



INTERNAL MEMO

TO: Library Board of Trustees

FROM: Jeannie Dilger, Executive Director

DATE: May 9, 2023

SUBJECT: Estimates for Remodel of 2nd Floor Staff Areas

Trustees,

At last month's board meeting, we discussed a tentative budget for the remodel of the 2nd floor staff workspaces of \$1.2 million. The Board did not vote on that budget, opting to wait until Engberg Anderson was able to get estimates.

At the Finance Committee meeting, we reviewed the Special Reserve Fund budget, in which I included the following for the project:

| | |
|--|---------------------|
| 5250 Renovation Construction Costs | |
| 5250.10 Main Direct Costs | 1,000,000.00 |
| 5260 Renovation Indirect Costs | |
| 5260.10 Permits and Fees | 20,000.00 |
| 5260.11 Furniture, Fixtures & Equipment | 300,000.00 |
| 5260.12 Technology | 50,000.00 |
| 5260.13 Moving/Storage | 50,000.00 |
| 5260.14 Legal/Financial | 1,000.00 |
| 5260.15 Architectural/Engineering | 100,000.00 |
| 5260.16 Owner's Rep | 20,000.00 |
| 5260.20 Other Indirect Costs | 20,000.00 |
| Total 5260 Renovation Indirect Costs | \$561,000.00 |

| | |
|-----------------------|-----------------------|
| Total Expenses | \$1,561,000.00 |
|-----------------------|-----------------------|

This is obviously higher than the number discussed, but the overall budget showed that this amount was feasible.



Estimates have come in for the project. They are higher than anticipated. I've attached the summary created by Project Architect Kristin Richardson. Here is her explanation:

The main objective (of the summary) is to show the costs as they came in, and an approach to refine the scope to align with the desired budget. We can discuss in more detail this week what is included in all these numbers and what that "scope alignment" really means.

- Column A is the "Base Bid" costs reflective of the drawings we put together.
- Column B includes all the alternates. We have included a furniture alternate for all new staff workstations in this column.
- Column C includes preliminary, suggested reductions that we feel are attainable without majorly compromising the scope. This column also assumes not electing any of the alternates.
- Column D is the more aggressive approach to get to the budget. I think this path will be difficult without removing areas from the project scope. For the purposes of this estimate I have removed the Communications department south of the elevator from scope. (As much as I love your Communications department!). This effectively reduces the project area by nearly 2,000 SF and pulls out a lot of cost. The flip side to this is that removing that area from scope reduces the cost so much that I added back in the carpeting alternates and new staff workstations in the main workroom.

At the time I am writing this memo, Melissa Gardner and I have not yet met with Kristin to talk through this approach. We'll also be meeting on Thursday with the department managers to review this in more detail. I expect that we will have better recommendations for you by the time of the Board meeting, which Kristin Richardson will be attending.

Sincerely,

Jeannie Dilger

Jeannie Dilger
Executive Director

PALATINE LIBRARY DISTRICT STAFF - SD ESTIMATE SUMMARY - DRAFT

5/8/2023

Each model is an opinion of probable cost. Many decisions regarding material selection, system development and project parameters have yet to be defined. Market conditions, as always, are beyond the control of the architect or estimator and will vary over time. No guarantee is given or implied that costs will not vary from these models. It is imperative that additional estimates are prepared as the project is developed to ensure conformance with project budgets.

