience of our own as local government staff.
- **We know how to grab—and hold—people's attention**, build energy, and channel it into positive outcomes.
- **We know where to leverage community coalitions and resources** to see projects from design to fruition.
- **We know why this process matters to your community...**and to you personally.
- **We know how to deliver exceptional projects on time and on budget.**

#### 4-E. COST PROPOSAL

BvP's proposed budget and staff rates for the *Timberland Regional Library Strategic Planning Project* are provided in Section 4.C

#### 4-F. KEY PERSONNEL

The following individuals will carry out the Project Plan proposed in Section 4-C. The entire project team is employed by BvP.

##### **Sara Belz, MCP**

*Project Role: Project Manager / Research and Analysis Lead*

Over the past twenty years, Sara has worked successfully with government agencies, elected officials, and nonprofit organizations to design, assess, and implement a broad range of policy and planning initiatives. Whether advancing a strategic plan for a major public facility, writing regulatory legislation, or developing a ballot measure, Sara works to build and sustain trusting relationships.

Joining BvP from the City of Seattle, Sara most recently served as Director of the Department of Neighborhoods' Community Assets Division. In that role, she oversaw the City's historic preservation and P-Patch community gardening programs, as well as elements of the regulatory framework that governs major institutions and public school development. Sara also previously held the position of Senior Policy Advisor in the Seattle Mayor's Office, where she focused on land use and community development issues and served several years as a Legislative Analyst for the Seattle City Council.

Sara is a graduate of Smith College, earned a Master of City Planning from the University of Pennsylvania, and studied community development in Oslo, Norway, as a Fulbright Scholar.

##### **Andrea Petzel, MPH, AICP**

*Project Role: Community Engagement Lead*

Andrea is a community planning and public engagement specialist with over twenty years of experience managing complex stakeholder engagement projects. A process expert, she loves to lead projects at the nexus of sustainability, health, and the built environment and has applied her skills to a diverse array of policies and programs. A skilled project manager, Andrea's extensive public sector experience, ability to develop and implement effective engagement strategies, and her work with rural, homeless, and other underserved communities, brings a distinct advantage to her clients.

Andrea loves to build collaborative teams that work together effectively to set goals, streamline processes, and develop a shared definition of success. Her diverse experience includes conducting restroom feasibility assessments to address pressing public health concerns, leading strategic planning and process improvement efforts, improving access to open space and blue space, and facilitating stakeholder committees comprised of opposing interests.

Andrea has a Master of Public Health from the University of Washington, a Master of Public Policy from the Korbel School of International Studies at the University of Denver, and a BA from Skidmore College.

##### **Valerie Pacino, PhD, MPH**

*Project Role: Research and Analysis Support*

From design to implementation to evaluation, Valerie seeks to advance programs and policies that enhance community health and wellbeing. With twenty years' experience in education, communication, and public health, she weaves compelling narratives that inspire authentic and lasting change. Ultimately, Valerie believes in the power of story to move people, and she uses bottom-up,

holistic engagement strategies that empower people to share their stories on their terms, and in so doing, become more invested in where they live, work, and play.

Focused on community-driven planning processes, she has led several innovative, award-winning projects examining social networks, community assets, and resilience strategies. Her expertise also includes survey design and methodology, data analysis and visualization, and creating dynamic, living reports that marry technical exactness with readability and accessibility across audiences.

Valerie earned a BA in history from UC Irvine, a Master of Public Health in community-oriented public health practice from the University of Washington, and a PhD in health policy research from the University of Nebraska Medical Center. She serves as chair of the American Public Health Association Peace Caucus.

**Anne Holland, MCPD**

*Project Role: Community Engagement Support*

Anne combines strong communication and organizational skills with a passion for community planning. Prior to joining BvP, Anne worked in project management, facilitation support, and development for organizations including the Washington Trust for Historic Preservation (Seattle, WA), Greater Portland Landmarks (Portland, ME), Greater Portland Council of Governments (Portland, ME), and Good Group Decisions (Brunswick, ME).

Anne holds a BA in English from Valparaiso University in Valparaiso, Indiana; a Post-Graduate Diploma in Human Geography from Victoria University in Wellington, New Zealand; and a Master's in Community Planning and Development from the University of Southern Maine's Muskie School of Public Service in Portland, ME.

## 5. COST AND PRICING

BvP's total compensation for the services described in subsection 4-C shall not exceed \$63,500 unless BvP and TRL agree to a change in project scope. This amount includes all direct, indirect, and overhead expenses – including travel and lodging expenses – BvP expects to incur for the *Timberland Regional Library Strategic Planning Project*. A more detailed project budget is provided in subsection 4-C of this proposal.





November 1, 2023

Timberland Regional Library  
Attn: Rose Enos-Weedmark  
415 Tumwater Boulevard SW  
Tumwater, WA 98501-5799

Dear Rose and colleagues,

My name is Kari Anderson, Principal of Incite! Consulting. I'm excited to be submitting my proposal for Timberland Regional Library's upcoming strategic planning process. It would be a privilege to share my expertise to further your mission by creating a strategic plan that inspires and guides your direction over the next five years.

Why should Timberland Regional Library partner with me to accomplish your goals?

- ☐ Since starting my consulting firm in 2015, I've made a name for myself working with groups in the public, private, and nonprofit sectors to create innovative ideas and solutions that utilize the strengths of multiple partners working towards a common goal. My approach is inclusive and based on the understanding that success requires all voices to be heard.
- ☐ I've conducted 47 strategic planning sessions during my tenure as a consultant. Strategic planning is one of my areas of expertise and I am proud of what my clients have been able to accomplish through our collaboration. My strategic planning approach always include an assessment phase, conversations with key community stakeholders, research and presentation of best practices, group facilitation, and creation of a plan with actionable tasks, measures of success, and evaluation techniques. I am confident my experience and expertise are in alignment with your needs and expected deliverables.
- ☐ My first role as a nonprofit Executive Director was with Lutheran Social Services (now Lutheran Community Services) in Tacoma, WA. A focal point of our mission was providing aging adults and people with disabilities with the services they need to live engaged and independent lives. This included working with families, community partners, public agencies, and private businesses. This work was rooted in equity, diversion, and inclusion and taught me the importance of cross-sector partnerships to get things accomplished. Mission driven work has always motivated and inspired me.



Following, please find a proposal for strategic planning services, per the RFP. I appreciate the opportunity to be included in the selection process and look forward to speaking with you as you make decisions regarding your eventual planning partner.

My best,

Kari Anderson  
Incite! Consulting  
2900 North Government Way, #56  
Coeur d'Alene, ID 83815  
844-946-2483 – direct /303-472-6104 – cell  
[kari@inciteconsultinggroup.com](mailto:kari@inciteconsultinggroup.com)  
[www.inciteconsultinggroup.com](http://www.inciteconsultinggroup.com)





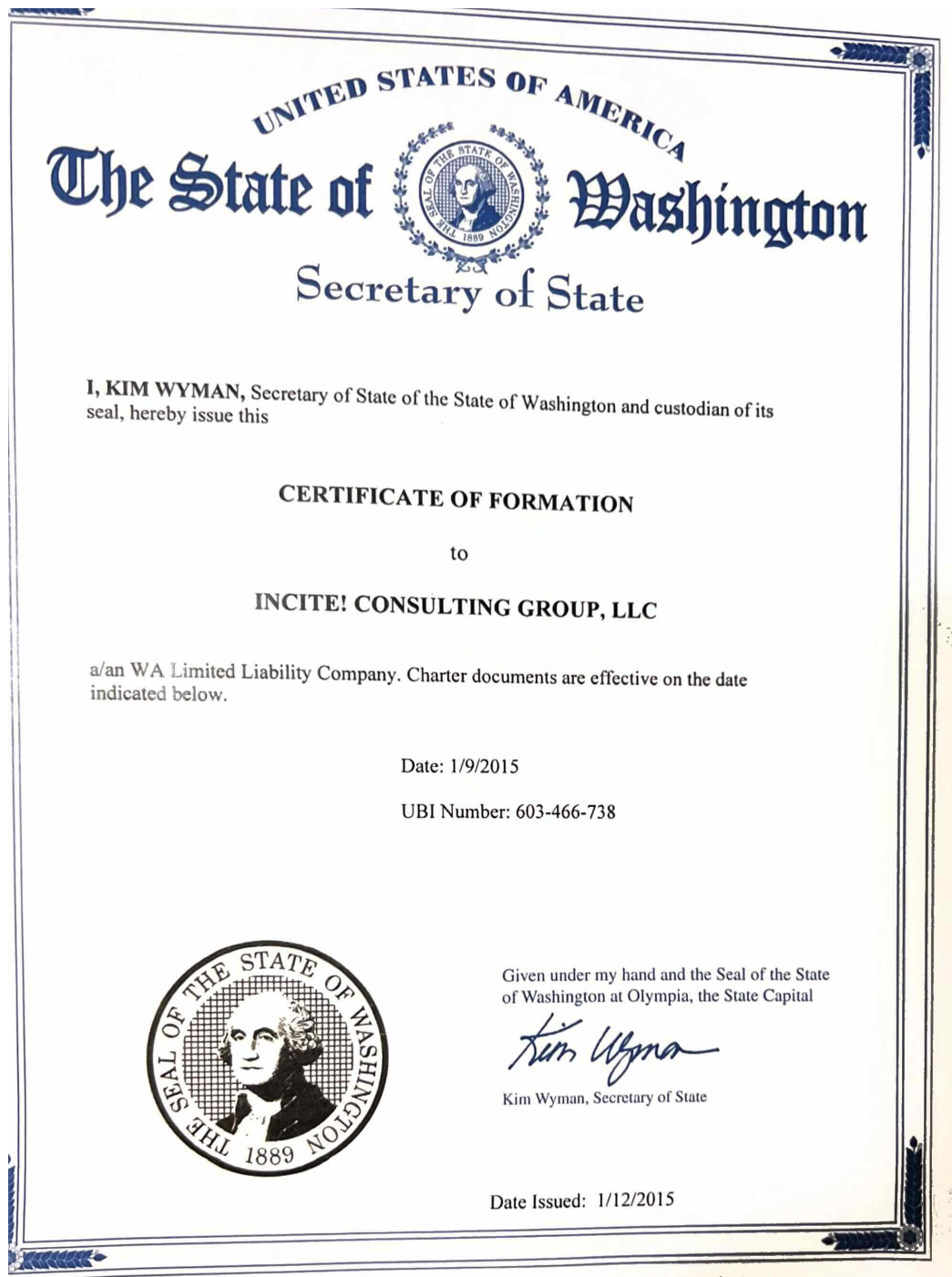


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## Proof of Legal Business Name





## Minimum Qualifications

**A. Consultant must have successfully performed at least one contract with a public agency of comparable size to the TRL, with services similar to those expected by the TRL for this contract.**

Heritage University, Toppenish, WY  
Phone: (847) 769-7738

Andrew Sund, President  
Email: Sund\_A@heritage.edu

**B. Consultant must have experience working with strategic planning projects with considerable experience in staff, stakeholder, and community engagement.**

I have facilitated 47 strategic planning projects with a heavy emphasis on clients located in Washington, Idaho, Wyoming, Montana, Utah and Oregon. Every strategic planning project I've conducted includes engaging staff, stakeholders and community members.

Additionally, much of my work as a consultant includes helping nonprofit organizations work more effectively and efficiently to fulfill their mission. This requires conducting thorough organizational assessments, understanding the landscape of the environment they are operating within, listening to internal and external voices, and making well informed decisions about a path forward. I have helped coach several leaders on how to build relationships within their communities and this type of engagement is a strength of mine.

**C. Consultant must have demonstrated experience integrating Equity, Diversity, and Inclusion into their work and engagement and facilitation approach. The Consultant must also have a deep understanding of the planning and effort necessary to produce a process and a product grounded in EDI.**

Incite! Consulting appreciates and respects the diversity of the people and organizations I serve. I am committed to demonstrating inclusiveness and creating a culture of belonging through my service offerings. My facilitation process is grounded in an understanding of the importance of creating a safe, welcoming, and inclusive environment that encourages all people to feel comfortable sharing ideas, offering feedback, and asking questions. One way that I do this is to recognize out loud my own limitations when it comes to knowledge and experiences, and the unconscious biases that exist. I do so to acknowledge my intention to learn alongside others and to give others permission to give candid and respectful feedback to help others learn too. For the Strategic Plan process and final product to be grounded in EDI, EDI must be a crucial component of each stage of work. Leadership must be committed to EDI beyond the pages of the strategic plan. Ongoing training, professional development, connection, and engagement with the community will have a significant role in shaping the final direction of this plan. Likewise, as Timberline Regional Library plans for the next five years, leadership (staffing, board members, volunteers, and advisory groups) must be reflective of the community it serves.



## **Proposal Response**

### **A. Background and References**

#### **References**

Holly Tarlow, Governance Committee Chair

Bridger Bowl Ski Area, Bozeman, MT

Email: [htarlow@bod.bridgerbowl.com](mailto:htarlow@bod.bridgerbowl.com)

Liz Mosely, Board Vice Chair

Teton Valley Foundation – Driggs, ID

Email: [l.moseley@storbecksearch.com](mailto:l.moseley@storbecksearch.com)

Jayme Walters, Board Chair

William A. Burnard Warming Center – Logan, UT

Email: [jayme.walters@usu.edu](mailto:jayme.walters@usu.edu)

### **B. Demonstration of Experience**

As previously mentioned, I have partnered with 47 nonprofit agencies to facilitate their strategic planning processes: community stakeholder interviews and focus groups, session facilitation and plan creation. Each plan is complete with actionable items for clients to implement and evaluate progress. I am proud of the work I have been able to facilitate and the outcomes it has created for each organization. In addition to my experience facilitating strategic plans, I have also been involved as a staff and board member in the strategic planning process. I understand the significance of truly engaging people in this process. I also know from firsthand experiences that people can tell when they are being included as an obligation as opposed to a true invitation to share feedback and shape the direction of the project. It is important to me that constituents feel ownership and buy-in throughout the process. When this is done, even if everyone isn't in total agreement on the outcomes, people genuinely feel connected to the work and can take pride and accountability in the work. It's the only way success is achieved.

### **C. Project Plan**

I recognize the challenges facing Washington State and its residents that have been exasperated by the Covid-19 Pandemic and current economic hardships. Timberland Regional Library (TRL) is in a unique position to serve as a bridge connecting people with an opportunity to share their concerns, ideas, and solutions to help create solutions to some of the most challenging issues among the communities you serve.



This strategic plan will serve the ultimate purpose of creating a path forward to further the mission of the TRL and build upon the momentum and success of the key initiatives addressed in the previous strategic plan (Local Communities, Equity, Diversity, and Inclusion, and Children from Birth to Five). To accomplish this, the plan must be informed by a thorough understanding and assessment of current community needs and environmental conditions, research based best practices, input and feedback from stakeholders, a five-year vision and specific strategic initiatives, and measurable outcomes and trackable metrics over the next five years.

Outlined below are the key components of the Scope of Work including deliverables and timeline. The work is outlined and organized in three phases based on the three objectives outlined in the RFP.

### **Phase 1: Initial Project Planning**

The project planning phase includes a significant amount of time dedicated to research and development to better understand the goals, background, and current state of operations for Timberland Regional Library. During this stage, I learn, listen, research, and gather information to understand all the inner workings of TRL. I will identify what is being done well, what progress has been made towards accomplishing the goals and intended outcomes of the last strategic plan, what gaps exist, and what areas could be improved.

As part of this process, an organizational assessment will be conducted to evaluate TRL's current activities, services, programs, and departments to determine their effectiveness and capacity to achieve TRL's mission. A SWOT analysis will be completed to identify strengths, weaknesses, opportunities, and threats. This work is anticipated to begin in mid-January 2024 final project plan and presentation ready to share in late February 2024.

#### **Deliverables for this phase include:**

1. A detailed project plan for each phase of the project. This plan will include timelines and identified action items along with who is accountable for each task.
2. PowerPoint presentation describing my timeline, approach, and work plan presented to Timberland Regional Library's Strategic Planning Committee, Board of Trustees, leadership, staff, stakeholders, and patrons.

**Phase 1 Costs**  
**\$35,000**



### **Incite! Consulting Staffing Plan for Phase 1**

As sole proprietor at Incite! Consulting, I will be responsible for completing the staffing tasks as outlined in Phase 1.

### **Phase 2: Project Coordination and Engagement**

Data and research collected from the previous phase will help inform the information I intend to gather when engaging with internal and external stakeholders. Communication with TRL staff will help inform priority communities and ensure underserved community voices are represented. I have always found that utilizing resources within the local communities that I am working in is the most authentic way for people to feel seen and comfortable to help accomplish this work. As such, I plan to utilize local interpreters and community members to help ensure Spanish, Korean, and Vietnamese speaking community members can share their voice in a way that feels sincere and welcoming.

I have significant experience in creating surveys, conducting focus groups, facilitating 1:1 in person, phone and Zoom interviews in order to gather feedback from stakeholders. For these interviews to be of optimum value, they need to be candid and frank. That means interviewees need to be guaranteed confidentiality. In addition, a series of community forums and town will be scheduled to ensure that the communities served by the Timberland Regional Library feels included in this process.

The feedback from internal and external stakeholders will directly inform the draft of the Strategic Direction document created in this phase of work. Additionally, the plan will contain Key Performance Metrics to monitor towards progress of each strategic initiative. This will include action items and timelines.

I always tell clients that a plan is necessary, but it must also be adaptable to change alongside us due to internal and external factors that may be beyond our control. As such, the plan will be positioned with short and long-term goals that can be adapted based on changes taking place internally and externally that may impact TRL's capacity to carry out the plan.

The plan will also contain an assessment regarding TRL's organizational readiness and capacity to implement the plan. Included will be recommendations and adjustments that can be made to help TRL be better prepared to accomplish its goals.

Ongoing communication and transparency during this phase of work is critical. With proper updates and communication, the next phase of work will come together with ease.



**Deliverables for this phase include:**

1. Lead an in-person kick off meeting with TRL’s Strategic Planning Committee – January 2024
2. Collect, analyze, and report community demographic information – February 2024
3. Coordinate with TRL’s Strategic Planning Committee to ensure the process is comprehensive, relevant, and inclusive. Coordinate for engagement with prioritized communities – March 2024
4. Design and implement an engagement plan including focus groups, surveys, and other information gathering techniques – April-June 2024
5. Coordinate with TRL’s Creative Services Team throughout the project.
6. Organize, plan, and lead all project meetings as outlined in the RFP.
7. Clear and compelling integration of EDI as a foundational element of the Strategic Direction.
8. Develop a draft Strategic Direction that includes:
  - ☐ An up-to date community profile.
  - ☐ Recommendations on revisions to mission and vision based on engagement process.
  - ☐ Clear, ambitious, attainable goals to advance TRL’s mission; and a roadmap of preconditions and programmatic enhancements to drive stated outcomes for 2025-2029.
  - ☐ An assessment of TRL’s environments, including evaluation of strengths and weaknesses, quality of services, management, and budget/resources, etc.
  - ☐ Specific skills-based competencies and the identification of desired impact for program stakeholders.
  - ☐ A process for regular review, evaluation, and adjustment to the plan resulting from changes in the economic, demographic, budgetary, or political climate.
  - ☐ Recommendations for baseline data needs for measurement and evaluation.
  - ☐ Provide an assessment of organizational readiness that discusses current capacity for implementing the Strategic Direction as described and make recommendations for changes that would better position TRL to accomplish stated goals.

**Phase 2 Costs**

**\$95,000**

**Incite! Consulting Staffing Plan for Phase 2**

I will be assisted during this phase by Abby Edwards, contractor with Incite! Consulting. I will also be contracting with interpreters in the service area that Timberland Regional Library encompasses.





### **Phase 3: Creation of a Strategic Direction for TRL**

This final phase of work includes pulling together all the work to date to create a final Strategic Direction document that has components for use both internally and externally and serves as a guiding document to reach the intended outcomes over the next five years.

It is important to note that I believe in transparency, ongoing communication, and being flexible when adjustments are needed along the way. Throughout this project, I will engage regularly with Timberland Regional Library's leadership and Strategic Planning Committee to ensure the project continues to move forward honoring the intended timeline and deadlines.

#### **Deliverables for this phase include:**

1. A final Strategic Direction document, in publishable format, which includes a final written report, written executive summary and a PowerPoint presentation that summarizes the final written report – August-September 2024
2. A summary of the final Strategic Direction to be presented to the Board of Trustees at a monthly board meeting upon completion – November 2024

#### **Phase 3 Costs**

\$25,000

#### **Incite! Consulting Staffing Plan for Phase 3**

I will be responsible for completing the staffing tasks as outlined in Phase 3.

#### **Timeline Summary for Completion Work**

In accordance with the RFP, all work and deliverables will be completed by the end of November 2024 with a presentation of final deliverables presented to Timberland Regional Library. Key deadlines as outlined in page three of the RFP will be followed with the initial project planning and coordination with the Strategic Planning Committee to take place in January of 2024.

Over the course of the year, 10 meetings will be scheduled with the Strategic Planning Committee of which five will be in person. Once the contract is executed, I will coordinate with the Strategic Planning Committee to set the meeting calendar.



#### **D. Additional Capabilities**

I understand nonprofits, mission focused coalitions, and public agencies because I have worked in the sector for my entire career - as a leader, a board member, and a consultant. A few things that I firmly believe in:

- ☐ Building relationships that will withstand the test of time.
- ☐ Being accountable. To myself, my clients (and the communities and people they serve).
- ☐ Saying what needs to be said and doing what needs to get done.
- ☐ All people have a voice worthy of being heard.
- ☐ Best practices and data-driving decision-making.
- ☐ Getting results and taking calculated risks.
- ☐ Laughing whenever possible and (more or less) appropriate.
- ☐ Organizations can do anything they put their minds to. But they need the right tools, strategies, and support to make it happen!
- ☐ Our communities are stronger and more resilient when we are inclusive, connected, and relevant in our service offerings.

Since 2015, I have helped more than 400 organizations build capacity, mitigate crisis, and navigate change. I partner with clients to solve problems, implement change, assess organizational and operational effectiveness, conduct capital campaigns, and find great employees. I have facilitated numerous staff and board retreats, strategic planning sessions, and worked with organizations to create succession, fundraising, and communications plans.

I am committed to the organizations I serve and work alongside leadership to ensure the work we are doing is achieving intended goals and outcomes. I make myself available for ongoing communication and regular check-ins to proactively troubleshoot, gather feedback, and ensure the process is moving forward according to expectations.

#### **E. Cost Proposal**

Phase 1	\$35,000
Phase 2	\$95,000
Phase 3	\$25,000
Additional Costs	\$25,000 cap for travel expenses
Total	\$180,000

**F. A list of key personnel**

I will be the primary contact throughout the process. Abby Edwards will be assisting with key research portions of the project. Abby has been a contractor with Incite! Consulting since 2021, and has 15+ years of nonprofit experience.

**Cost and Pricing**

Fee for strategic planning services is \$180,000. Fee includes all direct, indirect, and overhead expenses including travel and lodging expenses, incurred by Incite! Consulting to perform the work.



# **Proposal to Provide Consultant Services for the Timberland Regional Library Strategic Planning Project**

**PROPOSER:**

**J Robertson and Company (JRO)**



**November 2023**

## LETTER OF INTEREST

November 1, 2023

Dear Rose and Evaluation Team,



Thank you for the opportunity to provide the enclosed proposal for supporting the TRL Strategic Planning Project. We recognize the immense value and opportunity TRL represents in the PacMtn region, in small and large communities alike. We also recognize that libraries – both the services they offer and the way people access them – are evolving. Both of these realities are extremely compelling to us given our other roles in this region, and we would be honored to assist you in this endeavor.