| | A | B | C | D | |
|-----------------------------|---------------|--------------------|--------------|--------------|---|
| | BASE ESTIMATE | BASE WITH ALT BIDS | REDUCED 1 | REDUCED 2 | Comments |
| DIRECT COSTS | \$ 1,034,671 | \$ 1,034,671 | \$ 907,671 | \$ 662,671 | See Itemized Reductions below |
| INDIRECT COSTS | \$ 467,996 | \$ 467,996 | \$ 408,452 | \$ 298,202 | This number reduces as direct cost decrease |
| Phasing Premium 4% | \$ 43,849 | \$ 43,849 | Incl. | Incl. | |
| Escalation to MOC 6% | \$ 61,563 | \$ 61,563 | Incl. | Incl. | |
| General Conditions 13% | \$ 148,211 | \$ 148,211 | Incl. | Incl. | |
| Contractor Fees 8% | \$ 103,064 | \$ 103,064 | Incl. | Incl. | |
| Contingency 8% | \$ 111,309 | \$ 111,309 | Incl. | Incl. | |
| ALT #1 - ADD STUDY ROOM | \$ - | \$ 35,357 | \$ - | \$ - | Includes Indirect Cost Markups |
| ALT #2 - WORKROOM CARPET | \$ - | \$ 42,750 | \$ - | \$ 42,750 | Includes Indirect Cost Markups |
| ALT #3 - ADMIN CARPET | \$ - | \$ 24,526 | \$ - | \$ 50,000 | Includes Indirect Cost Markups |
| CONSTRUCTION SUBTOTAL | \$ 1,502,667 | \$ 1,605,300 | \$ 1,316,123 | \$ 1,053,623 | |
| Cost/SF | \$ 166.96 | \$ 152.89 | \$ 146.24 | \$ 148.40 | |
| Moving & Storage | \$ 16,000 | \$ 50,000 | \$ 16,000 | \$ 50,000 | Baseline \$8k/Day for Moving Services |
| Furnishings (Incl.Markups) | \$ 109,678 | \$ 109,678 | \$ 109,678 | \$ 89,678 | * Remove Communications Furniture from Scope |
| ALT #1 - ADD STUDY ROOM | \$ - | \$ 4,200 | \$ - | \$ - | |
| ALT #2 - STAFF WORKSTATIONS | \$ - | \$ 123,750 | \$ - | \$ 123,750 | Remaining Staff Workstations not in base costs |
| SUBTOTAL | \$ 1,628,345 | \$ 1,892,928 | \$ 1,441,801 | \$ 1,317,051 | |
| A/E Fees Part 1 | \$ 24,000 | \$ 24,000 | \$ 24,000 | \$ 24,000 | SD |
| A/E Fees Part 2 ** | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | ** Placeholder Cost - Final Fee Proposal is TBD |
| Owners Rep Fees ** | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | ** Placeholder Cost - Final Fee Proposal is TBD |
| Permits | \$ 31,103 | \$ 33,156 | \$ 27,372 | \$ 22,122 | Village Fee Schedule is based on construction costs |
| Technology & Equipment | \$ 10,000 | \$ 25,000 | \$ 10,000 | \$ 10,000 | See Assumptions |
| Misc Expenses, Testing | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | Allowance |
| TOTALS | \$ 1,828,448 | \$ 2,110,084 | \$ 1,638,173 | \$ 1,508,173 | |
| Budget: \$1,500,000 | \$328,448.34 | \$610,084.00 | \$138,173.41 | \$8,173.41 | |

| TARGETED REDUCTIONS: | | | SCOPE C REDUCTIONS | SCOPE D REDUCTIONS | |
|---|--|--|-----------------------|-----------------------|------------------------|
| 1 Reduce Millwork by 30% | | | \$ (30,000) | \$ (15,000) | |
| 2 Simplify Restroom Door Work | | | \$ (14,000) | \$ (14,000) | |
| 3 Remove Collections Services Sink | | | \$ (12,000) | \$ (12,000) | |
| 4 Remove (1) CS Door Operator | | | \$ (9,000) | \$ (9,000) | |
| 5 Remove Communications Rework from Scope (1900 SF) | | | \$ - | \$ (285,000) | |
| 6 Defer Elevator to Circ Project | | | \$ (12,000) | \$ (12,000) | |
| 7 Misc Scope Refinement Reductions * | | | \$ (50,000) | \$ (25,000) | See Assumptions Note 3 |

ESTIMATE ASSUMPTIONS

1 Estimates are based on SD architectural concepts. Much of the M/E/P/FP scope of work is difficult to define via a typical cost/SF method, due to the nature of the scope of work. It is possible that project costs will come down once the scope is more defined. These are reflected in reduction item 7. EA Recommends pursuing a detailed DD level estimate to confirm prior to continuing into Construction Documents

2 Technology assumes the owner will provide all technology related equipment. This estimate assumes installation of WAP devices (contractor will pull any new data lines), (1) new monitor and AV configuration for public study room. EA assumes that existing computer workstations and server room equipment are sufficient for the proposed plans. Assumes that existing refrigerators, microwave, dishwasher will be reused.

3 Base Moving costs assume relocation of existing equipment and furnishings intended for reuse that need relocated to a temporary staff area within the library. Where carpeting alternates are elected, additional moving costs are added to account for relocation "in place" of existing furnishings to accommodate the work. Some of these carpet specific cost may ultimately be part of the construction budget. Estimate assumes discard of existing furnishings will be by the library. Note, the relocation of existing systems furnishings does not come without risk. The system is discontinued and dismantling may cause essential pieces to break.

Essentiam

Strategy | Planning | Leadership | Growth

April 6, 2023

Jeannie Dilger
Executive Director
Palatine Public Library District
700 N. North Ct
Palatine, IL 60067

Dear Jeannie,

Thank you so much for the opportunity to present the attached strategic planning proposal for the Palatine Public Library District. The work you do for the community is critically important, and we would be honored to assist you in building a foundation for continued impact.

As a small, woman-owned business, we aim to become a thinking partner with you in creating an aspirational yet achievable plan to guide your work for the next three to five years. Our offices near O'Hare allow us to be on-site with you in-person for key meetings, focus groups, and events as needed without additional cost. Our proximity also means we are more connected to your community and your ongoing success.

Our team has over 20 years of experience assisting organizations of all sizes to develop strategies for broader impact. We bring deep understanding and knowledge of libraries from the inside, as well as deep knowledge of strategic planning. Having worked with public, private, nonprofit, and other mission-based organizations we can bring fresh thinking to PPLD while staying grounded in the unique needs of your district. Our recent experience with libraries includes working with the Young Adult Library Association (YALSA) as well as the Rockford Public Library to develop their strategic plans and support them in implementation planning.

We are committed to working closely with you to deliver a planning process that aligns with your culture, appropriately engages your stakeholders, and delivers a clear, actionable plan. Working collaboratively, we can effectively identify the opportunities ahead, engage your team and community in the journey, and articulate an exciting, future-oriented plan for the Palatine Public Library District.

If you have any questions about this proposal or our qualifications, please reach out.

We look forward to hearing from you soon and hopefully helping PPLD to write the next chapter of its success story.

Best regards,



Stephanie A. Kusibab
CEO and Chief Strategist
skusibab@EssentiamStrategy.com



PROPOSAL FOR STRATEGIC PLANNING

April 7, 2023

Presented by:
Essentiam

www.essentiamstrategy.com

Stephanie Kusibab
CEO & Principal Consultant
5214 N. Olcott
Chicago, IL 60656
312.343.0074
skusibab@essentiamstrategy.com



Executive Summary

At Essentiam, we believe the most powerful ideas come from bringing people together. By creating deliberate, structured interactions to engage stakeholders from across your ecosystem, we mine diverse perspectives to generate new ideas, understand market opportunities, and coalesce your community around high impact strategies. We accelerate growth and mission achievement by creating and articulating strategies that resonate internally as well as externally.

Understanding of the Project: The Palatine Public Library District (PPLD) is seeking a strategic planning consultant to conduct significant community research and develop a comprehensive 3–5-year strategic plan inclusive of goals, objectives, and activities as well as an evaluation of strengths and weaknesses, quality of services, reputation, management, and budget. PPLD had an ambitious but achievable strategic plan that covered 2019-2022 for which it conducted a highly successful community survey. The Library District is a very diverse community, and engaging these diverse stakeholders will be an important aspect of the new strategic planning process as well.