Please do not hesitate to contact me if you have any questions. We look forward to hearing from you.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jason Robertson", with a stylized flourish extending to the right.

Jason Robertson, President  
J Robertson and Company  
(360) 943-0595 / [jason@jroandco.com](mailto:jason@jroandco.com)

## LEGAL BUSINESS NAME

This proposal is submitted by J Robertson and Company, an S-Corporation incorporated in Washington State in 2009 under UBI # 602-935-078. J Robertson and Company's federal tax ID is 27-0455499, and our physical headquarters are located at 809 Legion Way SE, Olympia, WA 98501-1518.

## QUALIFICATIONS

### Minimum Qualifications

**Performance:** J Robertson and Company has completed 230 client projects since 2009. The majority have been strategic planning for public agencies. Locally, that includes PacMtn Workforce Development Council Strategic Plan and Industry Cluster Analysis, and the new Comprehensive Economic Development Strategy (CEDS) produced on behalf of the County and Economic Development Councils representing Grays Harbor, Mason, Pacific and Thurston Counties.

**Experience:** Multiple J Robertson and Company projects have been recognized for outstanding public engagement by the International Association of Public Participation (IAP2), Oregon League of Cities. City-County Communications and Marketing Association (3CMA), and Washington State Smart Communities Governor's Award, among others.

**EDI:** J Robertson projects have incorporated and centered the principles of equity, diversity and inclusion since long-before these approaches entered the mainstream conversation. In addition to applying these principles, we offer the ability to host Spanish-Language focus groups and welcome the opportunity to partner with TRL-recommended community based organizations that have established relationships and communication channels into specific populations. J Robertson is also partnering with Parfait Bassale, one of the foremost DEI consultants in the Pacific Northwest and beyond. Together, with TRL leadership, we will design an engaging and inclusive process that not only provides room for a wide variety of voices, but centers those voices in the finished product.

Some of our recent projects that employed EDI successfully include:

- Thurston Strong Response (target zone grants, equity review of grant allocation, BIPOC Task Force)
- Thurston Strong 24-month recovery and reset plan (workforce training for marginalized populations)
- Olympia Strong (City equity lens, justice-involved, disabled focus groups, CBO group involvement)
- Hillsboro Community Plan (community leadership academy involved in outreach design)
- SPSCC DEI Task Force (rework of bylaws)
- United Way Education to Financial Stability Task Force (high school continuing ed navigators)
- Ginny Burton Community Presentations (focus on justice involved individuals and families)

## **Project Examples and References (TABS A and B)**

This section includes four project examples completed by J Robertson and Co, along with a description of related outcomes and contact references.

### **Intercity Road Trip**

Contact: Ann Freeman-Manzanares, General Manager (retired) / (360) 561-7786

JRO led Intercity Road Trip, a public engagement project to chart the future of public transportation in Thurston County based on community priorities. Over 3,500 people participated in the first phase, generating some 10,000 ideas. JRO then worked with the Transit Authority and community Steering Committee to build “future scenarios” which were vetted through workshops, online surveys and public opinion polls. Support was strongest for a *transformative* service scenario and nine associated system enhancements. As a result, the Authority opted to put the decision to a public vote and, in November 2018, voters approved Prop 1 – a 4/10<sup>th</sup> of 1% sales tax increase – by approximately 67%.



After helping IT secure passage of Prop 1 to advance *transformational* service, JRO was retained to explore options for fulfilling one of the agency’s core promises to voters – making fares easier to pay. After consulting technical experts and exploring a wide range of options, it became clear that fareless transit was not only a viable option, but possibly the most rational given the size, ridership demographics and structure of Intercity Transit’s system. JRO then conducted extensive outreach to test interest in potential solutions with key stakeholders and the broader public. Ultimately, with some important refinements, the consensus settled on a zero-fare system, which achieves the most important community priorities while acknowledging ridership is not “free” but rather prepaid and ticketless. Zero-fare transit was implemented in January 2020 and generated an immediate spike in ridership. While the policy remains in place, evaluation is delayed due to the pandemic.



### **United Way Education to Financial Stability Task Force**

Contact: Chris Wells, CEO /(352) 316-0666

JRO serves as facilitator and primary researcher for a diverse Task Force exploring ways to improve the career and financial trajectory of graduating seniors. At present, the Task Force is developing strategies to increase the percentage of students who pursue extended learning (college, certificates, etc.) by



identifying which student populations are lagging, what barriers must be overcome to expand opportunity and how to better inform students about career pathway opportunities. As an initial action step, JRO created a mission statement and helped secure resources to fund two “imagers” who will introduce high school students to career pathways and help them complete financial aid paperwork. The first two schools to be served in the pilot project are North Thurston and Yelm High Schools. The imaginers will operate out of South Puget Sound Community College.

## **Thurston Strong COVID-19 Economic Response, Recovery and Reset Program**

Contact: Jennica Machado, Thurston County Economic Development Manager / (925) 413-6807 or Michal Cade, Thurston County EDC Executive Director / (360) 480-8781

JRO supports the Thurston County, WA regional response to COVID-19 for impacted employers and workers. In coordination with local partners, JRO has established a countywide Task Force, launched a resource website and established communication and decision-making protocols. *Thurston Strong* now serves as the central clearinghouse for response and recovery efforts for over 350,000 people.

Over the ensuing months, the Task Force operated a business emergency hotline, created and managed a 15,000-user website ([thurstonstrong.org](http://thurstonstrong.org)) and provided direct assistance to over 3,000 businesses, nonprofits and other partners. Initial support included coordination with governing bodies, dissemination of easy-to-access information and links to dislocated worker resources, and how-to guides for completing federal grant and loan applications, resulting in over \$100 M in Payroll Protection Program forgivable loans for Thurston small and micro businesses.



Subsequently, the Task Force coordinated with local jurisdictions to develop data-driven resource delivery strategies, targeting the most impacted and at-risk workers and entities. With help from pass-through federal CARES Act funding, we distributed over \$13M in grants ranging from \$1,500 to \$30,000. Recipients included minority-owned businesses, restaurants, retailers, nonprofits, farms, co-ops, and value-added food manufacturers.

The Task Force also invested in childcare. By summer 2020, the pandemic had shuttered 40% of Washington daycare operators while schools closed for in-person learning. The Task Force understood the need to help local providers bridge this crisis and remain in-place to serve front-line workers as they returned to the field. To date, the Task Force has issued over \$3M in grants to local providers to help cover growing operational expenses and reduce barriers to access for low-income families, in addition to putting a small dent to the disproportionate impact felt by women and minority workers. The Task Force also created a Personal Protective Equipment (PPE) operation, delivering tens of thousands of masks and thousands of gallons of locally-sourced hand sanitizer to over 1,250 seekers. In partnership with the Chamber of Commerce, the Task Force provides specific business reopening instructions by sector and promotes the availability of goods and services as they come back on line.

Over the second year of pandemic-related impacts, JRO has worked with the Task Force to plan for and distribute an additional \$13 Million in relief and develop a shared regional Response and Recovery 24-Month Strategic Action Plan. The plan outlines specific actions for distributing federal, state and local recovery funding to impacted businesses and workers, enhancing economic resiliency, expanding workforce training capacity and resetting economic opportunities with an emphasis on equity and inclusion.

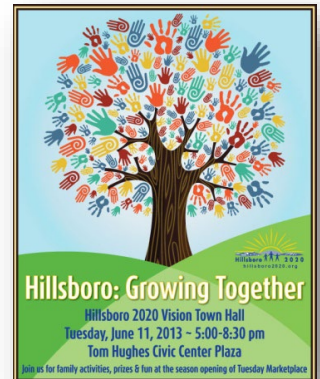
## Hillsboro 2020 Vision and Action Plan / Hillsboro 2035 Community Plan

Contact: Dacia Bakkum, City of Hillsboro Project Manager / (503) 681-6468

Jason has served as Hillsboro 2020 Vision Advisor since 1999. The first of Jason's community visioning projects, Hillsboro 2020 was named *Project of the Year* by the International Association for Public Participation, received a League of Oregon Cities *Good Governance* award and has offered a laboratory for learning about and perfecting the tools and strategies that make visioning work.

Hillsboro 2020 has pioneered effective ways to generate input and establish broad-based community ownership by engaging partner organizations, reporting progress and ensuring the action plan remains relevant through periodic updates. The "Year-Ten" Update utilized Facebook, video, e-surveys, fireside chats, e-polling and other tools to engage thousands of residents including a growing multicultural population.

JRO now serves as advisor to the **Hillsboro 2035 Community Plan**, adopted in August. The 2035 Community Plan represents Hillsboro's next twenty-year road map. Consistent with the original vision, the 2035 Plan was built on input from over 5,000 individuals using a variety of engagement approaches. Facilitated teams, representing a range of community interests were formed to review and convert community ideas into action proposals which were then adopted by two dozen distinct community organizations. Early outreach was informed by key stakeholder interviews and a **data profile** identifying current trends and opportunities.



# PROPOSAL RESPONSE

## Project Plan (TAB C)

### Summary of Tasks

1. Kickoff Meeting with Staff Leadership (January)
2. Kickoff Meeting with Strategic Planning Committee (January)
3. Environmental Scan (January-February)
4. Broad Engagement (March-July)
5. Draft Plan (August)
6. Public Review of Draft Plan (August-September)
7. Final Plan (October)

### Task Highlights

\*All tasks assume ongoing coordination with Creative Services Team, Committee and Board

### **Task 1 – Kickoff Meeting with Staff Leadership**

This is an opportunity to make introductions, confirm timelines and roles and refine the project approach, as well as identify data and resources to be reviewed as part of the environmental scan. This task also includes consultant preparation and all follow-up materials development.

### **Task 2 – Kickoff Meeting with Strategic Planning Committee**

At this meeting, we will outline the approach, define Committee roles and begin engagement by inviting the Committee to identify their own goals or concerns with current TRL operating conditions.

### **Task 3 – Environmental Scan**

We will review relevant trends and information, identified in collaboration with TRL leadership, to build an “operating framework” – i.e. what current or future trends and conditions should be considering when moving into the broader community engagement phase. This is also an opportunity to identify and potentially test approaches, offering or innovative funding models being deployed in external districts.

### **Task 4 – Broad Engagement**

This task is best developed through discussions with TRL staff and steering committee, based on what has or has not been tried in the past, what worked well or did not and the availability of TRL staff to assist in engagement overall. However, we envision utilizing some of the approaches below, based on our past success in the PacMtn region (Olympia Strong, Intercity Road Trip, Grays Harbor 2020, et al).

**Intercept Surveys:** We have used these to great effect on multiple projects (including at TRL libraries!). Intercepts allow you to “go where the people are” vs calling them to you. It allows them to share with you, in their own words, what they love or don’t, what they’d like to see or what could be better. Our goal would be to conduct intercepts at various locations (TBD) and each and every TRL service facility as follows:

**Grays Harbor**

- Aberdeen
- Amanda Park
- Elma
- Hoquiam
- McCleary
- Montesano
- Oakville
- Westport

**Lewis County**

- Centralia
- Chehalis
- Mountain View and Packwood
- Salkum
- Winlock

**Mason County**

- Hoodspoint North Mason
- Shelton

**Pacific County**

- Ilwaco
- Naselle
- Ocean Park
- Raymond and South Bend

**Thurston County**

- Lacey and Hawks Prairie
- Olympia and West Olympia
- Tenino
- Tumwater
- Yelm

To maximize reach, we propose engaging a combination of consultants, interns and TRL staff and Committee members in the intercept process.

**Focus Groups:** We would work with TRL staff and committee members to identify focus group targets including library user cohorts, non-users, diverse audiences (e.g. age, gender, disability, type of user, staff, et al). We currently envision facilitating up to eight focus groups.

**Online Survey:** The online survey is a great way to collect feedback in *volume*. It is also convenient for those who we may not find through intercept surveys, and others who may prefer to write out their ideas rather than share them out loud.

**Personal Interviews:** There are likely specific individuals or external library experts TRL would recommend we interview in order to better understand the library's operating environment, potential or other related information. We have built in budget for up to twelve such interviews.

All input will be reviewed, sorted and processed into a manageable set of focus areas by Jason Robertson (the focus areas will reveal themselves during the sorting process). The consultant team will work with the Committee to test findings and build the preliminary plan framework.

**Task 5 – Draft Plan**

The consultant team will develop a draft plan, following an iterative brainstorming process with staff leadership, for presentation to the Committee. We envision both a “longer” plan that includes a summary of public input and engagement activities, and a snappy “shorter” plan that is easily consumable by the broader public (similar to what TRL has now).

## Task 6 – Public Review of Draft Plan

Top priorities or focus areas, in summarized form and pending TRL approval, will be tested and prioritized through a second online survey and at the various TRL locations. Prior to launching the online survey, the draft plan will be presented to the Board for testing approval and any final refinements.

## Task 7 – Final Plan

The consultant team will develop a final plan in partnership with the Committee, based on the prioritization results. We will make a final presentation to the Board in October. Includes focus areas, goals, strategies, evaluation metrics, and priority readiness recommendations.

### Additional Capabilities (TAB D)

- Equity lens development/application
- Spanish language interviews or focus groups
- Project website development
- Statistically valid polling

### Cost Proposal (TAB E)

LABOR (JR = \$200/hr.; PB = \$300/hr.; MN = \$100/hr.; Interns TBD)

Task	Jason Robertson	Parfait Bassale	Interns	Michele Neary	TASK COST
1. Kickoff Meeting w Staff Leadership (Jan)	\$1,200	\$900	\$0	\$0	\$2,100
2. Kickoff Meeting w Committee (Jan)	\$1,200	\$900	\$0	\$0	\$2,100
3. Environmental Scan (Jan-Feb)	\$5,000	\$0	\$0	\$0	\$5,000
4. Broad Engagement (Mar-Jul)	\$25,000	\$15,000	\$10,000	\$3,000	\$53,000
5. Draft Plan (August)	\$5,000	\$3,000	\$0	\$500	\$8,500
6. Public Review of Draft Plan (Aug-Sep)	\$1,500	\$600	\$0	\$500	\$2,600
7. Final Plan (Oct/Nov)	\$2,500	\$0	\$0	\$2,000	\$4,500
<b>Subtotal Labor Cost</b>	<b>\$41,400</b>	<b>\$20,400</b>	<b>\$10,000</b>	<b>\$6,000</b>	<b>NA</b>
<b>Total Labor Cost</b>	<b>\$77,800</b>				

EXPENSES: Billed at cost. Estimating \$7,500 for mileage reimbursement and \$500 for online portals.

**Total Project Cost Estimate: \$78,300**

## **Key Personnel (Tab F)**

Personnel for the Strategic Direction project include:

- Jason Roberson, J Robertson Principal and President (primary contractor): Tasks 1-7
- Parfait Bassale, Parfit Bassale Consulting (subcontractor): Tasks 1-2, 4-6
- Michele Neary, Mad Bird Design (subcontractor): Tasks 4-7
- Interns (SPSCC or other-sourced per agreement with TRL): Task 4
- Community Based Organizations (identified in concert with TRL): Task 4 and potentially 6

## **Key Personnel Bios**

**Jason Robertson** has collaborated with over 100 communities and organizations throughout the Pacific Northwest since the mid-1990s. His data analytics, communications, planning and public engagement projects have been recognized by the International Association for Public Participation (IAP2), League of Oregon Cities, Puget Sound Regional Council, US Forest Service, National City- County Communication Managers Association (3CM) and Washington State Governor's Smart Communities Program.

Jason's areas of expertise include public involvement, policy development, economic analysis, strategic planning and complex issue facilitation. His recent assignments include coordinating the creation of a multi-jurisdictional sewer utility, redevelopment of a downtown commercial district, facilitating a sustainability task force, authoring a targeted industry cluster development strategy and developing a new college campus concept plan with an entrepreneurial focus.

Jason's hands-on experience in multiple fields enables him to understand and effectively incorporate the disparate interests that constitute strong organization and community plans. Whether orchestrating a community-wide visioning process, analyzing data or working with property owners on challenging redevelopment projects, Jason's ultimate goal is creating balanced, vibrant and engaged communities.

Prior to forming JRO in 2009, Jason served as Vice-President for a 35-year old consulting firm for a decade. His earlier work experiences include serving as staff to a US Congressman, project planner in the Columbia River Gorge National Scenic Area and Peace Corps volunteer in Honduras.

Jason earned a master's degree in Community and Regional Planning as a Fellow at the University of Oregon. He holds bachelor's degrees in International Relations, Spanish and Latin American Studies and is fluent in Spanish. He is a current Board Member and immediate past President of the SPSCC Community Foundation and current President of the Board for Morningside, Inc.

**Parfait Bassalé** (he/him) is a true catalyst for change. He is a change strategist, organizational development professional, and singer-songwriter who helps individuals and organizations create a culture of belonging. Parfait achieves this through engaging keynotes, workshops, and leadership coaching that leverage the virtues of storytelling, music, and reflexive inquiry. During his five-year tenure as the Executive Diversity Officer at South Puget Sound Community College (a 2023 ASPEN Top 10

Community College finalist), Parfait championed a culture of belonging and implemented equity programs that reduced the achievement gap for historically excluded students such as low-income, first-generation, students with a disability, and students of color.

As a first-generation African immigrant to the USA, Parfait understands the dynamics of culture, the complexity & intersections of race, class, immigration status, linguistics, and privilege. He has effectively trained thousands on the barriers and the key to belonging through multiple partnerships, such as with the City of Olympia, Thurston Mason Behavioral Health Administrative Service Organization, Lewis Mason and Thurston Area on Aging, and the Washington State Department of Commerce. He repeatedly facilitates complex, emotionally, and politically charged conversations for various stakeholder groups that leave participants introspective and better connected.

Mr. Bassalé holds a Masters in Conflict Resolution and a Certificate in Mediation from Portland State University. In addition, he earned a Certificate in Design Thinking from MIT Sloan Executive Education and has supported many state agencies, boards, and non-profit and private sector organizations with their Diversity, Equity, and Inclusion initiatives. He is a Social Justice and Equity Commissioner for the City of Olympia and sits on the Olympia School District Education Foundation and United Way of Thurston Boards of Trustees.

**Michele Neary**, Mad Bird Design, has collaborated with Jason since 1999, as graphic designer, website developer, and social media coordinator. She is a versatile communications professional accomplished in print and digital publishing. Her skill set combines a background in marketing, community outreach and journalism, a keen eye for design, and expertise in digital design software.

Michele developed brand identities and a range of visual materials for Hillsboro 2035, Hillsboro 2020, Beaverton Community Vision, Port Olympia Vision 2050, and Grays Harbor 2020. She has also provided website and technical assistance for Thurston Strong, Lacey Cares and many other local JRO projects.

Before founding Mad Bird in 2010, she worked at communications and engineering consulting firms, designing online and print materials to support public policy and community involvement projects. Michele holds a Bachelor of Arts Degree with an emphasis in journalism/media communications.





October 30, 2023

Dear Rose,

We are People Rocket and it is with great interest that we are applying to your RFP for Strategic Planning Facilitation. We are a boutique consulting firm based in California that embraces an innovative approach to mastery, strategy, and design.

We think it's important to build capacity and empower your organization to tackle *strategy* in an ever-changing world, even when we're not around. We look to transform strategic planning and review from an event to a sustainable capability. Please find our proposal attached here.

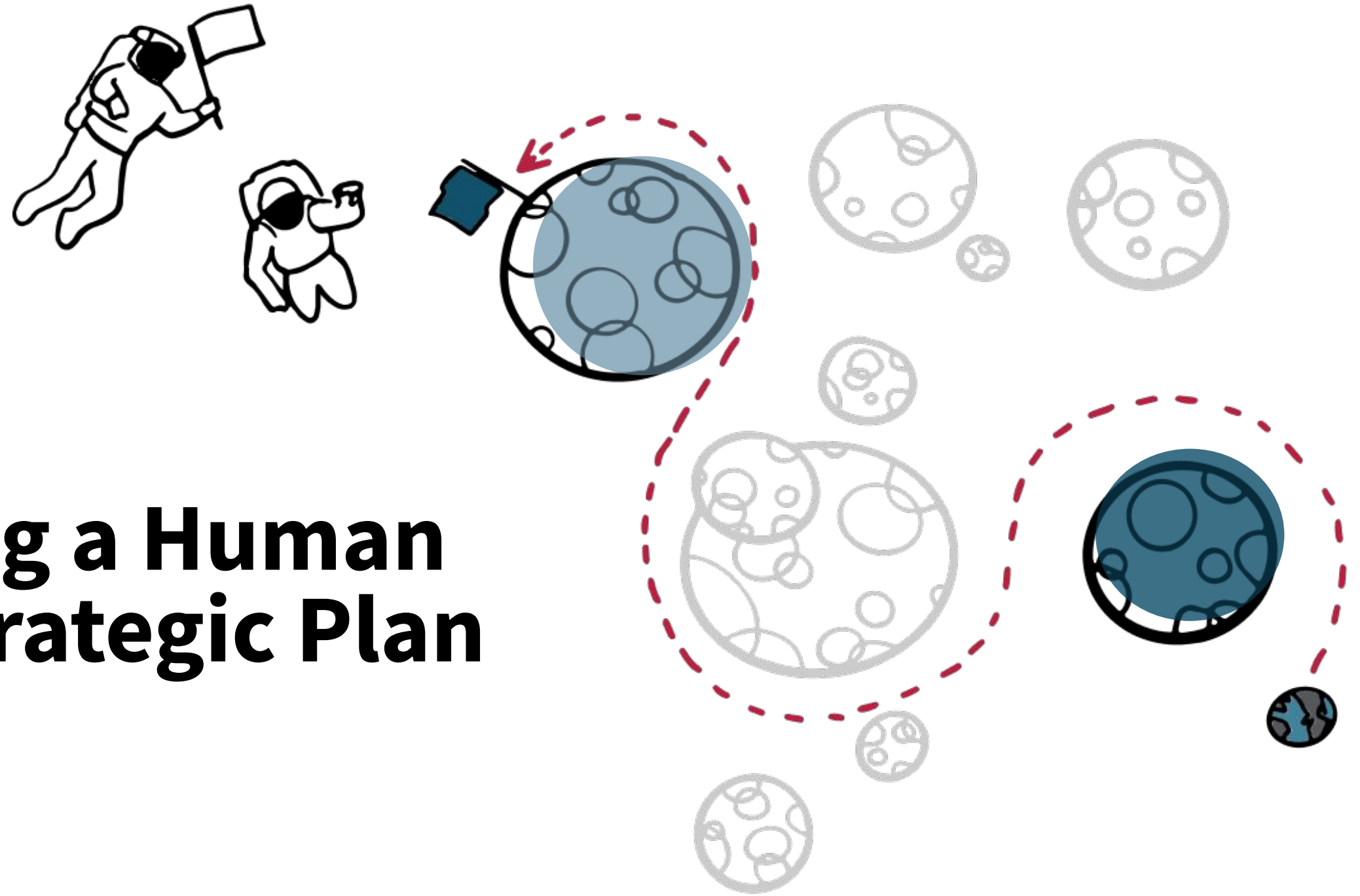
Our contact for RFP Responses and New Business is Ari Kurtz, he can be reached at [collaborate@peoplerocket.com](mailto:collaborate@peoplerocket.com).