Qualifications: Essentiam is a woman-owned strategy consultancy based in the Chicagoland area. We have conducted quantitative and qualitative research and led strategic planning for more than 20 years across a wide variety of public, private, nonprofit, and governmental sectors. We understand that capturing community input is a critical component in ensuring a strategic plan that reflects community wants and needs, setting the organization up for long term success. We are experts at hosting these types of high stakes conversations and have done so for clients across a wide spectrum of industries, professions, and institutions. Our recent experience includes completing a 9-month research, strategic planning, and implementation planning process for the Young Adult Library Association (YALSA), and a 3-year strategic plan for the Rockford Public Library. Additional experience and references can be found on pages 10-13.

Process Overview: Based on our previous experience working with mission-driven organizations, we have developed a recommended process that is inclusive, engaging, and impactful. This process incorporates extensive community and stakeholder input, strategic planning, and plan documentation in a three-phased approach as depicted below.



Further details on each component of the process can be found beginning on page 4.

Outcomes: Through our work together, PPLD will review its mission, vision, values, and culture statement and adopt a new 3–5-year strategic plan to guide activities for future success. The new strategic plan will prioritize opportunities in the form of goals and objectives with related activities that form a clear path for your team. This plan will allow organizational leaders and staff members to focus energy and resources on the most important strategies for ongoing success and guide day-

to-day decision making. The strategic plan will be documented in MSWord, PowerPoint, and a graphical, easy to share strategy-on-a-page format.

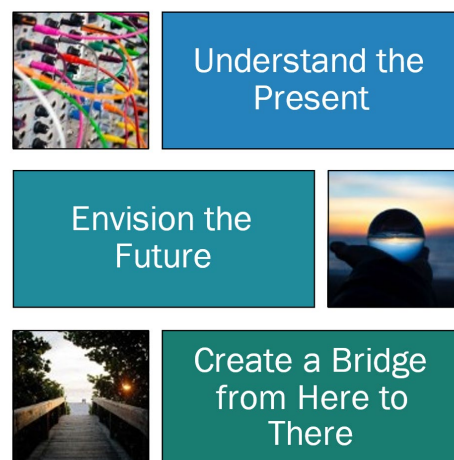
Additionally, we will update your community profile based on available demographic and usage data and identify community markets that are untapped or require a more comprehensive marketing strategy to fully engage as new, loyal library users. We will also complete an assessment of key aspects of the library's services and operations.

Our Approach

Our Approach

Knowing that no two organizations or engagements are exactly alike, we are committed to working closely with your team to ensure a customized planning process that aligns with your culture and exceeds your expectations. We are confident that together we can identify the opportunities ahead, put a plan in place to achieve them, and engage your stakeholders in the journey.

The overarching framework for this work is threefold (see figure at right). We first look to understand the current state of the organization and its marketplace context through a situational review and stakeholder input. Second, we work with organizational leaders to explore and identify a vision of the future they are excited to help create. And then, the strategic plan is built as a bridge to help move from today to tomorrow in a structured and impactful way. By better understanding where you are today and where you want to go tomorrow, we are able to put a strategic plan in place that increases impact and enables moving confidently forward with purpose and focus.



Essentiam Strategic
Planning Approach

Recognizing the importance of justice, diversity, equity, and inclusion (JEDI) in all its forms, we take great care to ensure all members of your community feel welcome and valued throughout the planning process. Recognizing JEDI as a long-term journey that is never complete, it requires openness as well as awareness and a willingness to meet organizations and communities where they are while striving to improve. Our facilitators have helped lead JEDI initiatives at several organizations and regularly attend educational and dialogue sessions on these topics to continue their own personal journey and learn from others. While we are organizational strategists, not JEDI consultants, over the past five years we have regularly facilitated conversations on these topics as part of strategic planning engagements with clients at all stages of their JEDI and anti-racism journeys.

Planning Process Work Plan

Recognizing the unique aspects of your work and constituents, we will take time to fully understand the organization and community. While we will collaborate with the PPLD team to ensure an approach and facilitation plan that reflects your unique culture, structure, and desired outcomes, based on our current understanding of your organization and needs, we recommend the following three-phased approach:



Community Engagement and Situational Review

For over 20 years, we have led market research engagements both as principal investigators and as clients. These two unique vantage points have led us to always start with the end in mind, crafting questions carefully to ensure they generate actionable insights.

Prior to hosting strategy workshops or fielding any research, the consultants will work with the PPLD leadership team to understand the current state, get oriented to your community, and review provided background materials. Relevant materials may include the website, promotional collateral, previous strategic plan documents, previous research results, current foundational statements (vision, mission, values, culture), organizational structure, financial and operating results, usage and demographic data and other available reports and presentations. Based on the above, Essentiam will develop a situational assessment and community profile to help guide PPLD and inform the strategic planning process.

We will gather input through direct staff, board, patron, community, and other stakeholder engagement. We will work with the PPLD leadership team to refine our research plan, but currently envision it including the following:

Interviews

Interviews allow us to quickly gain qualitative insights from key internal stakeholders and community partners. These phone or Zoom interviews are a convenient format for exploring observations and opportunities of mutual interest one-on-one or with small groups of 2-3 affiliated leaders. We envision conducting interviews with key PPLD board members,

volunteers, and staff at the onset of the project to help deepen our understanding of opportunities and issues to explore through the planning process. We also propose small group interviews as a mechanism to gather input from public agencies and other funders to expand internal perspectives and help generate insights on emerging challenges and opportunities.

Focus Groups

Hosting virtual and in-person focus groups allows us to gather qualitative feedback from a variety of stakeholders in a comfortable group format. Group discussions allow us to hear from a cross section of constituents, identify areas of common concern/opportunity, dig deeper into issues identified through discovery, and generate insightful feedback and idea sharing. In conducting similar focus groups for other clients, we have found that participants enjoy these conversations and appreciate the opportunity to hear the perspectives of their peers. Hosting at least some of the focus groups virtually makes participation more convenient for working people, parents of young children, and those who are mobility challenged or time constrained, allowing us to attract a broader audience than may be able to attend an in-person session. We recommend using focus groups as the means of gathering input from specific patron groups (i.e. teen leaders, volunteers, frequent library users) as well as an extended group of staff members. We also recommend hosting at least one focus group in-person at PPLD's Rand Road Branch to ensure we include the voices of these diverse patrons in the planning process.

Paper and Online Surveys

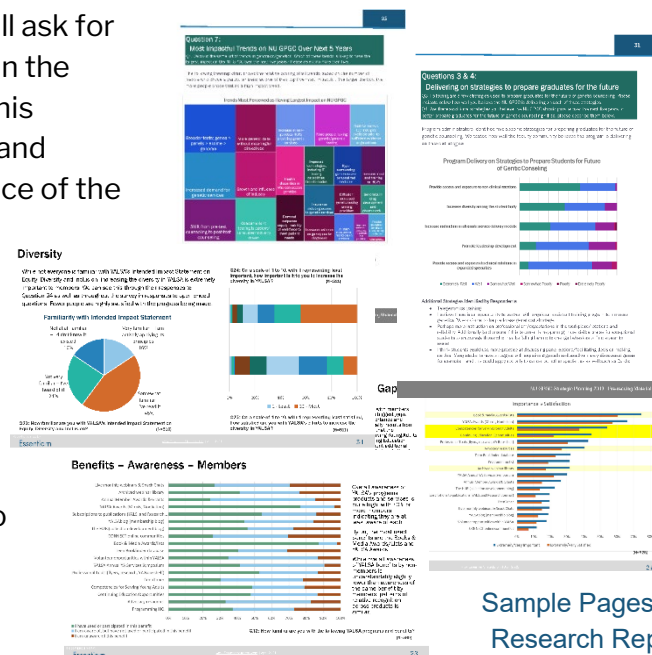
Gathering quantitative input from a broad cross-section of community members in advance of a strategic planning process provides important context and helps inform strategic conversations, especially related to satisfaction and potential opportunities to better serve the community. In advance of the strategy workshop, we propose conducting an online survey designed to reach as many constituents as possible. Questions will be crafted to gauge satisfaction and perceived importance of service areas as well as to identify important attitudes and perspectives of constituents related to the current state and future priorities. Questions for this survey will be written by the consultants in conjunction with PPLD leaders. Keeping the time commitment manageable for participants will be an important aspect of the survey design. Communication about the survey will be drafted by consultants and distributed by PPLD staff through its existing communications channels. Essentiam will code, host, and analyze the online survey. We will create a paper version of the survey in both English and Spanish for PPLD staff to print and distribute in-person and at programs and events as required. To encourage broad participation, the survey open and close dates will be set to allow for both digital (QR code/bit.ly link/library iPads) and print versions of the survey to be available during key summer events such as the Farmers Market and local fairs and festivals. We will also target including a link to the survey in PPLD's June print newsletter to reach a broader audience. As discussed in advance with Jeannie, responses from the paper survey will be entered online by PPLD teen volunteers to reduce costs associated with data entry.