Please let me know if you have any further questions, comments, or concerns regarding our experience and capabilities.

Thank you for your consideration,

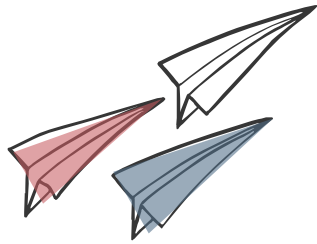
Hannah and the Team at People Rocket

# Co-Designing a Human Centered Strategic Plan



Timberland Regional  
**LIBRARY**

**PEOPLE  
ROCKET**



# Hi. Hello. Heya!

**We are People Rocket.** Since 2010, we’ve been a responsible design firm shaping a better future through co-design.

We are excited to share our collaborative approach to **strategic planning** with you. This document will give you a sense of who we are, what we do, and how we do it.

You might notice that this isn’t a typical 8.5 x 11 attachment. From our academic backgrounds in learning science we know that people’s brains work best when they aren’t overloaded with information, so we’ve embraced an approach that uses visuals and text to aid understanding.

We hope you’ll think of our proposal as the start of a conversation. We believe in co-design and **we will gladly tailor what’s on the following pages to best meet your needs.**

## Table of Contents:

Project Overview	04
Working With Us	14
References	18
Proposed Options & Pricing	19
Appendix: Our Work in Real Life	23

# Why We Are Excited to Work Together



You are seeking to develop a comprehensive strategy for enhancing your influence within rural communities. Our team is made up of experienced designers with a wealth of knowledge in impact-focused organizations.

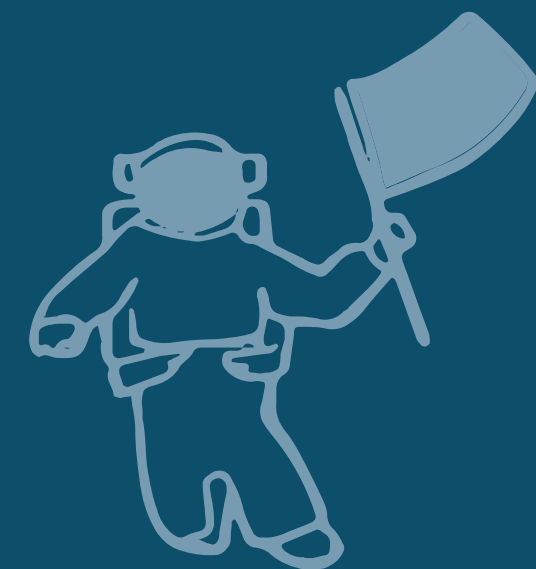
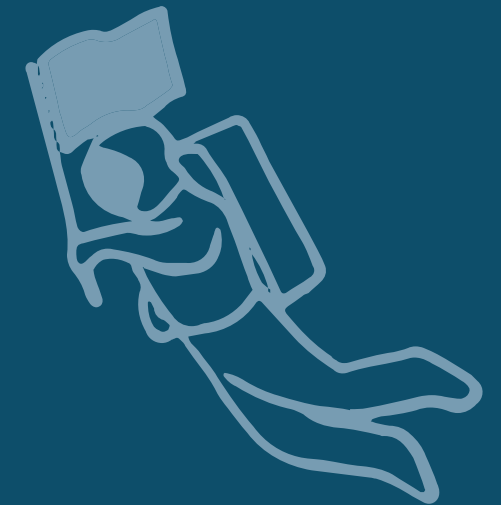


We are pleased to hear that our values align with your commitment to working together and embracing diverse communities. We firmly believe in the power of collaboration and stakeholder engagement when it comes to strategy development.



Our co-design approach is tailored to empower your communities, giving them the agency to shape a strategy that aligns with their distinctive needs and aspirations. Our goal is to foster connections and create strategies that resonate with the communities.

Where are you  
trying to go?



# Project Overview

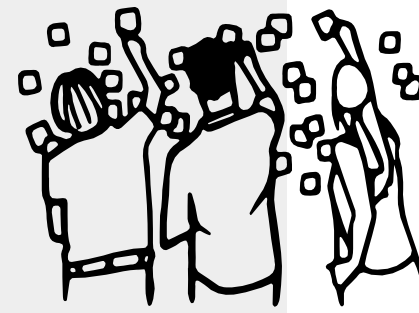
# Our Approach to Strategic Planning

## FUTURE- PROOFING



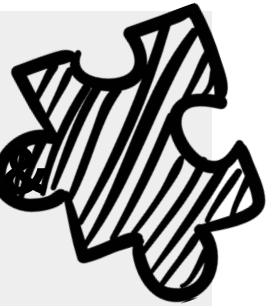
In today's rapidly changing world, you need a **flexible, adaptable strategic plan** for whatever may come your way. We work with you to build a living, breathing plan that can be easily updated.

## PARTICIPATORY DESIGN



We take a **human-centered approach, working hand-in-hand with you to pave the way forward**. We emphasize collaboration, relying on innovation, iteration, and co-design in the process.

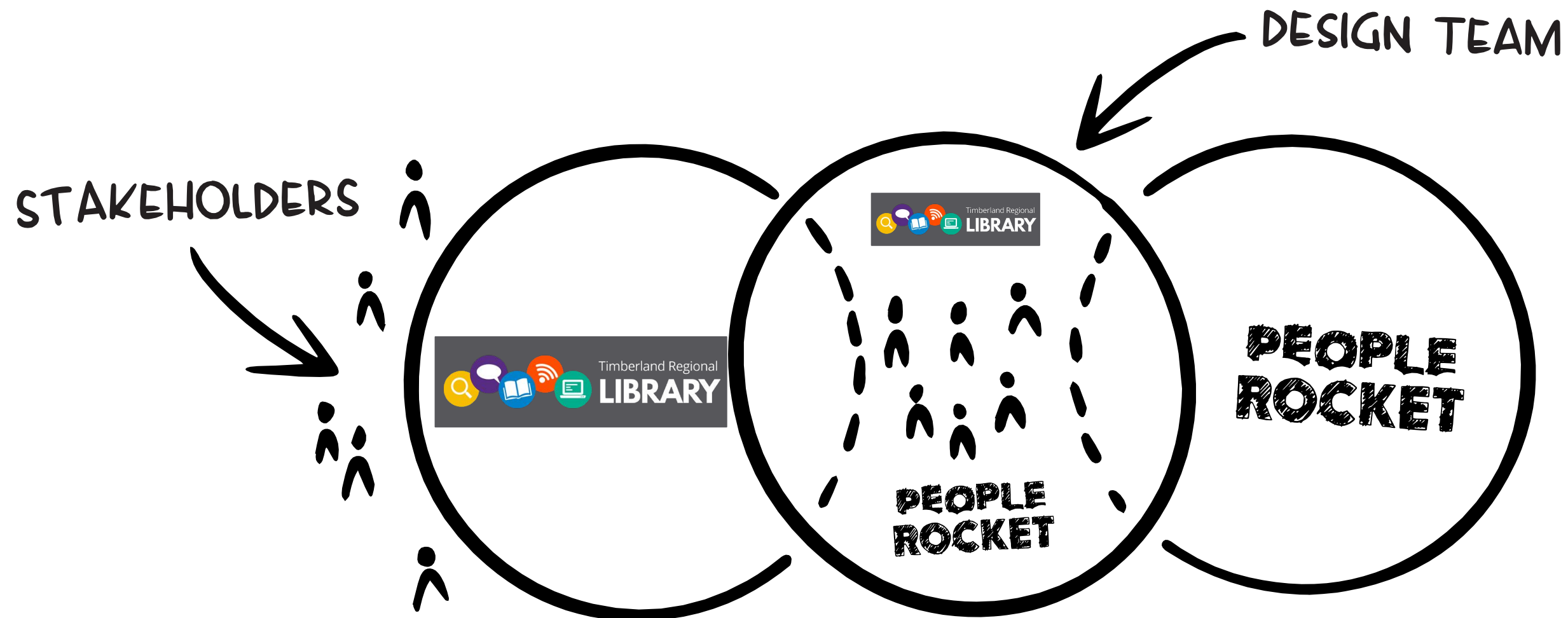
## DIVERSITY, EQUITY, INCLUSION, & BELONGING (DEIB)



**We prioritize meeting people where they are** to best meet the needs of those with whom we work. We make sure our design is inclusive by drawing on anti-racist approaches.

# How We Work Together

Co-designing with your team means we design *with* you as opposed to designing *for* you. That means we have a **dedicated group of people from our team and yours as a single design team**. We augment this collective intelligence with the full brain trust of both organizations.



Click [here](#) to learn more about our human-centered approach.

# Accountability Through Equity Checks

We know that design has a history of reproducing inequity. **Equity checks are guided questions built into our practice that challenge us to not only avoid this reproduction, but to actively combat it** and hold ourselves accountable to our commitment to DEIB.

Within each phase, we build in moments of reflection to work against unconscious bias. Below are example questions that we'll intentionally apply internally with the core team or in workshops throughout the process.

## Phase 01:

- Who are our current and historical selves? What biases do we hold and perpetuate?
- Are we being intentional about bringing diverse stakeholders together?
- Are we identifying barriers that exclude them from participating?

## Phase 02:

- What pre-existing structures, systems, or institutions are we recreating unintentionally?
- How might our ideas change if we intentionally broke or worked against these pre-existing structures, systems, or institutions?

## Phase 03:

- What are the unintentional consequences of our work?
- Could our language or ideas be misunderstood? And used to incidentally cause harm to others?
- What types of power are at play here?



# Your Project at a Glance

At People Rocket, we employ a tool called “How Might We” (HMW) questions to help us develop an overarching question that reframes our thinking and enables creative problem solving. After reading your RFP, we created this HMW to guide how we could approach your project:



## HOW WE MIGHT WE...

*set a strategic direction to meet the various needs of Timberland Regional Library’s diverse stakeholders*

### 01 Research

To gather a wealth of data, insights, quotes, and perspectives to shape your strategic plan.

**Output:**

Needs Assessment

**Timing:**  
3 months

### 02 Workshops

To generate, prototype, and test a “loosely-held” strategic plan, measuring across a continuum for feasibility, validity, and reliability.

**Output:**

Strategic Plan Drafting and Iterating

**Timing:**  
4 months

### 03 Synthesis

To develop a well-tested, iterated, and measurable future-focused and human-centered strategic plan.

**Output:**

Finalized Strategic Plan with Metrics

**Timing:**  
3 months

### 3 Months



### OBJECTIVE

You want to understand the internal and external landscape, including what is — and isn't — working in your own organization and among your peers. In this phase, we will gather a wealth of human-centered data, insights, quotes, and perspectives to inform your strategic plan.

We will use a range of research tools to understand what your defined stakeholders think, feel, want, and need.

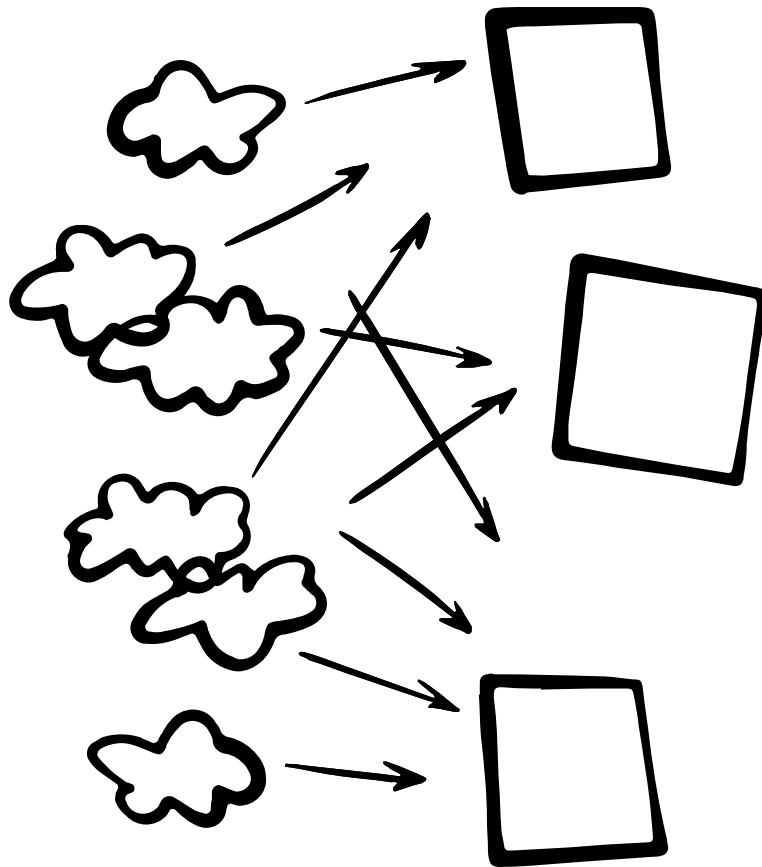
### KEY ACTIVITIES

- **Landscape analysis** - Survey and interpret the strategic and financial models of your peers and competitors
- **Stakeholder analysis** - Understand from whom, where, and how to get feedback and insights on your organization
- **Qualitative interviews** - Gather direct insights, including views, experiences, and beliefs from identified stakeholders

## 01

At the end of Phase 01, you'll walk away with a **Needs Assessment**, which will provide us with clear next steps and shape the strategic plan.

## 4 Months



### OBJECTIVE

Armed with our findings, together we'll make sense of the research through workshops, drawing on innovation tools to stretch thinking and co-design the future. We'll engage with stakeholders to brainstorm and prototype ideas for your mission, vision, values, goals, and more.

By the end we'll have an outline for a "loosely-held" strategic plan tested for feasibility and validity.

### KEY ACTIVITIES

- **Co-Design Workshops** are brainstorming sessions that bring together a diverse group of stakeholders with the purpose of collectively shaping the strategic direction of your strategic plan
- **Sensemaking Sessions** involves the gathering of key stakeholders to collectively interpret and reflect upon the initial findings and hypotheses derived from your strategic initiatives.

**02** At the end of Phase 02, you'll walk away with a **Draft Strategic Plan**.

## 3 Months



### OBJECTIVE

Finally, we'll bring all our hard work together. Together we'll review the intended and unintended effects of your planned strategy, further testing and iterating on it. We'll develop metrics to track progress and then finalize the strategic plan that will guide your organization's operational and budget planning for the next 3 - 5 years.

The end result will be a comprehensive, well-tested plan that is ready to be shared with stakeholders.

### KEY ACTIVITIES

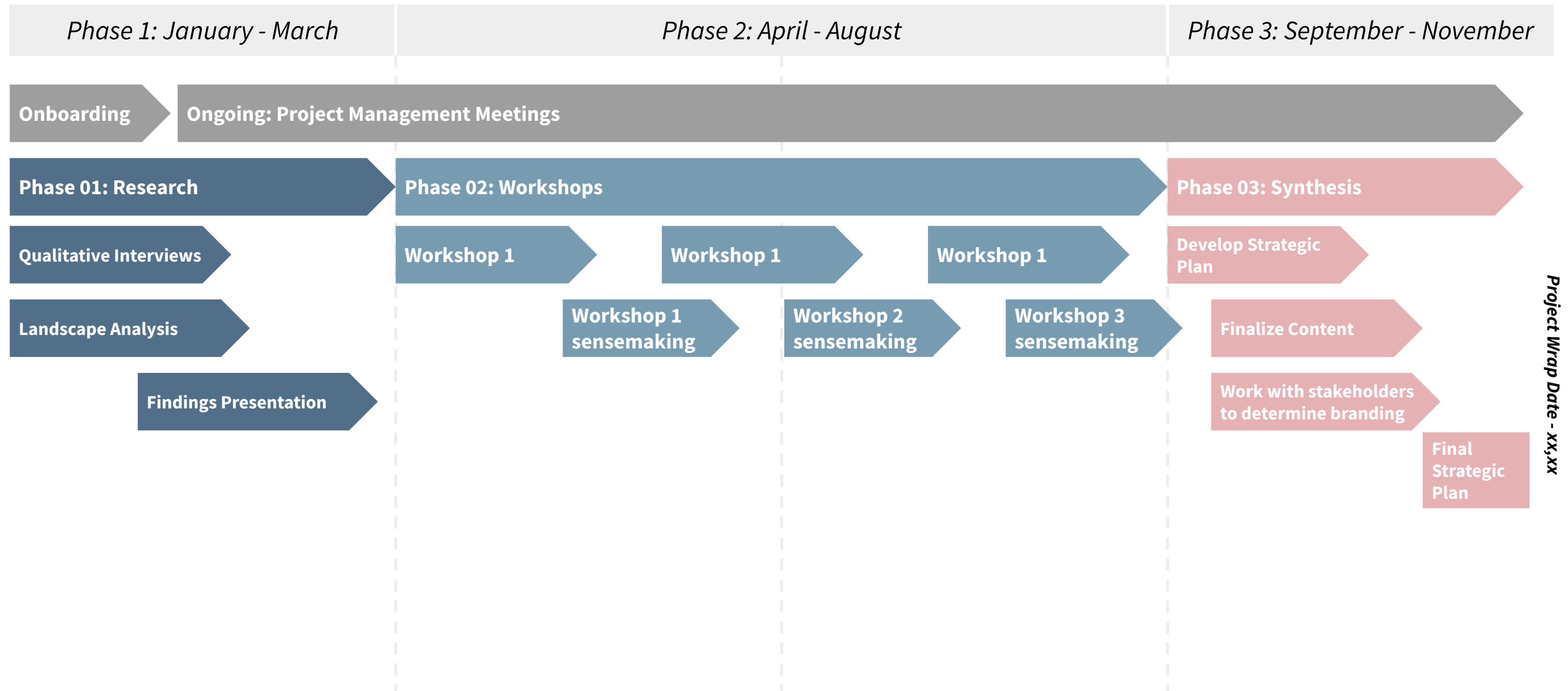
- **Impact cascades** - Review the intended and unintended effects and implications of your plan to determine not just if you can, but if you should
- **Roadmap** - Develop a blueprint for implementing your plan
- **Measure what matters** - Uncover what is important for your organization and the right metrics to evaluate them, including key performance indicators (KPIs) or objectives and key results (OKRs)

# 03

At the end of Phase 03, you'll walk away with a **Strategic Plan** that your team can use to continue making an impact in your community.

TIMELINE

Our findings and prototyping will inform one another. Here's a snapshot of how we envision it coming together.



*Timeline may vary based on further discussion.* We can refine together!

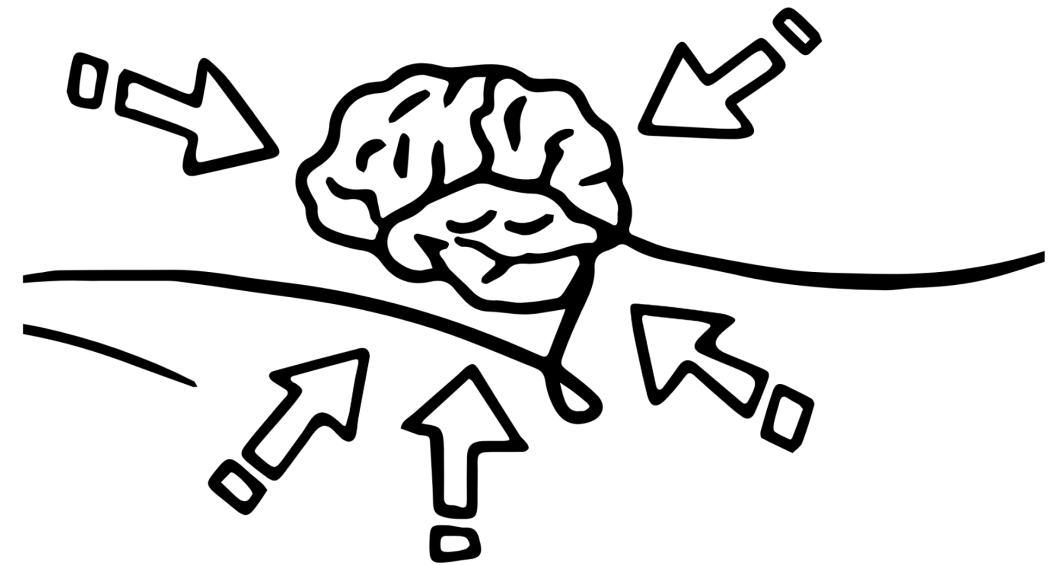
# Your Strategic Plan

Our intentional, responsive approach will **get you to your destination — we promise.**

In the planning process, we'll discuss our proposed activities and ensure they're the right ones for your desired outcomes.

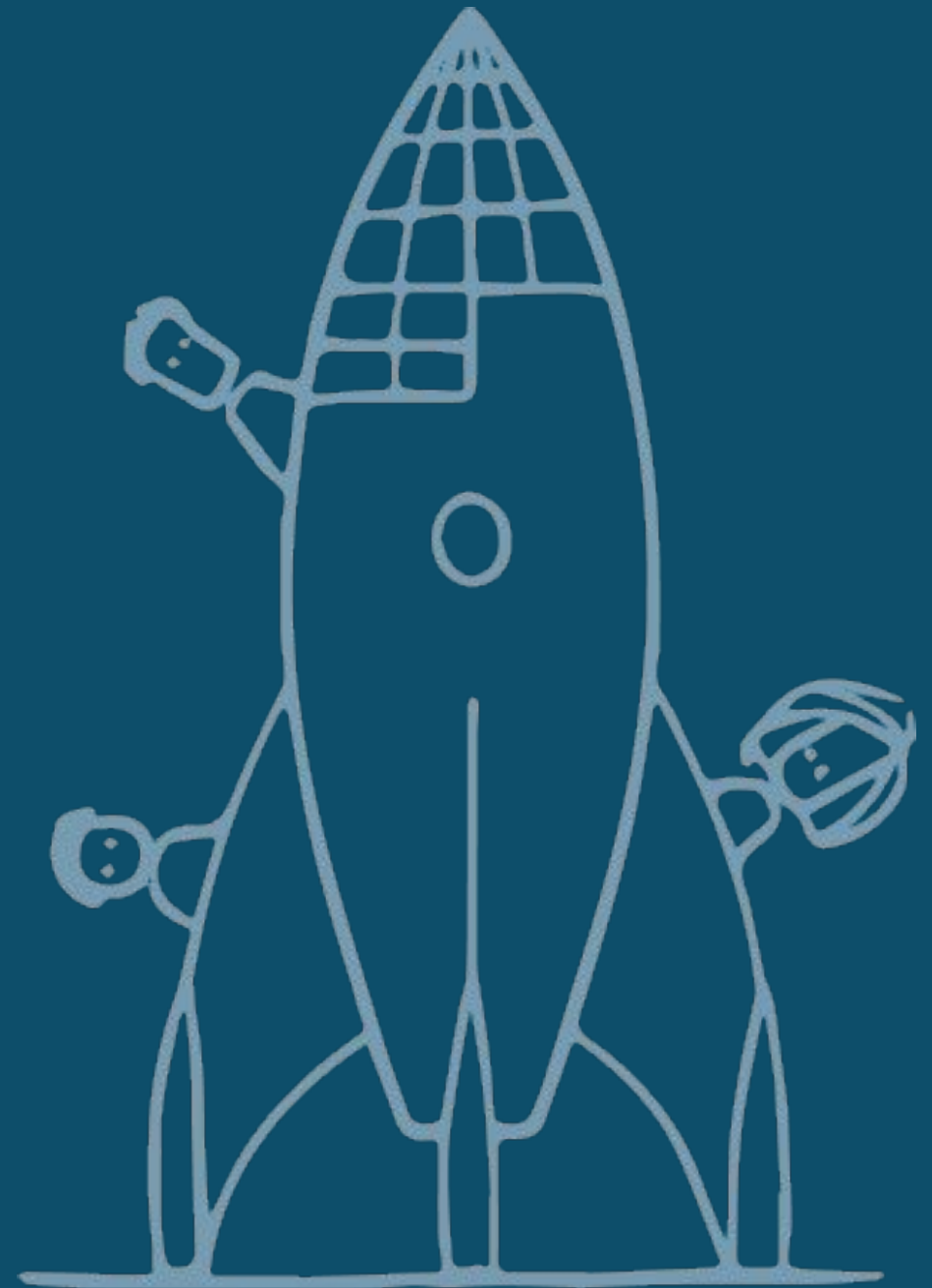
Possible components include:

- Revised mission, vision, values
- SWOT analysis
- Theory of change
- Short- and long-terms goals and objectives
- Measurable metrics
- Roadmaps and action plans



Your future-focused, human-centered comprehensive strategic plan will be a living, breathing document that will **help guide your team as you move forward.**

# Working With Us





ABOUT US

# We Are People Rocket

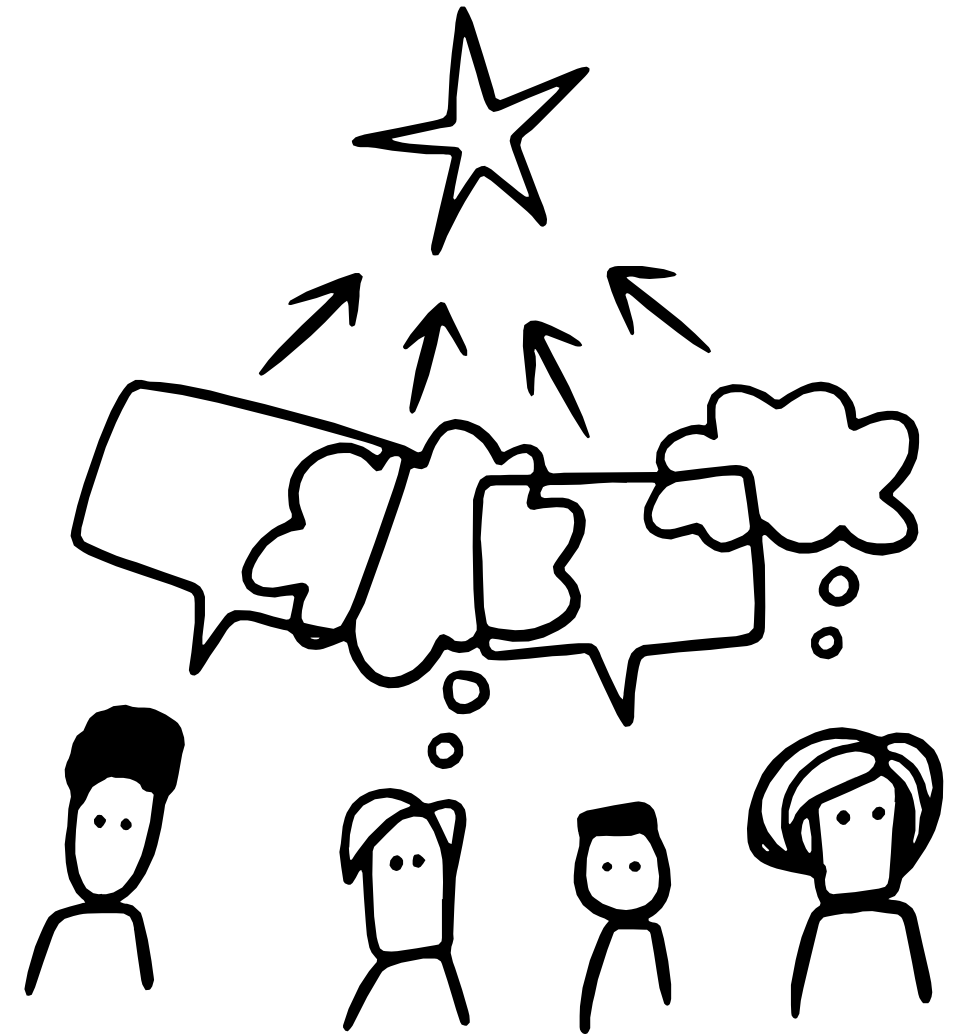
*A responsible design firm shaping a better future through co-design*

We work with leaders and teams in growth-oriented and impact-driven organizations — all looking for ways to solve new complex problems.

We do this by developing trusted partnerships with our clients, and sharing expertise in ethnographic research, human-centered design, business strategy, and emerging technologies.

We are a small, but diverse team, full of T-shaped people with intentionally diverse in-depth knowledge areas, backgrounds, and lived experiences. We harness this collective intelligence to make our team the best it can be.

**We know that our team's strength is in its people.**





## MEET THE TEAM

# Roles & Experience

Your team will consist of 2-3 designated **designers** who engage with you to build, review, and execute the overall project plan. They additionally serve as **project success managers** to monitor timelines, keep tasks and work streams on track, and manage and mitigate risks.

Here are some of the folks you might interact with — but the full PR braintrust will be supporting behind the scenes:



**Marius Jackson** | Senior Designer | [!\[\]\(d3ab30bdea9ec565cc6765f7090008d0\_img.jpg\)](#)

Marius has eight years of experience in strategic planning and design thinking. He co-designs qualitative research methods with a focus on creative storytelling, bridging art, strategy, and equity.



**Julia Henrikson** | Designer | [!\[\]\(b93a3d1004da39ab83182d084e9be391\_img.jpg\)](#)

Julia has ten years of experience in the nonprofit and policy sector, with a focus on DEIB and communications. She uses these experiences in her work as a collaborator and designer, helping teams cultivate alignment.



**Michael Temblador** | Senior Designer | [!\[\]\(c93e25353ea1c3819d2fa415582db004\_img.jpg\)](#)

Mike has 15 years of experience in education, DEIB work, and design. He utilizes his experiences to rethink how we build teams that uplift communities and design thoughtful strategic interventions.



**Emily Meland** | Associate Principal Designer | [!\[\]\(07fa759a51a9a49c34473c1835f54f8e\_img.jpg\)](#)

Emily has over a decade of experience in qualitative research methods, teaching, and facilitation. She channels those skills in her global health and education work, promoting community development and well-being.

# Our Work at a Glance



## Co-Designing a Community-Focused Strategic Plan

Balancing the immediate needs of Native American Community Clinic (NACC) with future impact.

Learn more by checking out the appendix.



## A DEI-First Plan and Theory of Change for Small Arts Giving

Re-inventing a decades-long program and integrating more voices to reflect the needs of a changing community.

Learn more by checking out the appendix.



## Organizational Alignment Through Ambiguity

Facilitating the co-design of a strategic plan for Youth Advocate Programs, Inc. (YAP) through vehicles of innovation and a data-driven approach.

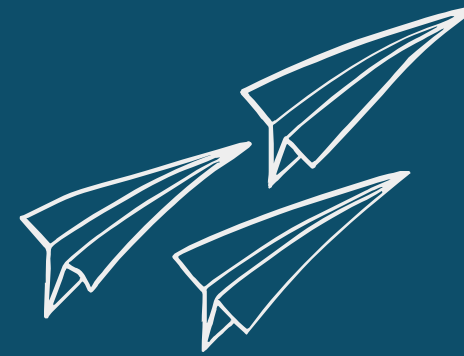
Learn more by checking out the appendix.

Visit our [website](#) for more examples of our work!

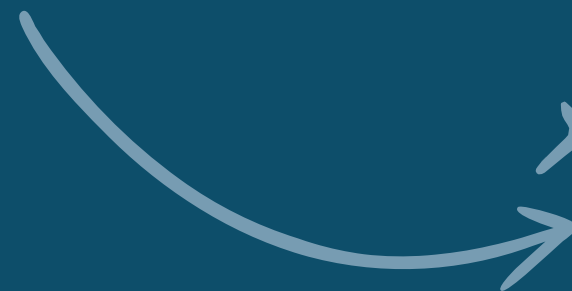
# References

CLIENT NAME	DESCRIPTION OF CONTRACT SCOPE	CONTRACT DURATION	REFERENCE
Seattle Jobs Initiative	Co-designed a race equity commitment which included a racial equity lens, measurement framework and internal and external priorities.	March 2023 - September 2023	To respect the privacy of our clients, we are happy to provide contact information upon request.
Private Green Energy Engineering Firm	Strategy Consults. Completed a 3 year DEIB strategy and a 3 year L&D strategy with a metrics and a action plan	Jan 2023 - Aug 2023	To respect the privacy of our clients, we are happy to provide contact information upon request.
Native American Community Clinic (NACC) (Nonprofit)	Codesign an 8-10 year strategic plan and landscape analysis to audit existing collateral, facilitate community workshops, and support the direction of the new strategic plan.	May 2021 - Jan. 2022	To respect the privacy of our clients, we are happy to provide contact information upon request.

Visit our [website](#) for more examples of our work!

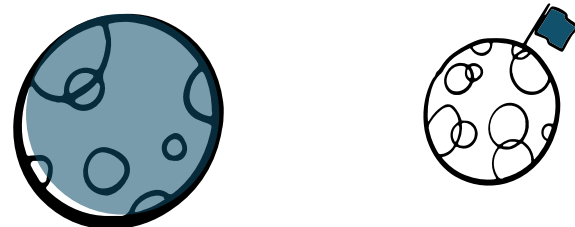


# Proposed Options & Pricing



Yes, options! If you're open to talking, we'd love to hear more and shape something that really help meets your goals.





## Fixed-Price Approach

We take a fixed-price approach to pricing.

Unlike firms who bill by the hour, we don't have hidden fees or material expenses. We think of the following pricing slide as a starting point that's based on how we've interpreted your request. If you like our approach but we've missed on some of the details, we're love to talk more to shape an approach that better meets your needs.

**We do whatever it takes to get us there.**

## Our Social Impact Commitment

Our People Rocket team believes in the work you are doing, so we would like to extend our Social Impact Focused Work Discount to you for this project. The pricing in this proposal is 40% less than our commercial offerings.

In return, we would love to collaborate with your team to write, publish, and distribute a case study based upon our work together.



# The Options in Detail

## Core Project Activities and Management

As part of our process and approach, there are activities and tasks that aren’t linked to a specific engagement but are essential for project success and are offered with our service. Core activities and tasks include:

- Bi-weekly client syncs
- Internal team design sessions/reviews
- Team topic immersion
- Research design, execution, analysis, and presentation of activities outlined in the options
- Custom designed activities as needed
- Engagement output synthesis
- Meeting with client for review of and feedback on deliverables in progress
- Setting up and maintaining project tools
- Coordinating additional required support for duration of the project
- Developing custom assets as needed

Yes, options – and we can flex more if needed.

If you like our overall approach, we can work with you more to refine the phases and pricing.

### Option A

With this option, the process will be sharp and focused. A majority of the effort will come in phase 02.

#### PHASE 1

- Internal doc review
- 10 x 45 minute interviews
- 1 x SWOT analysis
- 1 x equity check

#### PHASE 2

- 3 x 2 hr Codesign workshops (~15 participants)
- 1 stakeholder presentation
- 1 x equity check
- Draft strategic plan

#### PHASE 3

- 1 stakeholder presentation
- 1 x equity check
- Final strategic plan w/ metrics

### Option B

With this option each phase is expanding, deepening stakeholder engagement in each phase.

- Internal doc review
- 20 x 45 minute interviews
- 1 x SWOT analysis
- 1 x survey design & analysis
- 1 x equity check

- 5 x 2 hr Codesign workshops (~15 participants)
- 2 stakeholder presentation
- Draft strategic plan
- 1 x equity checks

- 2 x 2 hr Codesign workshops
- 1 x equity check
- 2 stakeholder presentations
- Final strategic plan w/ metrics
- Implementation Plan

### Option C

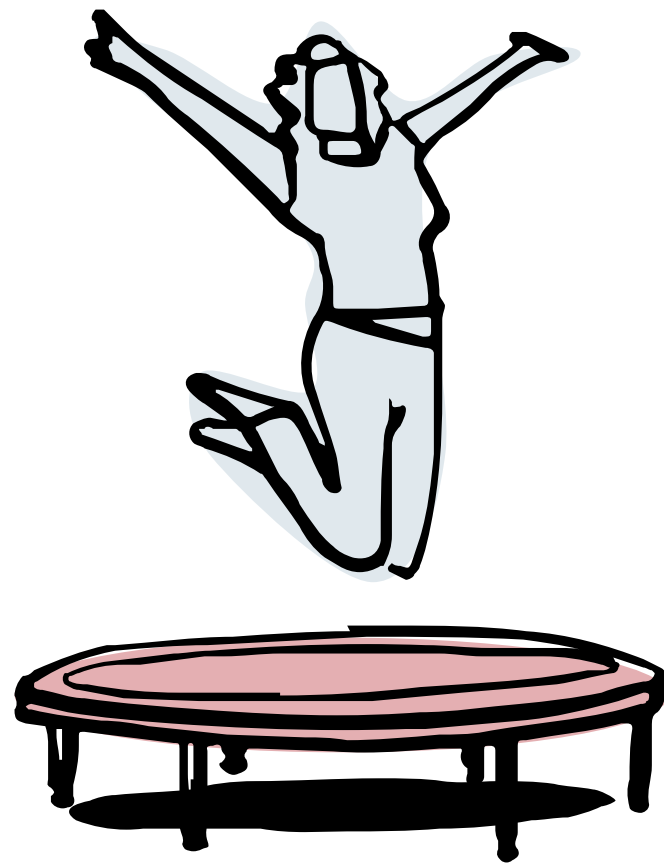
If you like our approach but need something different, let’s tailor a plan together.

Custom-designed steps we build together

Custom-designed steps we build together

Custom-designed steps we build together

\$63,000 ← or an option in between → \$94,500



We hope you'll think of this proposal as the start of a conversation.

On the page, it's hard to capture the feeling of our engaging, dynamic, creative, and collaborative process. If after reading this you're excited to hear more, please reach out.

Our iterative approach and affinity for co-design includes our proposals — we'll gladly tailor this to best meet your goals and needs.

**We are excited  
to hear from you!**



# Appendix: Our Work in Real Life



Interested to see more case studies? Click [here](#).





# Co-Designing a Community-Focused Strategic Plan

## CASE STUDY

*Balancing the immediate needs of the  
organization with future impact.*

## How might we...

balance the day-to-day needs of the clinic with our desire to increase impact?

The Native American Community Clinic (NACC) is a community health clinic in Minneapolis that serves an urban Native American population. It uses a culturally responsive combination of indigenous/traditional healing practices and western medicine to provide accessible, comprehensive healthcare to its constituents, called relatives.

With a mission to promote the health and wellness of mind, body, and spirit in Native American families, NACC sought our expertise to assist in formulating an 8-10 year strategic plan and landscape analysis to audit their existing collateral and support the direction of the new strategic plan.

### **How we did it:**

The work followed a three phase approach. Starting with qualitative interviews and a landscape analysis, we sat down with elders in the community and a wide swath of stakeholders and spent time listening to their stories and understanding their experiences. These interviews informed how we designed a series of workshops to help participants align on priorities for the eventual creation of the strategic plan.

Based on the conversations we had with NACC's constituents and employees, we understood that a key priority was leveraging the voices

of these stakeholders and ensuring they lived in the strategic plan. One part of doing this was creating a normed understanding of equity and incorporating equity checks throughout the process. We understood that we needed to put great care into the language being used in this work, to ensure that it faithfully reflected the voices of the community.

This was just one part of our efforts: leveraging and including the voices of all of NACC's stakeholders into the workshops, and therefore, the strategic plan. But it was also our responsibility to bring our expertise into the room — in particular, helping the participants see the state of the healthcare system more clearly, from an outside perspective. To ground this work, we used trend analysis and impact cascades to contextualize what is happening in the healthcare space and what that meant for the population NACC serves.

Yet while the work we do is always designing *with* not designing *for* clients like NACC, the conversations we had throughout this engagement were humbling. NACC employees did not hesitate to call us out on our blindspots — particularly regarding our understanding of traditional healing. Seeing the bigger picture was a crucial piece of the puzzle, but they consistently reminded us not to focus too heavily on Western medicine as the organization is Indigenous first.



## The Results

An equitable roadmap to guide rapid growth and an increased footprint.

By the end of the engagement, NACC had a fully fleshed out strategic plan, including priorities, goals, values, and strategies that would guide their work for the coming years.

But we think the more impactful part was helping the team create space to discuss challenging subjects, align on priorities and language, and make time to do so in the midst of a busy organization grappling with an immeasurable challenge — the onset of the pandemic. Over time, participants felt empowered to share their perspectives and values, find ways to align these views, and then operationalize the plan.





# A DEI-First Strategic Plan and Theory of Change for Small Arts Giving

## CASE STUDY

*The foundation team aligned to re-invent a decades-long program and integrate many more voices to reflect the needs of a changing community*

## How might we... reimagine how the Small Arts Initiative equitably serves underrepresented artists and organizations within a diverse artistic community?

Since its founding in 1995, the Small Arts Initiative Giving Program of our client hasn't changed its funding practices, operating procedures, or aims. Given the drastic change in the art ecosystem they serve, the program leads wanted to explore what it would take to attract a broader cross-section of applicants. Specifically, they hoped to support more emerging artists and small to medium organizations.

The Philanthropic Organization came to us to redefine the Initiative's goals and aims and develop a theory of change. To bring this work to life, we also developed a strategic plan and implementation guide.

### **How we did it**

Key to this work was overcoming resistance to change. Our client had been historically tied to their processes, which made it difficult to get the internal buy-in needed to modify the program. In its own way, COVID saved the day.

The world got turned upside down, but didn't crumble. This helped leadership overcome some of its own resistance and be more open to re-designing their strategic plan and the Small Arts Initiative more broadly.

As with any human-centered design work, we combined ethnographic interviews with workshops and secondary research. This helped overcome a secondary challenge: ensuring that everyone was on the same page about what the need was. The process revealed that our client needed to reevaluate what the grant-making process looked like. We needed to dig into why BIPOC artists and BIPOC-led organizations were consistently underrepresented in applicant pools. To do so, we created space for BIPOC artists to co-design the process with us.

With the artists' insights, alongside the other data and evidence we had compiled, we helped our client develop a strategic plan and new theory of change. This human-centered approach ensured that the voices and needs of the artists — the intended beneficiaries of the Initiative — were being recognized and acknowledged.





## The Results

## Applying an Equity Lens to Strategic Planning

The work yielded four primary outcomes:

- a new strategic direction,
- a revision to the program's application process to make it more inclusive of BIPOC and historically underrepresented artists,
- a change to the program's functioning and a plan to integrate the new strategy and theory of change, and
- the creation of mini funds

By co-creating and building capabilities in the process, the resulting strategic plan and theory of change won't just sit on a shelf — they are living, breathing tools that our client can use to deploy funding and level the playing field.





# Organizational Alignment through Ambiguity

## CASE STUDY

*Facilitating the co-design of a strategic plan  
through vehicles of innovation and a  
data-driven approach.*

## How might we... create a future-focused strategy that is rooted in the needs of our direct service providers?

Youth Advocate Programs, Inc (YAP) provide alternatives to out of home placement (such as detention, incarceration, group homes, residential facilities) and to community violence. The dual challenge of the pandemic and a changing workforce made it difficult for YAP to keep up with their current model. As a pay-for-service organization, they wanted to ensure they could remain financially stable for the years to come.

YAP sought a partner to help them engage their stakeholder community in strategic planning and development. The organization had its sights on a 3-5 year strategic plan to set them up for the future, but wanted help to create a neutral space for ideas to be heard — and challenged — while also grounding the work in metrics and data. We brought our human-centered design skills and eye to the future to align on YAP's mission and strategy and co-design priorities and goals in the form of KPIs.

### **How we did it**

We tackled this effort in three phases. In the first, we combined qualitative interviews with a landscape analysis to give us a holistic understanding of the organization. Then we dove into what we do best — designing and facilitating workshops. We drew on our findings to complete a business model canvas from the perspective of YAP stakeholders ahead of the first workshop.

Then we gave the participants space to respond and react. This unlocked new perspectives, allowing them to see that YAP could change if they wanted it to. During the workshop, it became clear that the existing vision didn't align with how YAP employees saw themselves. The term 'mentoring,' for example, appeared hundreds of times on YAP materials — but employees felt it didn't accurately reflect the work they were doing.

After uncovering insights like that one, we brought together a diverse group of employees from the CEO down to direct service staff to share their perspectives and align on how YAP employees talk about themselves and their work. This helped senior leadership see that other stakeholders did not share their views for the organization and created space for them to collaboratively redefine YAP's value proposition. These conversations guided how all of the participants engaged with the process moving forward.

Ensuring that everyone was on the same page regarding the mission and vision of YAP was the crux of this work. By using some of the workshop time focusing on norming and alignment, we could use subsequent workshops to actually co-design the strategic plan.





## **The Results**

Providing direction for redefining the business model through innovation, strategies, and measurable results.

We didn't just leave YAP with a strategic plan (although they got that too!). We also made sure to include a measurability component to ensure the sustainability of the strategic plan. Together, we developed KPIs that aligned with the strategies to assess its progress against its ambitions over time.

Through the process of creating the document, the participants also aligned and reached a consensus on their views for the future of the organization. By bringing together multiple stakeholders with diverse perspectives and creating space for them to share, they now feel empowered to have the conversations they need to over the coming years. They have shared, defined priorities and goals, and have a stronger internal culture to make them a reality.

**PEOPLE  
ROCKET**



# STRATEGIC PLAN CONSULTATION PROPOSAL

Timberland Regional Library



POINTNORTH

Dear Proposal Review Team,

Timberland Regional Library (TRL) connects people, places, and ideas across a five-county region while centering equity, diversity, and inclusion (EDI). Your approach delivers accessible, high-quality services and vital resources to the communities you serve. We admire your commitment and investments through a strategic planning process that will ultimately improve the quality of life within the communities you serve. Your impact has been clear.

We are excited with your commitment and recognition of centering EDI in your process as well as committing to deep community engagement. PointNorth's approach provides TRL with a facilitated process that engages interest groups and results in a clear Strategic Vision with goals and metrics for 2025 - 2029 while remaining committed to EDI within our process and outcomes.

As conscious stewards of public resources, we will partner with you to leverage the talents and expertise of your team to inform your strategic direction. While we have included a cost proposal for full facilitation and engagement, we would welcome an open discussion to balance both your team's strengths and potential fiscal constraints to arrive at an ideal project budget.