Social Media Listening Sessions

To supplement direct contact with community members and create an opportunity for ongoing dialogue as the plan takes shape, we propose taking advantage of the ubiquitous medium of social media channels to enhance our listening efforts. We will mine existing social media channels to identify relevant themes and trending topics from communities of interest and generate posts providing updates on the process. We also propose a Tweet Chat, Tik Tok contest, or other social media engagement opportunity to solicit input directly from key stakeholder groups online. This method of dialogue engages constituents in a unique way and encourages those already using this channel of communication to share their perspectives.

Planning Questionnaire

Prior to the strategy workshops, Essentiam will ask for qualitative input from the core planning team in the form of a brief pre-workshop questionnaire. This qualitative input will be collated, summarized, and provided to all participants for review in advance of the workshops. Sharing input in this manner stimulates thinking on strategic subjects, allows participants to articulate their initial observations, identifies areas of common and divergent views, and creates a baseline of understanding from which to build consensus during the workshop. Allowing for this form of feedback encourages everyone to openly share their perspectives and captures rich ideas from which to start our in-person conversations.



Sample Pages from Research Reports

An overview and relevant findings from the community engagement/research will be collated and delivered in a pre-reading packet to the PPLD leaders and core planning team. Additionally, Essentiam will hold a video conference call to present key findings and answer questions related to the research findings.