PointNorth will lead this effort as a single point of contact. By selecting our team, you will receive experience and insights in the following areas:

- **Equity, Diversity, and Inclusion** - PointNorth is a certified Washington State Office of Minority Women Business Enterprise led by a woman of color. We believe in the power of inclusive and diverse engagement to build more equitable and thriving communities. We center EDI in our planning, process, and products.
- **Community Development** - As strategic planning consultants, PointNorth has extensive experience supporting community development efforts throughout Washington. We bring seasoned strategic planning facilitators and fresh talent in developing strategic plans and communications while also supporting organizational development and community engagement. We are facilitating the local strategic planning process for Pacific Mountain and have engaged with the TRL team. Our team is familiar with public agency planning processes that serve rural and diverse communities. The people we work with are purpose-driven community builders who are striving for the collective success of the communities they serve.
- **Strategic Planning + Stakeholder Engagement** - Any successful strategic plan that lives in an organization—instead of collecting dust on the top of your bookshelf—relies on both internal and external input. We will bring our expertise in inclusive community engagement to ensure a strategic plan that is reflective of your communities.
- **Collaboration** - We believe in the power of team. Working in partnership with TRL, we will co-develop a process that is inclusive of various stakeholders. We embrace a listening, learning, and leading model in all we do and have a passion for building teams as we deliver actionable plans.

Thank you for the opportunity to submit this proposal. It would be an honor to partner in this work with you. We are looking forward to working together successfully.



Cadie Dye  
Director of Strategy



Lisa Keohokalole Schauer  
President

(360) 991-9570

[cadie@pointnorthinc.com](mailto:cadie@pointnorthinc.com)

706 Court A Tacoma, WA 98402



# LEGAL BUSINESS NAME

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## BUSINESS INFORMATION

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Business Name:

**POINTNORTH CONSULTING, INC.**

UBI Number:

**603 148 607**

Business Type:

**WA PROFIT CORPORATION**

Business Status:

**ACTIVE**

Principal Office Street Address:

**1251 OFFICERS ROW, VANCOUVER, WA, 98661-3854, UNITED STATES**

Principal Office Mailing Address:

**1251 OFFICERS ROW, VANCOUVER, WA, 98661-3854, UNITED STATES**

Expiration Date:

**10/31/2023**

Jurisdiction:

**UNITED STATES, WASHINGTON**

Formation/ Registration Date:

**10/04/2011**

Period of Duration:

**PERPETUAL**

Inactive Date:

Nature of Business:

**PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES**

## REGISTERED AGENT INFORMATION

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Registered Agent Name:

**SW&W REGISTERED AGENTS, INC.**

Street Address:

**700 WASHINGTON ST STE 701, VANCOUVER, WA, 98660-3338, UNITED STATES**

Mailing Address:

**700 WASHINGTON ST STE 701, VANCOUVER, WA, 98660-3338, UNITED STATES**

## GOVERNORS

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Title	Governors Type	Entity Name	First Name	Last Name
GOVERNOR	INDIVIDUAL		LISA	KEOHOKALOLE SCHAUER



# MINIMUM QUALIFICATIONS

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**A. Consultant must have successfully performed at least one contract with a public agency of comparable size to the TRL, with services similar to those expected by the TRL for this contract.**

PointNorth is currently working in partnership with the Pacific Mountain Workforce Development (PacMtn) to facilitate the development of its new four-year strategic workforce plan. PacMtn operates over a 7,000-square-mile region to meet the needs of job seekers and connect with employers across Grays Harbor, Mason, Thurston, Pacific, and Lewis Counties. Additionally, PointNorth successfully led the facilitation of Vancouver Public School's strategic planning, resulting in 7000+ engagements with students, families, staff, elected officials, community partners, business owners, and community members, and a final strategic plan with measurable goals that are rooted in the district's equity policy and procedures.

**B. Consultant must have experience working with strategic planning projects with considerable experience in staff, stakeholder, and community engagement.**

As part of our work with Vancouver Public Schools and PacMtn, PointNorth has leveraged a variety of equity-centered engagement tactics (i.e. focus groups, interviews, surveys, listening sessions, mailers, events, etc.) to engage students, families, staff, elected officials, community partners, business owners, and community members – ensuring a diverse range of voices are captured within strategic priorities. We are experienced in engaging with diverse communities and establishing accessible channels of two-way communication through a variety of culturally relevant methods that can be adapted at all stages of a project's progression.

**C. Consultant must have demonstrated experience integrating Equity, Diversity, and Inclusion (EDI) into their work and engagement and facilitation approach. The Consultant must also have a deep understanding of the planning and effort necessary to produce a process and a product that is grounded in EDI.**

As a minority, woman-owned DBE business (Disadvantaged Business Enterprise), PointNorth prioritizes thoughtful, robust engagement when leading community engagement and facilitation. Our philosophy is to be flexible with our clients and tailor our engagement strategy to fit the needs of each community we serve. We do this by meeting people where they are and in the way they want to be reached.

We recognize that Timberline Regional Library values access for all, working together, and diverse communities and ideas – all of which are integral to the creation of a strategic plan that centers EDI. In alignment with these values, PointNorth has experience crafting engagement plans that are developed through a lens of equity. By actively accessing equity-priority community needs, we are able to curate culturally relevant activities that effectively reach and resonate with them.

A critical component to ensuring that EDI is consistently at the forefront of our engagement and facilitation process is regular analysis, reporting, and dialogue on what we are hearing. In our data analysis, we review whom we have reached, how they reflect the community, and analyze gaps. This approach enables us to refine and adjust our inclusive engagement strategies. We understand and appreciate that communities, groups, and individuals have unique preferences for engagement. As we remain agile in our engagement, we utilize consensus-building facilitation tactics to ensure steering committees are heard and their voice guides our process.

# REFERENCES

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*We encourage you to reach out to our clients to hear what their experience has been working with the PointNorth team!*



## **William Westmoreland**

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(360) 515-5134  
william@pactmtn.org

*Project:* Strategic Planning



## **Jeff Snell**

Superintendent  
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Jeff.Snell@vansd.org

*Project:* Strategic Planning



## **Rekah Strong**

Executive Director  
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rekah.strong@eocfwa.org

*Project:* Strategic Planning



# RELEVANT EXPERIENCE



## STRATEGIC PLANNING

February 2023 –  
January 2024

### Outcomes

- Community engagement plan & toolkit
- Local Strategic Plan (in development)

### Solutions Provided

- Community engagement
- Strategic planning
- Facilitation

## OVERVIEW

Pacific Mountain Workforce Development (PacMtn) is the recognized convener of workforce development efforts in the Pacific Mountain region serving five counties in Washington. PacMtn works to develop an integrated workforce system that supports businesses, regional industry sectors, and all levels of employers and job seekers to achieve economic and community prosperity.

PointNorth was hired by PacMtn to provide facilitation of PacMtn's annual Board Retreat and **local strategic planning process**. The purpose of this work is to guide the PacMtn team on the development of their local strategic plan, including robust engagement and community input.

PointNorth's involvement includes facilitating a Core Team in co-designing community engagement strategies, tools and analysis, and then using those findings to develop new goals, strategies and expected outcomes. As part of this process, PointNorth is cross-walking PacMtn's plan with the State Workforce Board's strategic priorities and plan requirements to ensure state alignment.



## STRATEGIC PLANNING

June 2022 –  
September 2023

### Outcomes

- Inclusive community engagement process that resulted in 7000+ engagements
- Student-centered strategic plan aligned with district equity policy and procedures

### Solutions Provided

- Community engagement
- Strategic planning
- Facilitation

## OVERVIEW

In partnership with home and community, Vancouver Public Schools (VPS) provides an innovative learning environment that engages and empowers each student to develop the knowledge and essential skills to become a competent, responsible, and compassionate citizen. Comprised of 41 schools, VPS serves over 22,000 students across 58 square miles.

VPS hired PointNorth to support and facilitate its **strategic planning process** to develop a new strategic plan. The goals of the planning process were to be inclusive of student, staff, community, and family voice, set a visionary path for the District, and guide leadership in their decision-making.

Facilitation of this planning process included robust community engagement, including Board and Cabinet interviews, staff workshops, numerous listening sessions, community surveys, community thought leadership events, and multiple active advisory committees. Following engagement, PointNorth facilitated sessions with VPS leadership and Board to develop strategic priorities, vision, goals and measurements of success, informed by community input. This resulted in a final strategic plan rooted in the District's equity policy and procedures.

# RELEVANT EXPERIENCE



## STRATEGIC PLANNING

October 2018 –  
February 2019

### Outcomes

- 3-year strategic plan
- Report of findings and implementation recommendations

### Solutions Provided

- Strategic planning
- Stakeholder engagement
- Communications strategy

## OVERVIEW

EOCF is the second largest social services organization in Clark County. For over 50 years, they have been working to close disparity gaps for children and families. The organization provides preschool, childcare, and family support services at no cost to more than 2,000 households annually. PointNorth was brought in to lead a multiyear strategic planning process for the organization.

PointNorth utilized online questionnaires, focus groups, small group workshops, individual interviews, and large group open houses to seek input. Stakeholder outreach consisted of interaction with the board of directors, past-board directors, executive management team, parents, and employees.

Our work together resulted in a three-year strategic plan—approved by the Board of Directors—a first-year operational plan, and a framework to guide internal and external communication plans.



## PORT OF TACOMA MARITIME CENTER

August 2023 –  
present

### Solutions Provided

- Engagement plan development
- Advisory Committee facilitation
- Material and content development
- Coordination of in-person and virtual public workshops
- Online survey administration and analysis
- Media strategy

## OVERVIEW

PointNorth is teamed with TCF Architecture and BNBuilders to lead the community engagement and communications strategy to support the design and construction of a new Maritime Center facility at the Port of Tacoma. The project is a partnership between the Port of Tacoma and Tacoma Public Schools will result in a regional Career and Technical Education Center, Maritime 253, serving high school students from school districts throughout Pierce County, with intentional programming to prime a professional pipeline to the maritime industry. The location will also be home to a new Port of Tacoma business operations center and commission chambers, along with the potential to incorporate amenities such as public walking paths and access to the Foss Waterway.

PointNorth is supporting the Port of Tacoma with developing a community-driven process that will engage the community early in the planning and design phase to ensure the vision for the site reflects community needs and priorities and incorporates the area's culture and history throughout its design. Our role as the community engagement lead on the project includes facilitating a community advisory committee, identification of key communities, developing effective communications materials, hosting public workshops, and gathering public input through surveys and community conversations. PointNorth works closely with Port of Tacoma leadership and the project team to help them understand the community's perspective and reflect the voices and vision of the community in their decisions. PointNorth will also help facilitate strong communication and information sharing throughout the construction phase of the project.

# PROJECT PLAN

## Project Understanding

TRL has experienced tremendous growth and change over the last four years – including the addition of many new sites across the region and an incredible increase in new patrons. As TRL looks to envision the next four years and redefine the organization’s strategic direction, we understand this work must be done by centering equity, diversity, and inclusion (EDI) both in the process and in the plan. PointNorth’s approach aligns strongly with these values.

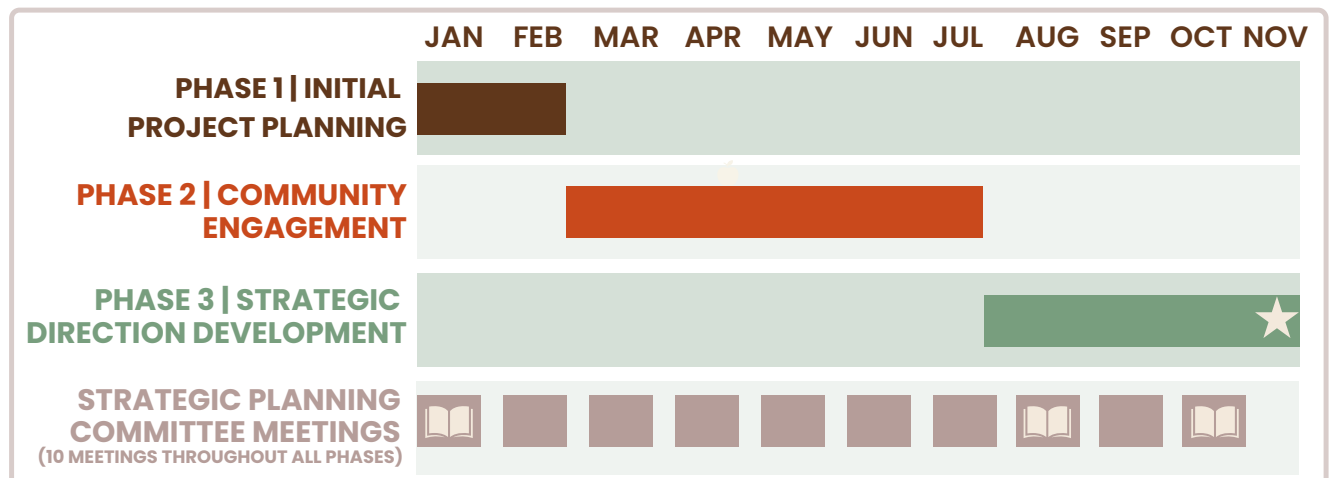
We also understand the uniqueness of an inter-county rural public agency, servicing hundreds of thousands of community members. We recognize the value that TRL provides in connecting people, places, and ideas by welcoming everyone to a vibrant world of possibilities.

### We understand Timberland Regional Library is seeking the following:

- A Strategic Planning process, which includes significant stakeholder input, including but not limited to the Board of Trustees and relevant Library Friends groups.
- Deep engagement with internal and external stakeholders including library staff and communities.
- Creation of a Strategic Direction for TRL that identifies paths to, and includes, outcomes and impacts from 2025–2029.
- A process and product that are grounded in EDI.

## Work Plan & Timeline Overview

Below is a staged approach and timeline for consideration in response to the RFP scope of work. PointNorth is interested in working with TRL to identify an appropriate approach, timeline, and scope of work. We understand aligning the pace of change with your timeline and work plan will be critical to the successful launch of this process and plan. Additional details regarding the work happening in each phase are outlined in the Project Plan.



Books represent in-person meetings  
 Presentation of final deliverables

# PROJECT PLAN CONTINUED

*We believe the best strategic planning processes are those that are co-designed with our clients and their community to fully capture the process, goals, and outcomes. We believe this approach is reflective of the deep values, relationships, and expertise of the TRL community. We look forward to refining this process with the TRL to full.*

## Phase 1 | Initial Project Planning

In collaboration with TRL, we will support the update of the new strategic plan by assessing and facilitating the initial project planning phase to include:

### Discovery & Kick-Off

To kick off our partnership, we will facilitate a virtual meeting with TRL leadership to align ourselves around the goals for this strategic planning process, the scope of work, a proposed timeline, the project team, roles and responsibilities, and our partnering commitment. In addition, this meeting will serve as an opportunity to plan for the in-person Strategic Planning Committee kick-off. This meeting will allow our team to better understand TRL's vision for this process and deliver a proposed project plan and timeline.

Following this meeting, PointNorth will plan for an in-person kick-off with the Strategic Planning Committee to share and discuss the project plan, officially launching the Strategic Planning Committee. The Strategic Planning Committee will continue to meet throughout the project, monthly, for ten (10) meetings in total with three (3) meetings held in person.

In addition to these kick-off meetings, we will plan to present the project plan to the Board at a scheduled Board meeting.

This initial phase of project planning will also include a review of the current strategic plan, the current state of TRL, organizational structure, and core background and defining documents. This will include coordinating with the Creative Services Team to collect a TRL brand guide and any available branded templates.

### Deliverables:

- Virtual 1-hour kick-off meeting with TRL leadership
- In-person 2-hour kick-off meeting with the Strategic Planning Committee
- Project Plan and Timeline
- Virtual Board Presentation of Project Plan
- Establishment of bi-weekly 45 min check-in meetings with TRL Leadership
- Ongoing project management files, documents, and notes

## Phase 2 | Community Engagement

Following our kick-off meeting, we will co-develop an equity-centered **community engagement plan** with TRL and the Strategic Planning Committee. The engagement plan will include interest groups (patrons and non-users, including those who speak Spanish, Korean and Vietnamese, Library leadership, staff, and partners), engagement methods and activities (focus groups, interviews, and a survey), timelines, and engagement tools. PointNorth will work with TRL and the Strategic Planning Committee to identify and plan for culturally relevant engagement that is welcoming and accessible to every identified interest group across the region. Recommended engagement activities include:

### Focus Groups

TRL will host community focus groups in all five counties (Pacific, Grays Harbor, Mason, Lewis, and Thurston). PointNorth will support the planning, facilitation, and note-taking of five (5) focus groups. PointNorth will capture the feedback from the focus groups and develop graphic visuals as notes to share back to the community. Any additional focus groups TRL is interested in hosting will be facilitated by TRL and / or the Strategic Planning Committee, or added to the proposed scope and fees for PointNorth to facilitate.

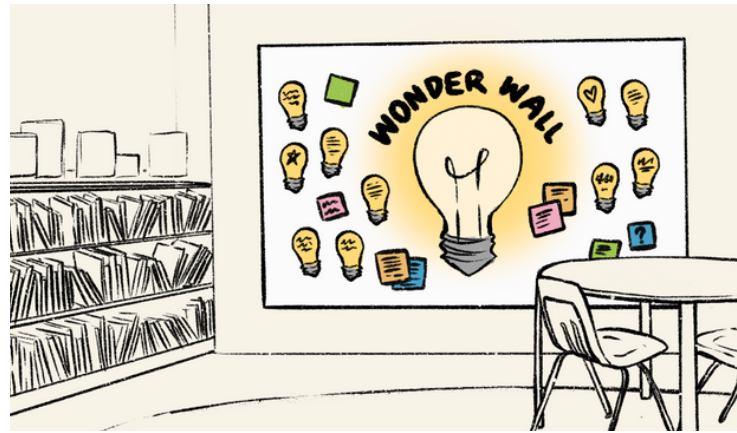
# PROJECT PLAN CONTINUED

## Interviews

There may be community partners, local elected officials, community members, Board members and / or staff that will engage best in a one-on-one conversation. PointNorth will facilitate ten (10) interviews with individuals identified by TRL. Any additional interviews TRL is interested in hosting will be facilitated by TRL, the Strategic Planning Committee, or added to the proposed scope and fees for PointNorth to facilitate.

## Survey

In addition to these engagements, a region-wide survey will produce insightful community input. We will co-develop the survey strategy and questions, design the survey, and launch it for TRL to distribute.



*An engagement strategy to consider may be the use of Wonder Walls at various TRL sites for patrons to interactively engage with prompted questions by writing or drawing their responses on the wall as a means of collecting patron feedback and hopes.*

To support engagement implementation, PointNorth will create an **engagement toolkit** that will include assets such as engagement goals, messaging, survey questions with links and QR codes, interview / focus group questions, and engagement data collection methods and tools. Utilizing an equity lens, we will work with TRL and the Strategic Planning Committee to develop strategies for recruiting interested individuals and / or groups that amplify patron's and non-users voices, bring the staff perspective, partner with the Board, and elevate community voices, particularly from equity priority communities.

Throughout the community engagement phase, PointNorth will provide updates and discuss engagement outcomes with the Strategic Planning Committee. Once the community engagement phase is complete, PointNorth will **analyze all of the engagement data collected** and develop an **engagement summary** to share with the Strategic Planning Committee, staff, Board, and community.

Throughout this phase, PointNorth will coordinate with the TRL Creative Services Team for them to develop necessary creative assets and materials that are not within PointNorth's scope. In addition to this coordination, PointNorth will use our bi-weekly check-in meetings with the client to confer on the project plan process and progress, making adjustments as needed.

## Deliverables:

- Community Engagement Plan (engagement goals, activities, audiences, timelines)
- Community Engagement Toolkit (engagement goals, messaging, survey questions with links and QR codes, interview / focus group questions, engagement data collection tools)
- Five (5) 90-minute virtually facilitated focus groups
- Ten (10) 45-minute virtually facilitated interviews
- Published Survey
- Regular engagement updates provided to the Strategic Planning Committee
- Advising on engagement strategies, activities and decisions
- Community Engagement Summary (data analysis and findings)
- Six (6) 2-hour facilitated Strategic Planning Committee meetings will occur during this phase to develop the engagement plan, toolkit, plan for engagement, review and discuss engagement findings, and apply learnings towards the development of the strategic direction. This includes: Strategic Planning Committee workshops pre-work, agenda, slides, materials, and notes
- Ongoing bi-weekly 45-min check-in meetings with TRL Leadership
- Ongoing project management files, documents, and notes



# PROJECT PLAN CONTINUED

## Phase 3 | Strategic Direction Development

This phase of work will slowly begin as we review community engagement feedback through the prior phase and will fully launch following the commencement of community engagement and development of the engagement summary, ensuring we have a full breadth of feedback to reflect on while drafting of the new Strategic Direction.

### Strategic Planning Committee Workshops

PointNorth will facilitate **Strategic Planning Committee workshops** to guide the TRL team in their development of the **Strategic Direction** including:

- Updated community profile, reflecting community engagement feedback
- SWOT assessment (strengths, weaknesses, opportunities and threats)
- Mission, Vision, and Values recommendations based on engagement feedback
- 2025 - 2029 strategic priorities
- Clear, ambitious, and attainable 2025 - 2029 goals to advance TRL's mission
- Recommended strategies to advance goals
- Measurements of success for 2025 - 2029 goals

In an effort to be efficient with our time together, PointNorth will work with TRL leadership in our bi-weekly check-ins to strategize any pre-work required of the Strategic Planning Committee ahead of workshops. During the sessions, PointNorth will use a variety of engagement strategies to ensure a participatory process that includes all voices and leads to consensus-based outcomes. Following the sessions, PointNorth will deliver draft content and notes from the workshops to TRL and the Strategic Planning Committee.

Draft Strategic Direction content will be reviewed by key partners. Once the Strategic Planning Committee has finalized the Strategic Direction content, PointNorth will develop a **Final Report**, in a publishable format, which includes a final written report, executive summary, and a PowerPoint Presentation that summarizes the final written report. PointNorth will review the report with TRL leadership with plans to present a summary of the **Final Strategic Direction** to the Board.

### Deliverables:

- Strategic Planning Committee workshops pre-work, agenda, slides, materials, and notes
- Facilitation of three (3) 2-hour Strategic Planning Committee workshops
- A Final Strategic Direction Report, in publishable format:
  - An up-to-date community profile
  - Recommendations on revisions to mission and vision based on engagement process
  - Clear, ambitious, and attainable goals to advance TRL's mission; and a roadmap of preconditions and programmatic enhancements to drive stated outcomes for 2025 - 2029
  - An assessment of TRL's environments, including evaluation of strengths and weaknesses, quality of services, management, and budget / resources, etc.
  - Specific skills-based competencies and the identification of desired impact for program stakeholders
  - Process for regular review, evaluation, and adjustment to the plan resulting from changes in the economic, demographic, budgetary, or political climate
  - Recommendations for baseline data needs for measurement and evaluation
  - Assessment of organizational readiness that discusses current capacity for implementing the Strategic Direction as described and make recommendations for changes that would better position TRL to accomplish stated goals
- Executive Summary - 1 page plan
- Final Summary Report PowerPoint Presentation
- Board presentation of Final Strategic Direction
- Ongoing bi-weekly 45-minute check-in meetings with TRL Leadership
- Ongoing project management files, documents and notes
- Final close-out meeting with TRL Leadership

# ADDITIONAL CAPABILITIES

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PointNorth specializes in strategic consulting services to strengthen leaders and empower teams. In addition to strategic planning, PointNorth has professional capabilities in the following areas:

- **Organizational Development** - organizational audits, Board governance, leader and team development
- **Strategic Communications** - communication plans, storytelling, messaging, communication audits, public relations, earned media, crisis communication
- **Marketing and Creative** - brand + creative strategy, social media engagement, video production, graphic design
- **Community Engagement** - community engagement planning, direct community outreach, community survey development and analysis, listening sessions, group facilitation

PointNorth would be happy to explore additional needs TRL may have that fall within our team's strengths and are not captured in our proposed scope of work and fees.

# COST PROPOSAL

Our team is committed to providing the most efficient and effective strategic planning process and plan with the highest quality work. The following cost proposal represents our attempt to comprehensively respond to the TRL RFP. We are always hesitant to assign costs to a scope of work without extensive discussions regarding the talents of each team and budget constraints. If you have any hesitation with the following budget we would appreciate the opportunity to modify our approach to meet your expectations. Our proposed budget was developed with the following assumptions in mind:

- Any additional content development or engagement facilitation, as requested by the client outside of scoped deliverables, is not included.
- Costs include direct, indirect, and overhead expenses, including travel and lodging expenses, incurred by the Consultant to perform the work.

Scope	Deliverables	Proposed Amount
<b>Stage 1</b> Initial Project Planning	<ul style="list-style-type: none"><li>• Virtual 1-hour kick-off meeting with TRL leadership</li><li>• In-person 2-hour kick-off meeting with the Strategic Planning Committee</li><li>• Project Plan and timeline</li><li>• Virtual Board presentation of project plan</li><li>• Establishment of bi-weekly 45-min check-in meetings with TRL Leadership</li><li>• Ongoing project management files, documents, and notes</li></ul>	\$22,500
<b>Stage 2</b> Community Engagement	<ul style="list-style-type: none"><li>• Community Engagement Plan (engagement goals, activities, audiences, timelines)</li><li>• Community Engagement Toolkit (engagement goals, messaging, survey questions with links and QR codes, interview / focus group questions, engagement data collection tools)</li><li>• Five (5) 90-minute virtually facilitated focus groups</li><li>• Ten (10) 45-minute virtually facilitated interviews</li><li>• Published survey</li><li>• Regular engagement updates provided to Strategic Planning Committee</li><li>• Advising on engagement strategies, activities and decisions</li><li>• Community Engagement Summary (data analysis and findings)</li><li>• Six (6) 2-hour facilitated Strategic Planning Committee meetings will occur during this phase to develop the engagement plan, toolkit, plan for engagement, review and discuss engagement findings, and apply learnings towards the development of the strategic direction. This includes: Strategic Planning Committee workshops pre-work, agenda, slides, materials, and notes</li><li>• Ongoing bi-weekly 45 min check-in meetings with TRL Leadership</li><li>• Ongoing project management files, documents, and notes</li></ul>	\$115,000
<b>Stage 3</b> Strategic Direction Development	<ul style="list-style-type: none"><li>• Strategic Planning Committee workshops pre-work, agenda, slides, materials, and notes</li><li>• Facilitation of three (3) 2-hour Strategic Planning Committee workshops</li><li>• A Final Strategic Direction Report, in publishable format</li><li>• Executive Summary - 1 page plan</li><li>• Final Summary Report PowerPoint Presentation</li><li>• Ongoing bi-weekly 45-min check-meetings with TRL Leadership</li><li>• Ongoing project management files, documents and notes</li><li>• Final close-out meeting with TRL Leadership</li></ul>	\$75,000
<b>TOTAL</b>		\$212,500



# TEAM RESUMES

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## Cadie Dye | Project Director + Facilitator

Cadie brings a thoughtful approach to strategic planning initiatives, guiding projects and teams towards success. Her decade of experience is rooted in her passion for organization development and the deep understanding of how organizations live and breathe their values. Cadie has devoted her career to directly serving the community in the education, social service, non-profit and private sectors. Her experience includes working with many community development organizations in strategic planning and community engagement, that promotes equitable processes and outcomes for communities.

### Years of Experience | 11

#### Education + Certification

- Master of Public Affairs | Washington State University Vancouver (coursework complete)
- B.A., Public Affairs | Washington State University Vancouver
- Graduate | Leadership Clark County
- Award Nominee | Marshall Leadership

#### Areas of Practice

- Strategic Planning & Communications
- Facilitation
- Community & Stakeholder Engagement
- Organizational Leadership



## Kim Sogge | Project Manager

Kim is a systems-thinker committed to centering racial and gender justice in all programs and projects that she touches. She brings with her over ten years of experience serving LGBTQ+ communities and students across the Northwest, most recently in her role as Director of Programs for Pride Foundation. She was responsible for administering scholarship programs serving LGBTQ+ students across five states and growing the reach and impact of those services. She has experience building theories of change, measuring impact, and centering communities most directly impacted by injustice. Her attention to detail and trust-based approach will ensure that all voices are heard and centered in your strategic planning approach.

### Years of Experience | 11

#### Education + Certification

- B.A., Civic Communication & Media, Willamette University

#### Areas of Practice

- Strategic Planning & Communications
- Facilitation
- Project Management
- Community & Stakeholder Engagement

### NOTABLE EXPERIENCE + QUALIFICATIONS

#### Pacific Mountain Workforce Development

- Project Manager + Facilitator, Strategic Local Planning | 2023 - Present

#### SELF

- Project Manager, Children's Council & Child Care Summit | 2023 - present

#### Interstate Bridge Replacement Program

- Internal Communications Manager | 2023 - present

#### Workforce Southwest Washington

- Project Manager, Focus Groups + Stakeholder Engagement | 2023



## Lisa Keohokalole Schauer | Project Principal + Facilitator

### Years of Experience | 25

#### Education + Certification

- M.A., Organizational Leadership & Learning, George Washington University
- B.A., Public Relations, Gonzaga University
- B.A., Political Science, Gonzaga University
- BaCE Enrichment Series Certificate of Participation, 2022
- Certificate, Diversity & Inclusion, Cornell University, 2020
- Certificate, Foundations in Public Participation, Planning and Techniques, IAP2, 2014

#### Areas of Practice

- Strategic Planning & Communications
- Facilitation
- Community & Stakeholder Engagement
- Organizational Leadership
- Public Affairs

Lisa brings a background in facilitation, storytelling and strategic communications to her understanding how people and teams connect. Her facilitation experience includes extensive stakeholder engagement from one-on-one meetings to advisory committees, and large, public open houses. Drawing energy from interacting with people, she will create space to curate a strategic plan that will drive holistic success for your leaders and students. Lisa has built a reputation for identifying improvement opportunities, seeking creative solutions and taking action through collaboration. In all of her work she centers equity with an emphasis on ensuring the process will be engaging, inclusive, and transparent. This belief is built on the spirit of inclusion and Aloha, an expression of her Hawaiian heritage.

### NOTABLE EXPERIENCE + QUALIFICATIONS

#### Washington State University

- Board Chair | 2023 - Present

#### Vancouver Public School District

- Project Principal, Facilitator, Strategic Plan | 2022 - 2023

#### Tigard-Tualatin School District

- Project Principal, Facilitator, Strategic Plan | 2022

#### Workforce Southwest Washington

- Project Principal, Facilitator, Strategic Plan, Board Governance | 2020-2021

#### Education Northwest

- Project Principal, Stakeholder Engagement + Strategic Plan | 2020

#### Clark College

- Project Principal, Facilitator, Boschma Farms CTE Campus Vision | 2020

#### Educational Opportunities for Children and Families

- Project Principal, Facilitator, Strategic Plan | 2019

# Please reach out with any questions.



[pointnorthinc.com](http://pointnorthinc.com)



[cadie@pointnorthinc.com](mailto:cadie@pointnorthinc.com)



(360) 991-9570



## CERTIFICATIONS

*A choice to hire PointNorth is a choice to continue investing in a community-based, small, minority, woman-owned businesses.*

Disadvantaged Business Enterprise: D4F0025953  
Minority Owned Women's Business: M4F0025953  
Washington / Oregon / Colorado Small Business



## Letter of Interest

4376 Butler Circle  
Boulder, CO 80305  
Oct. 30, 2023

Ms. Rose Enos-Weedmark  
Administrative Coordinator  
Timberland Regional Library  
415 Tumwater Blvd. SW  
Tumwater, WA 98501

Dear Ms. Enos-Weedmark:

I am writing to indicate my interest in supporting Timberland Regional Library in developing a Strategic Direction for the years 2025-2029. I have extensive experience and expertise in designing and facilitating effective strategic planning processes for many types of organizations, including libraries large and small—even your neighbor to the north, Kitsap Regional Library. I also taught a graduate course on strategic planning for eight years at American University's School of International Service in Washington, DC.

Since the bulk of my work over the past decade has been with public-facing organizations like libraries, community health centers, community mental health centers, philanthropic foundations, and other nonprofits, I am very experienced in incorporating equity, diversity, and inclusion (EDI) into strategic planning processes and deliverables. This range of clients also makes me very familiar with the issues that have become so much more important for libraries over recent years, including affordable housing, homelessness, mental health, and opioid addiction.

I have partnered with another consultant, Erin Breeze, in developing this proposal. Erin will lead the community engagement activities, though I will play a role there as well. Erin has extensive experience in community engagement, having led community-based peacemaking processes in Northern Ireland, Israel/Palestine, and the U.S.

Attached you will find the materials required by the RFP for this project. Erin and I are available to get to work according to the schedule outlined in the RFP. We look forward to working with you and your colleagues if given the opportunity.

Best regards,



Eric Meade  
Principal  
Whole Mind Strategy Group, LLC

### **Proof of Legal Name**

The company was originally formed in Virginia in 2014 under the name Expotential Consulting, LLC. In 2015 the name was officially changed to Whole Mind Strategy Group, LLC. Relevant documents are provided on the following pages.





## STATE CORPORATION COMMISSION

*Richmond, March 30, 2014*

*This is to certify that the certificate of organization of*

**Expotential Consulting, LLC**

*was this day issued and admitted to record in this office and that the said limited liability company is authorized to transact its business subject to all Virginia laws applicable to the company and its business. Effective date: March 30, 2014*



*State Corporation Commission*

*Attest:*

*Joel H. Beck*  
*Clerk of the Commission*



COMMONWEALTH OF VIRGINIA  
STATE CORPORATION COMMISSION

AT RICHMOND, JULY 15, 2015

The State Corporation Commission has found the accompanying articles submitted on behalf of

Whole Mind Strategy Group, LLC  
(formerly known as Expotential Consulting, LLC )

to comply with the requirements of law, and confirms payment of all required fees. Therefore, it  
is ORDERED that this

CERTIFICATE OF AMENDMENT

be issued and admitted to record with the articles of amendment in the Office of the Clerk of the  
Commission, effective July 15, 2015.

STATE CORPORATION COMMISSION

By 

Mark C. Christie  
Commissioner

## Minimum Qualifications

### Previous strategic planning contracts similar to this one:

- **Strategic Planning for Kitsap Regional Library** - Led a strategic planning process in 2022-23 for Kitsap Regional Library (TRL's neighbor to the north) that included a staff survey, interviews, facilitated stakeholder sessions, and a written strategic plan.
- **Strategic Planning for Cincinnati & Hamilton County Public Library** - Led a strategic planning process in 2021-22 for the nation's third-largest library, including a staff survey, interviews of internal and external stakeholders, facilitated strategy sessions with external stakeholder participation, Board presentations, and a written strategic plan.
- **MARINet Structure and Staffing Recommendations** - Led an organizational planning process in 2023 for a local library consortium in Marin County, California, to develop staffing and structure recommendations based on the outputs of facilitated strategic discussions as well as research on the best practices of other library consortia.

### Experience with strategic planning, incl. staff, stakeholder, and community engagement:

- I consulted to the VA Office of Rural Health for eight years, which included two consecutive strategic planning processes as well as an annual retreat each year, often involving representatives of national, state, and local stakeholder groups.
- As part of a process to develop a master plan for the Howard County, Maryland, to address the needs of its growing older adult population, I conducted one-on-one interviews with community leaders, facilitated meetings of two community advisory groups, and led strategic conversations based on four scenarios I wrote describing alternative futures of the County from the perspective of older adults.
- In 2015, I facilitated a strategic planning process for YALSA, the teen services division of the American Library Association, in order to help the association fulfill the promise of a recent report on the future of teen services. The plan was so forward-looking that three years later, the YALSA Board decided to keep the plan in place for another three years!
- For eight years I taught a graduate course on strategic planning at American University's School of International Service in Washington, DC.

### ***Experience with Equity, Diversity, and Inclusion (EDI)***

- Served on the training team for the Equity, Diversity, and Inclusion (EDI) Training Institute delivered by CommonHealth ACTION, a nonprofit based in Washington, DC.
- Led many strategic planning efforts that incorporated EDI into the plan content, including projects for Kitsap Regional Library, Cincinnati & Hamilton County Public Library, the Robert Wood Johnson Foundation, the Colorado Health Foundation, the Colorado Community Health Network (including a board retreat focused on racial equity where the Board resolved to create a "roadmap" for advancing racial equity in the state).
- Erin Breeze, who will lead community engagement on this project, served previously as executive director of a global nonprofit that fostered intergroup dialogue between Israeli and Palestinian young adults. This work required extensive planning to create inclusive spaces for discussion, taking into account cultural, religious, age, gender, and other aspects of diversity.

## Proposal Response

### ***Tab A: Background and References***

#### **Background**

The [Whole Mind Strategy Group](#) is a consulting consortium founded in 2014 and currently based in Boulder, Colorado. Our clients include many nonprofit and public sector organizations, including libraries, community health centers, community mental health centers, social service agencies, federal agencies, and foundations. We are best known for designing and facilitating strategic and organizational processes that take people out of their conventional assumptions from the past in order to identify and pursue the strategies of greatest promise for the future.

Eric Meade is the principal of the Whole Mind Strategy Group. Prior to founding the Whole Mind Strategy Group, Eric served as vice president and senior futurist at the Institute for Alternative Futures, a futurist think-tank in Alexandria, VA. Prior to that, he served as a business executive in China and as a submarine officer in the U.S. Navy. His detailed bio and the bio of Erin Breeze, who will be supporting this project, are provided under Tab F below.

#### **References**

- **Kitsap Regional Library**

In 2022-23, I designed and facilitated a strategic planning process for Kitsap Regional Library. With a new library director, Jason Driver, the library headquartered in Bremerton, WA, wanted to set five-year goals and establish new values through a process that engaged all staff as well as the board members of the library and of its foundation. Through multiple in-person interactions, including board meetings, an all-staff session, several leadership team meetings, and one-on-one interviews, as well as a staff survey, I developed the content of a strategic plan that was subsequently adopted by the library's board.

Contact:

Jason Driver, Library Director  
1301 Sylvan Way  
Bremerton, WA 98310  
jdriver@krl.org

- **Cincinnati & Hamilton County Public Library**

In 2021-22, I designed and facilitated a strategic planning process for the third-largest library in the U.S. I conducted interviews with Board members, external stakeholders/partners, staff leadership, and a cross-section of staff; led multiple strategy sessions, including a 1½-day session where external stakeholders participated on the first half-day; presented updates at multiple board meetings; and drafted a strategic plan, now available on their website, that combined and modified many of the existing strategic constructs already in use in various part of the organization in order to provide one coherent strategic direction for the library as it moved forward toward a levy and a state legislative session.

Contact:

Beth Yoke  
Chief Strategy Officer  
800 Vine St.  
Cincinnati, OH 45202

Beth.Yoke@chpl.org

- **MARINet (library consortium in Marin County, CA)**

In 2023, I designed and facilitated a strategic process to develop recommendations for structure and staffing for MARINet, which is the local library consortium in Marin County, CA. While part of the work was to identify best practices from other consortia across the country, my colleague also designed and facilitated a strategic exploration within MARINet to reveal what MARINet wanted to become, and thus which practices from other consortia would be relevant. This process produced a purpose and principles for MARINet going forward, which then guided our selection of recommendations on governance, strategy, workload management, staffing, and opportunities for greater collaboration.

Contact:

Jessica Trenary  
Temporary Systems Administrator  
1600 Los Gatos, Suite #190  
San Rafael, CA 94903  
[jtrenary@marinet.info](mailto:jtrenary@marinet.info)

- **U.S. Bureau of Indian Affairs**

Since 2019, I have been engaged to conduct strategic planning for the BIA Dam Safety Branch, which performs a variety of functions related to preventing dams on Tribal Lands from failing, and keeping the people and property downstream of those dams safe. I've led strategic planning efforts at different levels of the organization—first for the Early Warning System program, then for the Dam Safety Branch as a whole, and then for the Division of Water & Power, which includes three branches: Dam Safety, Irrigation & Power, and Water Resources. Each of these plans took a different form based on its own needs.

Contact:

Rodney Eisenbraun  
Chief, Dam Safety Branch,  
13922 Denver W Pkwy,  
Lakewood, CO 80401  
[rodney.eisenbraun@bia.gov](mailto:rodney.eisenbraun@bia.gov)

**Tab B: Demonstration of Experience (incl. development of strategic plans with outcomes)**

One of the main things one learns from experience with strategic planning is that there is no single right way to do strategic planning. Every client is different, and every client has different needs. The measure of success for a strategic plan is not whether or not it contains the “right” elements or followed the “right” process; the measure of success is whether or not it helps an organization identify the important work it needs to accomplish, and then accomplish it.

For example, when I helped the Young Adult Library Services Association (YALSA), the teen services division of the American Library Association (ALA), develop a strategic plan in 2015-2016, the association knew that teens’ needs were changing and teen services needed to change too. They needed my help to think outside the box to find opportunities to serve teens in new ways. I designed a strategic planning process that helped YALSA Board members, staff, and key stakeholders see their strategic situation holistically, identify the greatest opportunities to advance their mission given the changes unfolding in the external environment, and devise action plans to pursue the highest-priority opportunities. The result was a strategic plan that was of such strategic value that three years later, YALSA decided to keep the plan I developed for three more years rather than create a new one. Looking back on that process, the YALSA executive director said of my approach:

*“A lot of consultants come in and put you through their process, and when you get to the end of the project, you ask yourself, ‘Is this really what I wanted?’ But you worked with us to come up with a process that gave us what we needed.”*

The VA Office of Rural Health (ORH)—when I facilitated their strategic planning process for the first time, in 2011—needed to sift through the many activities they had experimented with since their inception a few years before to find the core activities they should concentrate on in the years ahead. Through the process I designed and facilitated, they generated a vision, a mission, and a set of priorities to focus their work, even as they received countless requests for funding from across the VA. The ORH director later credited that strategic plan with keeping ORH focused during a very tumultuous period at the VA (e.g., following the revelation that staff were keeping informal waiting lists at the Phoenix VA) that saw several VA Secretaries and Undersecretaries come and go.

The point here is that there is no one single way to do strategic planning. I’ve led strategic planning for a library that didn’t want to launch a full strategic planning process because they had to go to voters for a levy in the new future. I’ve also led strategic planning for a library that did want to launch a full strategic planning process because they needed to show voters what they would do with the new funds if their upcoming levy passed. I’ve led strategic planning for a federal agency eager to get its core program back on track despite years of insufficient resources and staffing. I’ve led strategic planning for an NGO’s research team that wanted to integrate itself more fully into the NGO’s work as a whole. I’ve even supported an association of private foundations that asked me for strategic planning, only to discover—once I suggested it—that they really just needed to have a few really important conversations at the Board level.

The RFP shows that Timberland Regional Library (TRL) has given a great deal of thought to what it wants out of this process. It wants broad engagement with the community, and in particular from marginalized groups that use the library in disproportionately small numbers. TRL wants to understand its community in a coherent, fact-based way. TRL values equity, diversity, and inclusion (EDI) and wants to see EDI embedded in its Strategic Direction. TRL

views its last strategic planning cycle favorable, so there's an opportunity to explore and build upon what happened back then.

The RFP raises a few questions that I would explore in the first conversations with TRL leadership. For example, the RFP directs proposers to demonstrate experience with “strategic plans with outcomes”, but the final deliverable wanted from this engagement is called a “strategic direction” rather than something more fixed and concrete like a “strategic plan.” This could be by chance, or it could indicate a consideration that needs to be incorporated into the design of the process—specifically, a recognition that planned future outcomes, as important as they are, must account for the inherent uncertainty and complexity of the strategic environment in the years to come.

My approach to planning under such uncertainty and complexity is suggested by the framework in my book on workshop facilitation, [\*Whole Mind Facilitation: How to Lead Workshops That Change People, Organizations, and the World\*](#), as shown here. I believe that any strategic or organizational engagement, in order to make a significant impact, must engage all three domains of the human mind, which I call:

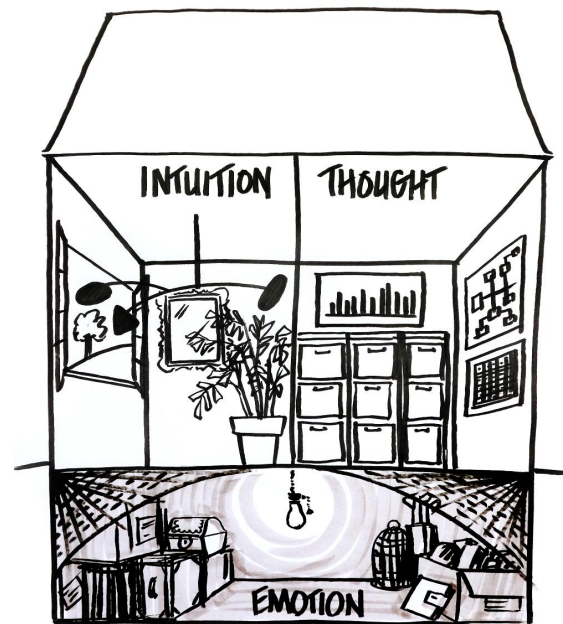
- Thought (what you know about an issue)
- Emotion (what you feel about an issue, which keeps you attached to what you think about it), and
- Intuition (what becomes possible once you step outside what you *think* you know)

I could offer a longer explanation of the figure to the right, but suffice to say that the only way to make it through the house is to start in Thought (figuring out current views on the issue), to pass through the basement of Emotion (releasing the emotions that keep you attached to those current views), to enter into Intuition (to explore new possibilities), and then to move back into Thought (to convert the new possibilities to concrete outcomes like plans, to-do lists, timelines, milestones, metrics, etc.)

While many strategic planning processes consist primarily of regular meetings, often only an hour or so, I find that such processes keep people in Thought, often repeating the same opinions about the key strategic issues every week or two, whenever the group meets. (I think that's why a lot of people cringe when they hear that their organization is embarking on strategic planning!)

This approach tends to lock in current perspectives and prevent a group from discovering the strategic opportunities that may offer them the greatest promise going forward.

Instead of that approach, I encourage clients to include one or two (or for this project, three) longer sessions where participants—often including external stakeholders, at least for part of the time—can fully delve into strategic issues, move beyond their own opinions, and envision (together) new paths forward. This is what I will suggest for TRL in this process. In effect, I have converted three of the ten Strategic Planning Committee meetings into longer sessions that may



include other stakeholders from inside and outside TRL. I hope you agree with this approach; I generally find that it fosters much greater strategic thinking over a shorter period of time.

I hope that this discussion has demonstrated my experience with strategic plans, which is the intent of this section. I hope I've given you a sense of what it would be like to work with me. Again, there is no single right way to do strategic planning. What's most important is to partner with a consultant who is alert to the particular needs of your organization, who has an extensive vocabulary of techniques and approaches (without *forcing* any of them on you) to help you and your stakeholders have the strategic conversations you need to have, and who can capture the key strategic outputs (goals, priorities, timelines, metrics, etc.) in a form that is of ongoing use to you and your staff as you go about your daily work in the years to come.

I hope you'll ask my references if they think I'm that kind of consultant!

Thank you for your consideration. Erin and I look forward to working with you if given the opportunity!