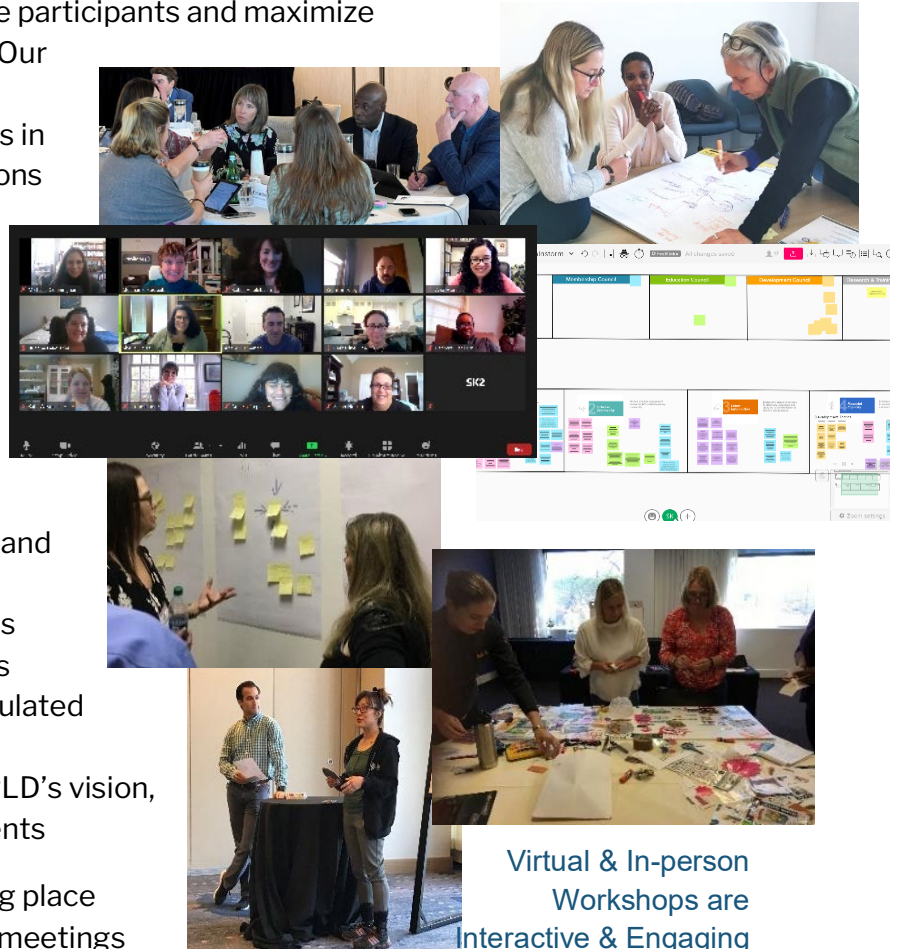
Strategic Planning Workshops

Creating a truly strategic plan and reviewing the direction contained in the mission, vision, values and culture statement is important work that requires dialogue and discussion at the highest levels of an organization informed by community stakeholders.

Allowing for sufficient, structured dialogue and discourse helps to build relationships, find and prioritize opportunities, and encourage buy-in to the new plan. Our collaborative process engages stakeholders through a series of exercises that build on one another to develop a strategic plan that honors the past, builds from the present, and stretches the organization toward a bright future.

Essentiam approaches strategy sessions as interactive workshops. We intentionally design exercises and frame questions to engage participants and maximize opportunities for generative discussion. Our consultants are expert facilitators who regularly guide high stakes conversations in person and online. An outline of discussions for PPLD would likely include:

- Considering the future of the profession and market within which PPLD exists
- Defining a desired future state
- Assessing the current state of the organization
- Identifying organizational strengths and brainstorming opportunities
- Shaping opportunities into strategies
- Articulating PPLD's service priorities
- Refining strategies with clearly articulated outcomes
- Reviewing and possibly updating PPLD's vision, mission, values, and culture statements



Virtual & In-person Workshops are Interactive & Engaging

We anticipate these conversations taking place through a series of virtual and in-person meetings with a planning committee or combination of board and staff members. The two virtual meetings will allow us to prepare for and follow-up after the full-day in-person meeting. Virtual meetings reduce the amount of time needed in-person and we have found that these meetings are easier to schedule and easier for participants to attend in the context of their other commitments. The full-day in-person meeting provides intense, focused time for key strategic conversations and collaboration to identify and prioritize the high-level components of the strategic plan.

Since our CEO and lead facilitator is just 15 miles from the Palatine Library District office, we are in the unique position of being able to be in-person at the library for both the full-day workshop and key meetings, special events, and focus groups throughout the process. This also enables us to easily split the full-day meeting into two ½-day meetings if that is more convenient for participants.