### ***Tab C: Project Plan***

The project outlined in the following table, which is subject to change based on further discussion with TRL leadership, was designed to meet the following three objectives from the RFP:

1. Development of a Strategic Planning process, which includes significant stakeholder input, including but not limited to the Board of Trustees and relevant Library Friends groups;
2. Deep engagement with internal and external stakeholders to include library staff and communities; and
3. Creation of a Strategic Direction for TRL that identifies paths to, and includes, outcomes and impacts from 2025-2029.

Eric Meade, as principal of Whole Mind Strategy Group, will serve as the client point of contact and the day-to-day project manager for the engagement. Erin Breeze will support this work, in particular the community engagement activities.

The RFP mentions ten meetings of the Strategic Planning Committee (SPC), of which at least three will be in person. We anticipate converting three SPC meetings into longer strategic sessions, with the potential for other stakeholders to be invited from inside and outside TRL. All three of these retreats will be held in person, as will two of the other SPC meetings, for a total of five in-person SPC meetings. (Note: In the table below, the three strategic planning retreats are counted separately from the more typical SPC meetings, which are numbered 1 through 7.)

The table below assumes TRL staff leadership's involvement in the SPC, so leadership is not listed separately as "key staff" for interactions with the SPC.

Activities that will be conducted in-person or on-site are shaded in color. For clarity, each trip has its own color.

Task or Deliverable		Key Staff	Consultant Hours	Date Complete
<b><i>Initial project planning and coordination with the Strategic Planning Committee</i></b>				<b><i>January 31, 2024</i></b>
Kick-off call with TRL leadership to confirm objectives, timeline, and process, and to handle any other project logistics and administration		Eric, Erin, TRL ED	4	Jan. 3, 2024
Document review (e.g., bylaws, org chart, past plans, past annual reports)		Eric, Erin	6	Jan. 10
<u>SPC meeting #1 (in-person)</u> : Kick-off meeting to get to know one another, establish a shared vision of success, gather initial input on the process, and discuss how EDI will be incorporated into the project, initially by identifying the appropriate project roles for various individuals and groups, using the <a href="#">MOCHA framework</a> , in ways that reflect principles of equity and create better visibility and understanding		Eric, Erin, SPC	6	Jan. 15
Key interviews (up to 15 interviews; interviewees to be decided in collaboration with SPC, e.g., Board, staff, partners, patrons, government officials)		Eric, Erin	15	Jan. 19
Project plan development based on the input gathered above		Eric, Erin	7	Jan. 25
<u>SPC meeting #2 (in-person)</u> : Finalize project plan; present overview PowerPoint of timeline, approach, and work plan		Eric, SPC	3	Jan. 30
<u>Public meeting (in-person)</u> : Present overview PowerPoint to staff, stakeholders, and patrons		Eric	3	Jan. 31
<b><i>Deep engagement with staff, library patrons and non-users, and community stakeholders to secure input and insights into development of strategic plan</i></b>				<b><i>July 31, 2024</i></b>
Board of Trustees session (in-person): Present overview PowerPoint, then engage in strategic discussion to gather input from the Board		Eric	3	Feb. 1

Library Friends session (in-person): Present overview PowerPoint, then engage in strategic discussion to gather input from the group	Eric	3	Feb. 2
Environmental scan of relevant trends out to 2029 to ensure that the resulting Strategic Direction accounts for anticipated changes and potential contingencies (this activity draws on Eric's expertise as a futurist)	Eric	6	Feb. 9
Design and implement engagement plan, to include surveys, focus groups, and other appropriate stakeholder interactions	Eric, Erin	6	Feb. 15
<u>SPC meeting #3 (virtual)</u> : Present and receive feedback on engagement plan	Eric, Erin	6	Feb. 16
Initial check-in with TRL's Creative Services Team	Eric	2	Feb. 19
Design staff survey	Eric, Erin	4	Feb. 22
Design community survey(s)	Eric, Erin	6	Feb. 26
Obtain and incorporate SPC feedback on staff and community surveys	SPC	2	Feb. 29
Administer staff survey	Eric, SPC	5	Mar. 22
Administer community survey(s)	Eric, SPC	5	Mar. 22
Plan community focus groups, including identifying topics, designing agendas, and arranging for interpretation, as required	Eric, Erin	6	Mar. 28
Five community focus groups, including users and non-users (groups identified in collaboration with SPC)	Eric, Erin	32	Apr. 10
Compile and analyze relevant community data, including surveys, focus groups, and desk research	Eric, Erin	8	Apr. 17
Develop draft community profile based on all input collected	Eric, Erin	6	Apr. 23

<u>SPC meeting #4 (virtual)</u> : Review draft community profile and agenda for First Strategic Retreat	Eric, Erin	4	Apr. 25
Check-in with TRL's Creative Services Team (incl. community profile)	Eric	1	Apr. 26
<u>First Strategic Retreat (1-day, in-person)</u> : Invited external stakeholders attend in the morning, if desired; in the afternoon, SPC formulate current understanding (incl. the community profile) and identified additional research questions	Eric, Erin, SPC	22	May 8
Conduct additional research based on outputs from First Strategic Retreat (targeted surveys, interviews, focus groups, or desk research)	Eric, Erin	16	May 22
Check-in with TRL's Creative Services Team (e.g., identify potential infographics, discuss possible plan formats)	Eric	1	May 23
<u>SPC meeting #5 (virtual)</u> : Review agenda for Second Strategic Retreat	Eric, Erin	6	May 30
<u>Second Strategic Retreat (1-day, in-person)</u> : Review additional learning, brainstorm key strategic directions/priorities, identify questions to ask in further research/analysis, brainstorm relevant measures	Eric, SPC, invited stakeholders	12	June 12
Compile outputs from Second Strategic Retreat, develop preliminary priorities/goals for discussion, develop agenda for Third Strategic Retreat	Eric	5	June 19
<u>SPC meeting #6 (virtual)</u> : Review agenda for Third Strategic Retreat	Eric, SPC	6	July 10
<u>Third Strategic Session (½-day, in-person)</u> : Review and finalize priorities/direction, develop measures	Eric, SPC, invited stakeholders	8	July 26
<b><i>Development of draft report</i></b>			<b><i>August 31, 2024</i></b>
Develop initial draft of Strategic Direction, in publishable format, to include: 1. Recommendations on revisions to mission and vision	Eric	8	Aug. 8

2. Clear, ambitious, attainable goals 3. Roadmap of preconditions and programmatic enhancements 4. Assessment of TRL's environments (e.g., SWOT analysis, STEEP analysis) 5. Specific skills-based competencies 6. Desired impact for program stakeholders 7. A regular review process 8. Baseline data needs for measurement and evaluation 9. Organizational readiness assessment			
<u>SPC meeting #7 (virtual)</u> : Obtain SPC feedback on draft report and presentation	Eric, SPC	6	Aug. 12
SPC provides additional written feedback	SPC	0	Aug. 16
Integration of SPC feedback into report	Eric	2	Aug. 23
Check-in with TRL's Creative Services Team (e.g., discuss final document, obtain guidance on PowerPoint presentation)	Eric	1	Aug. 26
<b><i>Review of draft report with key stakeholders</i></b>			<b><i>October 31, 2024</i></b>
Finalize draft report, with executive summary and overview PowerPoint	Eric	4	Sept. 12
Obtain written feedback from SPC	SPC	0	Sept. 17
Finalize PowerPoint presentation of strategic plan	Eric	1	Sept. 25
Library Friends session (in-person)	Eric	2	Oct. 1
Board of Trustees session (in-person)	Eric	2	Oct. 2
Three public meetings in different locations (in-person)	Eric	8	Oct. 4
<b><i>Presentation of final deliverables to TRL</i></b>			<b><i>November 30, 2024</i></b>

Present final strategic plan to Board of Trustees	Eric	2	Nov. 20
Project close-out call	Eric, Erin	2	Nov. 22

### ***Tab D – Additional Capabilities***

Whole Mind Strategy Group offers the following capabilities in addition to the strategic planning facilitation described in this proposal:

- Strategic analysis (e.g., white papers and client-specific reports)
- Workshop design and facilitation
- Board retreat facilitation
- Report writing
- Leadership development
- Leadership coaching
- Peer group facilitation
- Myers-Briggs Type Indicator (certified practitioner)
- Everything DiSC Assessment (certified practitioner)
- Organization design
- Team development
- Speeches & keynotes
- Strategic communications
- Conflict mediation
- Evaluation



**Tab E – Cost Proposal**

<b>Phase</b>	<b>Cost</b>
<b>Initial project planning and coordination with the Strategic Planning Committee</b>	
<i>Consulting Services</i>	\$13,200
<i>Travel Expenses</i>	\$2,000
<b>Deep engagement with staff, library patrons and non-users, and community stakeholders to secure input and insights into development of strategic plan</b>	
<i>Consulting Services</i>	\$54,300
<i>Travel Expenses</i>	\$3,000
<b>Development of draft report</b>	
<i>Consulting Services</i>	\$5,100
<i>Travel Expenses</i>	\$0
<b>Review of draft report with key stakeholders</b>	
<i>Consulting Services</i>	\$5,100
<i>Travel Expenses</i>	\$1,000
<b>Presentation of final deliverables to TRL</b>	
<i>Consulting Services</i>	\$1,200
<i>Travel Expenses</i>	\$0
<b>TOTAL COST</b>	<b>\$84,900</b>

## ***Tab F – Key Personnel and Their Expertise/Experience***

### Eric Meade, Project Lead and Day-to-Day Project Manager

Eric Meade is a nationally recognized strategic consultant and facilitator. He is principal at the [Whole Mind Strategy Group](#), a consulting consortium based in Superior, Colorado. He has led or contributed to strategic projects for the Open Government Partnership, Robert Wood Johnson Foundation, the Department of Veterans Affairs, the Bureau of Indian Affairs, Oxfam America, the National Association of Community Health Centers, Cincinnati and Hamilton County Public Library, the Young Adult Library Services Association, and many others. He also teaches a graduate course on strategic planning at American University in Washington, DC.

One of Eric's unique capabilities is as a futurist. He has given keynotes and led projects about the future for countless organizations, and he is a former Board Chair of the World Future Society, which is the oldest and largest membership association dedicated to the systematic study of the future. In projects, he prompts clients' thinking about alternative futures that may warrant planning. For example, in a project for the Howard County Department of Citizen Services, which serves as the area office on aging, he developed four alternative scenarios of the county's future from the perspective of older adults. The scenarios were part of a larger master planning process for programs, infrastructure, and buildings to serve the county's aging population. Eric has done similar scenario planning for the Colorado Health Foundation, AARP, RWJF, IEEE, and other national and global organizations.

Eric is the award-winning author of [Reframing Poverty: New Thinking and Feeling About Humanity's Greatest Challenge](#), and [Whole Mind Facilitation: How to Lead Workshops That Change People, Organizations, and the World](#). Eric has published articles in the *Stanford Social Innovation Review*, *Community Health Forum*, *Rural Health Voices*, *Federal Times*, and others.

Previously, Eric served as vice president of a Washington, DC area think-tank, as a business executive in China, and as a submarine officer in the U.S. Navy. He has an MBA from INSEAD and a Bachelor's degree in history from the University of Virginia. He is a certified practitioner of the Myers-Briggs Type Indicator (MBTI) and the Wiley EverythingDiSC assessment and a graduate of the Newfield Network coach training program.

Here's what clients are saying about Eric Meade:

*"What you've been able to do here in Memphis is to help people think not just 'outside the box' but 'outside the building.' You've enabled people to go beyond the conventional strategic planning process or the 'boiler plate' strategic planning process that most institutions use. With the way you first of all listen and second of all encourage openness, you have the capacity for people to trust you almost instantly."*

Robert R. Waller, MD, Former CEO, The Mayo Clinic

*"Never before have I heard anyone describe a strategic planning experience as 'awesome' and 'exhilarating' – until today!"*

Amy Stone, Executive Director, Society of Behavioral Medicine

*"You do a good job opening people up because you do that yourself... You are clearly into this with every cell in your body, and that really captures people. This isn't just an interesting gig to make money. It's really apparent that you walk the talk."*

Mary Kaplan-Vallier, President, Endowment for Health

### Erin Breeze. Community Engagement Lead

Erin Breeze is an expert in community engagement and conflict resolution with a global perspective and track record. She will co-lead the community engagement activities in this project, including surveys, focus groups, and other community-based research.

Erin served as executive director of international nonprofit Building Bridges, where she oversaw an intergroup contact program bringing together more than 80 Israeli and Palestinian young adults each year to foster mutual understanding. As one might expect, this work required a keen ability to address cultural, religious, age, gender, and other differences in order to create inclusive spaces for these interactions. In her executive role, Erin also trained staff, developed the program curriculum, and oversaw the program evaluation using instruments for measuring attitudinal shifts and behavior change. She has presented internationally on this work and has taught courses on conflict resolution at the University of Denver and at the Colorado School of Mines in Golden, CO.

Subsequently, Erin served as senior change architect at Team Tipton, a Denver-based consulting consortium, where she facilitated community engagement activities, including surveys, interviews, focus groups, and strategic sessions, on projects for public schools and other public sector clients. In particular, she contributed to the development of the firm's Team Health and Performance Maturity Model, a diagnostic of team dynamics.

Erin has also been active in efforts to leverage documentary films for social change, working with Netflix, HBO, and Amazon Studios to conduct needs assessments and subject matter research, and leading an international campaign to eradicate acid violence against women with the Academy Award-winning directors of the documentary *Saving Face*. Erin has a M.A. in Peace and Development Studies from the University of Limerick and a B.A. in International Affairs from the University of Colorado.

## **Cost and Pricing**

The total price of \$84,900, which is listed under Tab E of the Proposal Response above, is a firm fixed price including all direct, indirect, and overhead expenses, including travel and lodging expenses, incurred by the Consultant to perform the Work.

Note: In the event that TRL would like to lower this price, we suggest the following opportunities to do so:

- Convert the SPC kick-off meeting from in-person to virtual, since SPC meeting #2 is already planned as in-person so that the SPC and Eric can talk through the project plan in detail. This would eliminate the cost of one trip.
- Combine the first and second full-day strategic retreats into one 1½-day retreat with stakeholders present for the first half-day, and only the SPC and other internal stakeholders present for the rest of the retreat. This would eliminate the cost of one trip as well as some other project management tasks.
- Consolidate some of the public meetings and/or meetings with the Board and Library Friends.

We look forward to discussing any feedback TRL has on the approach we have proposed, so that we can fine-tune the approach to meet TRL's needs perfectly.



POSITIONING YOU FOR SUCCESS.

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November 1, 2023

Strategic Planning  
Consultant  
*Timberland Regional  
Library*

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**ZILO**  
INTERNATIONAL GROUP

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STRATEGIC CONSULTING

**Submitted By:**

Zilo International Group LLC  
3939 East Arapahoe Road, Suite 210  
Centennial, CO 80122  
[www.zilointernational.com](http://www.zilointernational.com)

**Milena Zilo**

Founder and CEO  
[milena@zilointernational.com](mailto:milena@zilointernational.com)  
(720) 295-0054

# LETTER OF INTEREST

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November 1, 2023

Dear Selection Committee,

Zilo International Group LLC is pleased to respond to this RFP and assist the Timberland Regional Library (TRL) in developing a strategic planning process resulting in a final Strategic Direction for TRL for 2025-2029.

We are committed to undertaking a strategic process that actively engages your organization and community in thinking about the future and planning for the sustainable delivery of library programs, services, and spaces. We will ensure the new strategic plan is grounded in a unified vision, with measurable objectives to steer present and future endeavors, wholeheartedly embracing principles of fairness and inclusivity, and furnish a coherent roadmap for your upcoming journey.

Our team has successfully completed comprehensive strategic plans of similar scale. Our approach revolves around data-driven decision-making, inclusive engagement, and a holistic framework encompassing all vital planning aspects. We will work closely with the department to develop a clear, attainable service plan and timelines to empower the library to provide services that align with evolving needs efficiently. At Zilo, we are known for our outcome-based approach, passion for serving communities, and long-standing commitment to client-centric relationship building. We are confident that we have the combined skills, tools, and efficiencies to deliver successful, cost-effective services, to support your vision, goals, and objectives.

I am the founder and CEO of Zilo International and will serve as the main point of contact and account manager for this project. I am authorized to make representations on behalf of and legally bind Zilo International Group LLC to any agreement related to this effort.

If you have any questions, please do not hesitate to contact me.

Sincerely,  
Milena Zilo



Founder and Chief Executive Officer  
Zilo International Group, LLC  
3939 East Arapahoe Road, Suite 210 | Centennial, CO 80122  
Mobile: 917-225-1851 | Office: 720-295-0054  
[milena@zilointernational.com](mailto:milena@zilointernational.com) | <http://www.zilointernational.com>

# PROOF OF LEGAL BUSINESS NAME

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## OFFICE OF THE SECRETARY OF STATE OF THE STATE OF COLORADO

### **CERTIFICATE OF FACT OF GOOD STANDING**

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

Zilo International Group LLC

is a

Limited Liability Company

formed or registered on 01/03/2014 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20141006470 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 10/31/2023 that have been posted, and by documents delivered to this office electronically through 11/01/2023 @ 13:11:10 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 11/01/2023 @ 13:11:10 in accordance with applicable law. This certificate is assigned Confirmation Number 15453015 .



Secretary of State of the State of Colorado

\*\*\*\*\*End of Certificate\*\*\*\*\*  
*Notice: A certificate issued electronically from the Colorado Secretary of State's website is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's website, <https://www.coloradosos.gov/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."*



# FIRM OVERVIEW - QUALIFICATIONS

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Zilo International Group LLC is a 100% privately held, woman-owned and operated management consulting firm. It was founded in Colorado in 2014 by CEO Milena Zilo following nearly a decade of financial experience in Wall Street. Zilo International Group is 100% woman-owned and certified as DBE, EBE, SBE, and WBE. We are an experienced community-engagement and government contractor and offer a variety of services to organizations of all sizes in the public, private, and nonprofit sectors. In the past few years, we have won projects in California, Colorado, District of Columbia, Hawaii, Indiana, Michigan, New Mexico, Oregon, Utah, Washington, and Wyoming.

Our main firm objective is about **Positioning You For Success** through a tailored approach to consulting. What makes us different is our ability to strategically build an integrated team to suit your specific needs. We have been recognized for our ability to optimize performance with speed and impact, while operating within the budget, and collaborating with our clients at each step of the process.

Our team is composed of individuals who have strong strategic implementation backgrounds and experience creating and conducting in-depth strategic planning based on user characteristics like attitudes, preferences, and satisfaction with the services provided. We are invested in our clients' success and work diligently on achieving measurable results to facilitate implementation that will benefit the community as a whole and build the future. We work collaboratively with our clients to discover new strengths and drive change, while offering innovative solutions to challenges while ensuring that strategies are transformed into action. With each engagement we aim to implement custom-built solutions and create the proper road map for you to achieve your goals. We believe in the following key elements:



## **Innovation and Execution:**

In today's age of constant innovation, it is vital for an organization's execution to be competitive and result driven. These things are not always easy, and we aim to support our clients through the entire process.



## **Small, Expert Teams**

At Zilo International Group, we take a tailored approach, investing in the long-term values of our client's organizations. Your organization will be personally matched to a dedicated team of experts who are highly qualified in your respective industry.



## **Client Ownership Culture:**

Client ownership culture is crucial for an organization at any stage in its developmental process, yielding a strategy that is articulate, long term, and reinforced by a clear mission, vision, and values.

# PROJECT STAFF

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## **Milena Zilo - Founder and Chief Executive Officer**

Milena Zilo has 20 years of experience in Wall Street and International Consulting. She has worked with government officials and business professionals in organizations of different sizes in multiple industries, both domestically and internationally. Her competencies include a broad and deep knowledge of the global markets, the ability to identify, analyze and articulate successful strategies and opportunities best suited to a client's goals.

She has visible level of leadership interaction and collaboration with multi-disciplinary teams in all key areas of the organization, board members and executive team, as well as external stakeholders. Milena has experience with due diligence and valuation analysis, business tribulations and suggesting solutions to improve efficiency, reducing cost structure, and accelerating growth while optimizing performance, and realigning organization impact with overall strategy. She has experience with quantitative, qualitative, and secondary research, focus group moderating, stakeholders interviews, and has designed and supervised the administration of numerous surveys. She specialized in the management of large data collection projects and planning and coordinating complex tasks.

Milena has lead teams in strategic planning, demand assessments, entering new markets/launching new products, merger and acquisitions, raising capital and private funding. She has extensive experience managing the financial planning and analysis for budgeting, forecasting, benchmarking and long range strategic planning on several projects, while ensured maintenance of appropriate internal controls and financial procedures. She has experience with evaluating enterprise risk through mitigation planning, implementation, and progress monitoring. With a genuine passion for making a positive impact, Milena remains committed to pushing the boundaries of community engagement, constantly seeking innovative approaches and staying up-to-date with emerging trends and technologies. Through their consulting services, they strive to empower organizations to build strong and resilient communities, where every voice is heard, and collective aspirations are turned into actionable solutions.

Milena graduated from the University of Denver with a bachelor's degree, majoring in Finance and double minored in Economics, and Legal Studies. At DU, she held numerous leadership positions. She is actively involved in the community and currently serves on the U.S Global Leadership Coalition's Colorado Advisory Committee. She has served on several other committees and non-profit boards and has a passion for philanthropy and serving the community.

## **Katherine Molder Collins, M.A., APR – Consultant**

Kathie is a dedicated and highly experienced nonprofit strategy consultant with a passion for making a positive impact on organizations that are committed to serving their communities. With a career spanning over decades in the nonprofit sector, Kathie has earned a reputation for providing invaluable guidance and support to nonprofit organizations of all sizes. Kathie's journey in the nonprofit world began with a deep commitment to philanthropy and a belief in the power of nonprofits to effect lasting change. She has served as a nonprofit executive director and written numerous grants for nonprofit organizations. She also contributed to the Nonprofit Association of Oregon's Board, actively sharing her expertise and learning from others within the sector.

Throughout her career, she has had the privilege of working with a diverse range of nonprofit organizations, from grassroots community initiatives to well-established national nonprofits, covering a wide spectrum of areas, including strategic planning, fundraising, program development, board governance, and capacity building. One of Kathie's standout qualities is her ability to assess an organization's unique challenges and opportunities and tailor solutions that align with their mission and values. She firmly believes that effective nonprofit management is not a one-size-fits-all approach and, as such, brings a personalized touch to every consulting engagement.

Kathie began her career as a newspaper editor, she actively sought avenues to enhance customer service within the publication. She developed a training program, which she later presented at a national conference in New Orleans, attended by publishers from across the paper's network. She then became a school public information officer, Kathie not only served as the president of the Oregon School Public Relations Association but also earned accreditation in public relations. She shared her knowledge and strategies at national seminars, emphasizing the vital role of public education. Her expertise extended to developing crisis communication training for school administrators, making her a sought-after presenter in the field. Kathie also has experience as an advisor to a local Small Business Development Center, where she specialized in creating tailored workshops for the SBDC and its clients. Her focus was on topics that fostered organizational excellence, including team-building, effective meeting leadership, and cross-marketing. Her ability to improve communication and enhance specific operational efficiencies led to presentations throughout Oregon.

Kathie holds an Associate of Arts degree in journalism, a Bachelor of Arts degree in Public Relations, and a Master of Arts degree in Organizational Leadership from Bellevue University. She is accredited in Public Relations and, during the pandemic, delved into documentaries and literature related to diversity, equity, and inclusion. In March 2021, she earned a Certificate in Diversity and Inclusion from Cornell University and now conducts workshops in the DEI field.

## **Josh Sroge - Senior Strategist**

Josh Sroge is a Finance and Operations leader with over 25 years experience in both global organizations and local startups, engaging in challenges from mature enterprise

transformation to seed stage scaleup and financing. Josh implemented the ERP architecture and multi-dimensional reporting to enable organizational alignment and strategic decision making. In the local ecosystem he has participated in growth stage companies from seed to Series A+ to exit, in a diverse range of industries. Expanding beyond the CFO/COO role, he leads large projects at enterprise clients and enables scaling at the seed stage. Working with local accelerators such as Boomtown in a mentor and sponsorship capacity, he supports their cohort companies in infrastructure setup and business focus to enable success.

As a seasoned consultant with a passion for community engagement, Josh brings a wealth of expertise and a commitment to fostering meaningful connections between organizations and the communities they serve. Josh has a keen understanding of social impact, and has a proven track record of driving successful engagement initiatives and aspirations of diverse communities. Josh has worked with a wide range of clients, including non-profit organizations, government agencies, and corporate entities, to develop comprehensive community engagement strategies tailored to their specific goals and challenges. Through meticulous research, stakeholder analysis, and collaboration, they design and implement initiatives that amplify community voices, address social inequalities, and drive sustainable change.

Josh believes in a duty to give back to the community. He is a mentor at the CU Leeds Business School, working with the junior and senior finance students every semester since 2011. He is on the board of the Boulder-based Emergency Family Assistance Association (EFAA) and is their Treasurer and Chair of the Finance Committee, and is also on the board of the Duet Design Group Foundation. Both organizations assist local families in need of support, from housing to food to case management. He has a BS in Accounting from CUNY Hunter College.

## **Lorena Zilo - Senior Consultant**

Lorena Zilo has over 15 years of experience in consulting, and has participated as a team lead in numerous projects. Lorena has undertaken a holistic approach to strategy and operations, from developing to implementing simple effective systems to driving results. Her work experience encompasses start-ups to Fortune 500 companies and organizations in the public sector, including projects in diverse industries. Lorena has led numerous projects and made key decisions that affect recruitment and hiring, marketing and communications, quality assurance, and control. She has a deep knowledge of engagement-based design methodologies: synthesizing information gathered from residents, stakeholders, site surveys, regulatory frameworks, and design best practices. She has demonstrated the ability to improve customer satisfaction and delivering results while leveraging the emotional intelligence and operational excellence needed to implement cultural change at all levels of the organization. She is a values-driven individual passionate about positively impacting.

Lorena graduated from Metro State University of Denver with a bachelor's degree and has a Postgrad in Accounting from Raritan College. Lorena recognizes the importance of inclusivity and equity in community engagement. She is well-versed in best practices

for engaging marginalized populations and promoting diversity within decision-making processes. By integrating principles of social justice, Lorena ensures that community engagement efforts are inclusive and empower those who are traditionally underrepresented. She has served on numerous committees at City of Aurora including:

***Diversity Equity and Inclusion (DEI) Committee*** – Representing the Information Technology Department by suggesting improvements to the city and relating any information back to management and the department.

***P.A.C.E Committee*** – Representing the Information Technology Department to City Manager by suggesting improved customer service, updates to purchasing policies and changes to various employee programs

***SHIFT Committee*** – suggest and implement various project that effect all city employees based on six different categories which include Recruitment & Hiring, Benefits, Marketing & Communications, Culture and Philosophy, Employee Development, and Physical Environment

***ARISE Program*** – meet once a month with different city departments to fully understand what roles they play for the city and how each department collaborates with each other.

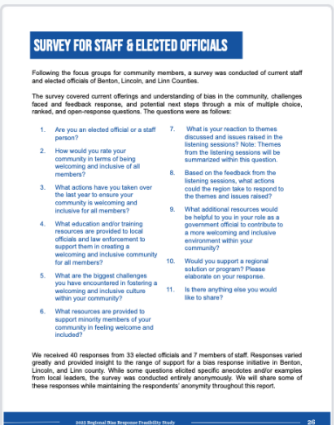
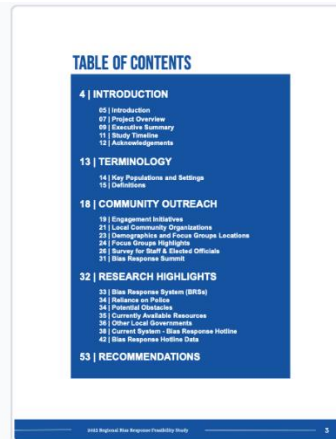
***SharePoint Governance Committee***– Leading the City’s SharePoint Governance Team and making key decision for all 19 departments involved



# REFERENCES

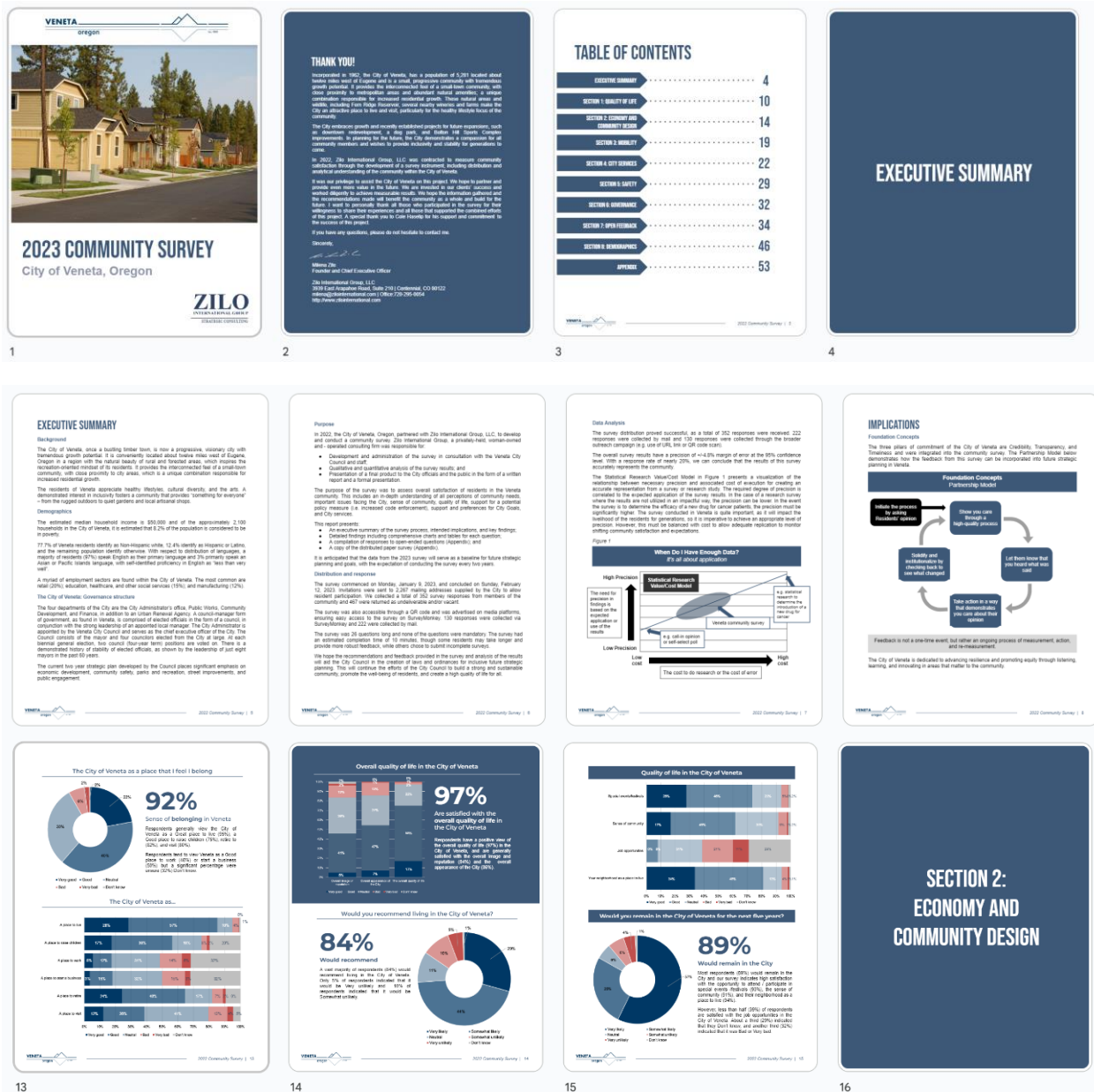
## The Oregon Cascades West Council of Governments (OCWCOG) Alicia Lucke | [alucke@ocwcog.org](mailto:alucke@ocwcog.org)

The Oregon Cascades West Council of Governments (OCWCOG) is a voluntary association of twenty cities, three counties, the Confederated Tribes of the Siletz Indians, and a port district. It serves as a forum for cross-jurisdictional cooperation and provides a wide array of services and resources to help communities solve problems and connects member governments, businesses, and individuals. Zilo was hired to research and facilitate discussions around the feasibility of a regional Bias Response System, and the subsequent public and regional support for a more localized system. The research includes bias response programs and approaches, research existing trainings, help facilitate community forums, and staff scheduled events.



# City of Veneta, Oregon Cole Haselip | [chaselip@ci.veneta.or.us](mailto:chaselip@ci.veneta.or.us)

Zilo was hired to design, administer, and analyze the results of a community survey for the City of Veneta, Oregon. There are approximately 2,100 households in the City of Veneta. Survey questions were designed to gauge community perceptions on: community needs, important issues facing the City, sense of community, quality of life, support for potential policy measures as well as support and preferences for City goals and services. It is anticipated that this survey shall serve as a baseline, with the expectation of conducting the survey every two years. All Final Reports include an Executive Summary, Table of Contents, Methodology, Implications, and Key Findings Summary along with any other deliverables requested by the client.



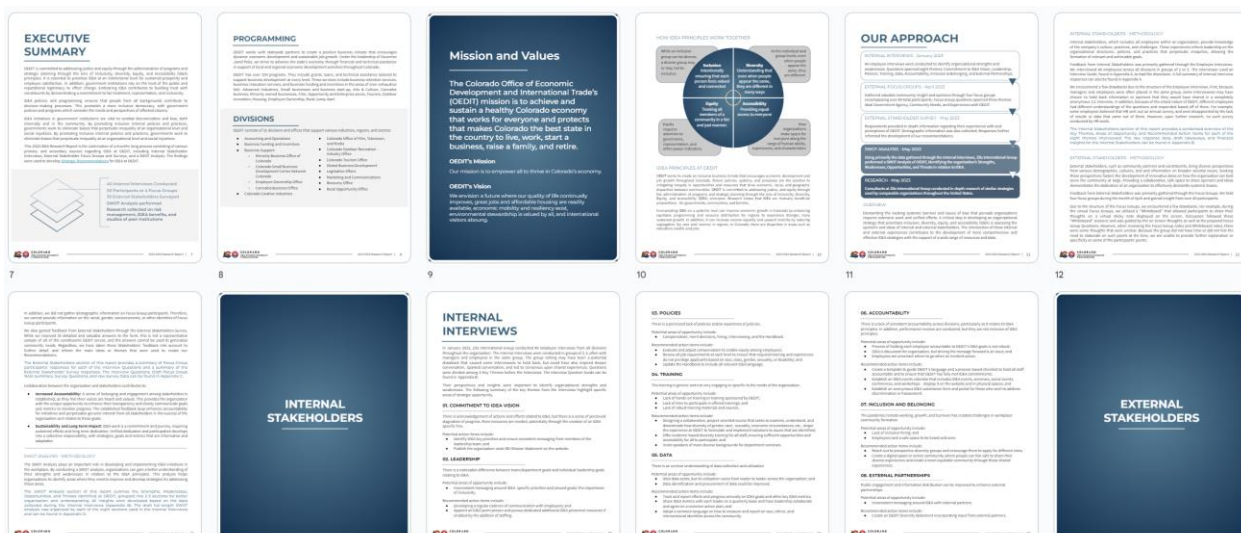
## Colorado Office of Economic Development and International Trade

Zilo has partnered with OEDIT and working closely with Leadership Team and various stakeholders both internally and externally to address its diversity, equity, inclusion, and accessibility. Zilo conducted DEI strategic planning, research, policy/procedure/program review and revision, statement creation, facilitation, benchmarking, and data collection and analysis. DEI-inspired initiatives and priorities act as a compass for a multifaceted corporation moving in the direction of progress. Developing a more effective approach to inclusive excellence and DEI strategic planning process will provide an organizational roadmap.

## OEDIT Strategic Recommendations



## OEDIT Research 2023





# PROPOSAL RESPONSE METHODOLOGY AND APPROACH

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## Overview

Our approach is to work in *partnership* with TRL over the duration of this project. We are committed to tailoring a customer approach to fit your needs and deliver constructive data and insight that are reliable, and useful. We offer our expertise and guidance wherever needed to ensure that the entire process is as smooth and extensive as possible.

We hope to support you in preparing a strategic plan that will guide development and implementation of appropriate for the future. As part of the process, we wish to engage community members, library patrons, library staff, TRL Strategic Planning Committee, Board of Trustees, and other stakeholders

### Organizational Assessment

- Review the TRL's current organizational mission, vision, values and strategic plan.
- Review current organizational structure and capacity.
- Review current collection and associated plans.
- Review current library services and programs, including underlying planning and evaluation processes.
- Identify strengths and weaknesses inside the library and outside of it, and examine the political, economic, social, and technological trends that are affecting TRL and its operating environment.
- Work with the library staff, Board of Trustees, Steering Committee, and other stakeholders in the community engagement process.
- Explore key environmental trends and data relating to the library's services and operations.
- Establish team alignment on strategic goals and metrics of success for TRL as an organization.

### Community Engagement

- Develop and facilitate a process for community engagement with external stakeholders, both individuals and groups/agencies, to gather input and identify community perspectives, needs, concerns and interests. Prioritize and ensure feedback and engagement with organizations that provide service to BIPOC communities, as well as those serving youth and people with disabilities.
- Develop and facilitate a process for engagement with stakeholders within the community.

- Develop and facilitate a process for engagement with different stakeholders, to gather input around the future emphasis of the Library.
- Provide multiple channels for communication to account for differences, needs, and preferences within the communities that the library serves; for example, ensure that multilingual communication strategies are employed as appropriate and engage in person, online, and offsite.

We have identified the following tasks necessary for project completion, but remain open to revisions as needed. The Zilo team uses a comprehensive set of checklists, tasks and procedures that are tailored to each specific client and project.

## **Phase 1: Initial Project Planning**

During this phase we create a thorough communications plan and schedule between TRL and Zilo. We work in partnership to ensure a collaborative process through the entire project in order to provide a schedule and work plan that best suits your needs, and to gain a deeper understanding of your audience. Regular communication will begin with a kick-off meeting to discuss your main goals and objectives. After the initial kick off meeting, we would have regular check-in sessions and updates. Our team will review all previous reports, recommendations, and any past research that has been done. This will be helpful during this project to get a better understanding of what previous findings were and build on that knowledge to identify gaps and challenges.

We will discuss specific goals and create a final project scope/schedule in order to execute a comprehensive strategic planning process. We will meet the deadlines and time frames as outlined in the proposal.

## **Phase 2: Project Coordination and Engagement**

Every client engagement plan is uniquely based on the needs of stakeholders in the organization. Our goal during the preliminary meetings is to develop an agreed upon framework for strategic planning. We will work with staff, key stakeholders, community members, library patrons, library staff, Board of Trustees, Strategic Steering Committee, and other stakeholders to create a strategic plan and ensure clarity of the project's purpose and objectives. We will also follow a defined engagement plan in order to keep all stakeholders informed throughout the project.

We anticipate that this stage of the project will be highly interactive with the different stakeholders, and will involve multiple rounds soliciting input, presenting data, and analyzing feedback.

Surveys, focus groups and interviews will be held, as well as a strategic planning workshop as part of the preparation for defining the strategic directions. We will

maintain transparency and document progress, key findings, and proposed solutions by developing a process that facilitates engagement with stakeholders. We plan to analyze and build on the data resources and to develop an actionable strategic plan that is useful, realistic, and focused. Our team will provide a thorough assessment and create detailed plans and SWOT analysis (strengths, weaknesses, opportunities, and threats) identified during the planning process that is focused on a range of factors and reflective of the racial, ethnic, and economic diversity in the community. Zilo will work to ensure feedback and engagement with organizations that provide service to BIPOC communities, as well as those serving youth and people with disabilities, and individuals that lack access and face barriers to using the library resources.

Our team will leverage our extensive strategic planning and facilitation experience to facilitate, manage, and engage multiple stakeholders throughout the entire process. The plan will integrate Diversity, Equity, and Inclusion (DEI) goals into internal and external initiatives, while also outlining TRL 's strategy for forging strategic partnerships and advocacy efforts. Moreover, the plan will serve as a blueprint for crafting annual and departmental work plans.

**Synthesizing Community Input:** During this phase, our team will diligently analyze the valuable insights gathered from community engagement activities. We will identify recurring themes and priorities expressed by residents, providing a comprehensive understanding of the community's vision.

**Collaborative Vision Development:** Working closely with all stakeholders, we will forge a shared vision for TRL's growth and prosperity. Through dynamic interactions, we will ensure that diverse perspectives are considered and integrated into the overall vision.

### **Defining the Desired State**

Defining the desired outcome is one of most critical steps in the strategy process. The desired state is a function of the environmental demands and the internal visions. Together, they help to articulate a clear strategic direction that can then be turned into work (goals). There are many approaches to creating a vision for equity. One approach is to create a future state scenario and ask participants how they achieved that future state as though it was already achieved. In strategy and design, we must create both processes and values that allow you to achieve the vision and remain in line with the needs of the project stakeholders and community.

- What would like to see in your future state that would demonstrate a focus and support your goals?
- What resistance might we expect to encounter?

### **Defining Strategy and Setting Goals**

Goals are a critical turning point in the design process. Goals translate your desired state into meaningful work – tangible processes, outcomes, products, and services. Put simply, goals serve as the bridge between the desired state/strategy and the Library. A

strong goal allows you to design the sociotechnical systems with purpose and clarity. Remember, goals serve as the bridge between the desired state/strategy and the organizational system that will produce the results. In creating these goals, we will implement the SMART goal setting strategy and create goals that are specific, measurable, attainable, relevant and, time-based. Goals will be created with an equity lens. These goals will be derived based on the results of our analysis and identification of key areas which need improvement.

We hope to chart a new path that:

- more fully meets the needs and captures the goals of your diverse community
- amplifies underserved and marginalized community members voices
- leads with the equity goals and aligns with the community-driven and vision
- seamlessly integrates all services provided by the different communities
- incorporates an implementation framework built for equitable decisions/prioritization, continual change, and financial sustainability.

A key tenet of great strategy implementation is that everyone understands what the strategy is, how it will be measured, and how the Board will support the implementation of the strategy. Successful development requires everyone to be aligned and committed to the development. Knowing your future state along with meaningful goals and a project design that supports this strategy is necessary for the development to be impactful. Likewise, the Strategy Plan we will produce will outline both short and long-term goals to meet the needs of all stakeholders in this project. We will focus on the vision, values, and mission to ensure the TRL's design reflects a culture that best serves its community.

Our team will leverage industry-leading practices, incorporating lessons from successful projects to ensure a forward-looking, innovative, and resilient Strategic Plan.

**Development of Actionable Initiatives:** Working collaboratively with TRL and stakeholders, we will transform the Strategic Plan's objectives into clear, actionable initiatives. Each initiative will be well-defined, outlining the steps, resources, and responsible parties required for successful implementation.

**Prioritization and Timelines:** To effectively allocate resources and manage timelines, we will prioritize initiatives based on their significance and potential impact. Developing a well-structured timeline will provide a clear roadmap for executing each initiative efficiently.

**Funding Sources and Partnerships:** Identifying potential funding sources, such as grants, public-private partnerships, and budget allocations, will be crucial for ensuring the financial feasibility of the implementation plan. We will actively explore collaborative opportunities with stakeholders to garner support for the initiatives.

**Performance Measures and Monitoring:** Establishing performance measures and key performance indicators (KPIs) will enable us to monitor the progress and success of

each initiative. We will clearly define the recommendations and strategic priorities (three+ year goals), strategies (one-year goals), KPIs, 90-day accomplishments, and action plans. Regular evaluations will ensure that the plan stays on track and that adjustments can be made if necessary.

**Inclusive Engagement and Communication:** Throughout the implementation process, it is important to maintain an open line of communication with the different stakeholders, keeping them informed of progress, milestones, and achievements.

**Refinement of the Comprehensive Plan:** Based on feedback received during the consultation and review phases, by incorporating valuable insights to enhance its relevance and effectiveness.

## Phase 3: Final Report

In the final stage of each project, we will begin our preparation of the final report and training to implement to strategic plan by analyzing all the data gathered. Before the report is finalized for the project, our team will meet with TRL to ensure that all objectives were met, and the report is in line with expectations. We will provide recommendations regarding the plan's implementation and support structure. The report itself will consist of Including an executive summary, key findings, statistical description and analysis of responses, illustrative graphs and tables, raw data analysis, recommendations and any other information we believe would be beneficial to your organizations.

To meet the stated goals of the project stakeholders, the report will include an organizational assessment that analyzes the current state of the organization and identify any aspects that may hinder TRL's goals. Additionally, a community engagement feedback analysis will be included in order to capture the sentiments of the library's actual and potential patrons. A communication plan and assessment of organizational readiness will be included in this report to assist TRL in meeting the needs of the community. All of these aspects of the report will provide a foundation for a framework that incorporates and address a forward-thinking and pragmatic strategic plan to focus resources and guide library planning and work for the future. Our team will leverage industry-leading practices, incorporating lessons from successful projects to ensure a forward-looking, innovative, and resilient Strategic Plan.

We will provide recommendations regarding the plan's implementation and support structure. The Implementation Strategy phase marks a pivotal moment where the Strategic Plan's vision and goals are translated into practical and achievable actions. This phase will involve a systematic approach to ensure successful plan implementation and monitor progress effectively. We are personally and professionally enthusiastic to work with you on this critical initiative. We recognize the enormous impact that this effort could have on the lives of the community members which you serve, and it would be an honor to partner with you on it.

# COST AND PRICING

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Our proposed fee is \$65,000 for all the tasks as outlined in the proposal. The fee is inclusive of all expenses including travel, secretarial support, report production, and any expenses associated with the completion of the project. A break flat fee breakdown is included below for all the different tasks:

Project Phase	Total Fees
Task 1: Initial Project Planning	\$5,000
Task 2: Project Coordination and Engagement	\$45,000
Task 3: Final Report	\$15,000
<b>Project Total</b>	<b>\$65,000</b>

We understand, that at times there may be budgetary constraints and are open to fee negotiations as requirements are determined and finalized. We will ensure and work with management team to stay within the appropriate budget and to not exceed those amounts.

It would be an honor to partner with you on this project and lead and assist you in achieving your goals. We are very excited about the prospect of working with you and providing you the resources and services needed. We are committed to serving our clients' needs and will be available at all times.

# ZILO

INTERNATIONAL GROUP

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*Thank you for your consideration!*

Zilo International Group is held to the highest standard of excellence when committing to our clients' success. We would be honored to partner with you to achieve your goals.

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