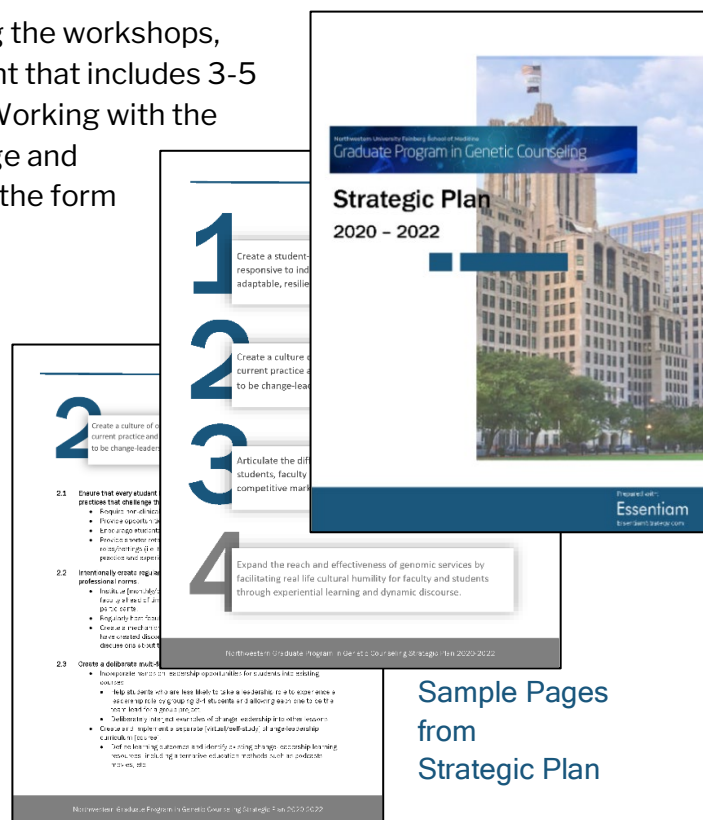
Plan Documentation & Approval

Building from the ideas and language created during the workshops, Essentiam will create a draft strategic plan document that includes 3-5 high level goals as well as objectives for each goal. Working with the PPLD team, we will collaborate to refine the language and create a complete draft plan with clear outcomes in the form of goals, objectives, and activities.

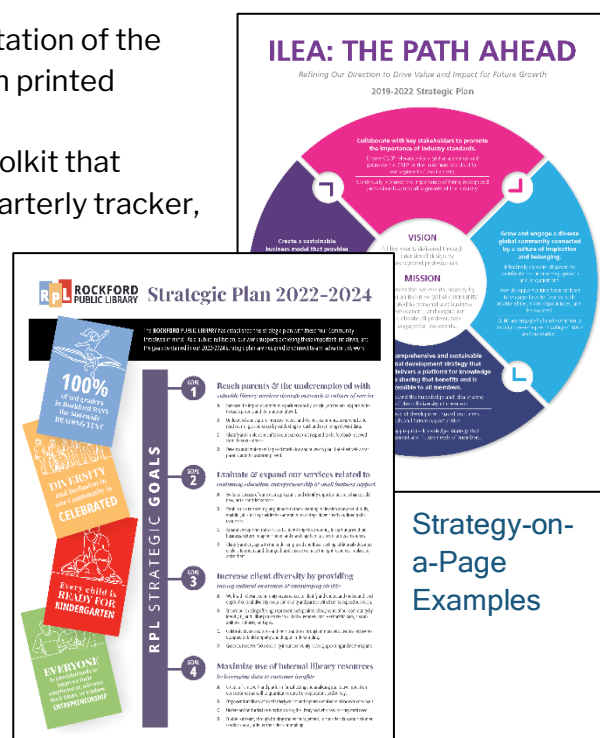
Components of this project phase usually include:

- Plan Refinement with Staff and Key Leaders:** Working with the staff team and a small group of organizational leaders to finalize goals, objectives, and activities.
- Development of Final Draft Plan:** Creating a complete draft strategic plan document.
- Plan Presentation to the Board:** Supporting the presentation of the final plan for Board approval.
- Plan Review:** Providing up to two rounds of review, input and changes, if required.
- Final Plan:** Providing a final strategic plan document in Microsoft Word and PowerPoint formats to include all elements of section E6 of your request for proposals so you may communicate the plan to all the library's stakeholders.
- Strategy-on-a-Page:** Developing a one-page representation of the plan that can be shared on the organization's website, in printed materials, and with volunteers and staff.
- Implementation Toolkit:** Sharing an implementation toolkit that includes a 3-year roadmap, implementation planner, quarterly tracker, and KPI dashboard along with instructions and coaching on monitoring and updating the plan across its lifecycle.

The strategic planning process is a combination of both art and science. You understand both and have the experience to find the common ground with clients to help them through the process.
 - Jim T, Board President, Trade Association



Sample Pages from Strategic Plan



Strategy-on-a-Page Examples

Project Schedule

Following is a general timeline of activities to begin in May 2023. This timeline assumes a strategy workshop in August but can be adjusted based on PPLD's preferences. Also included is a typical schedule of post-workshop activities culminating in final plan approval by the board at its October 17th meeting. Once approved, the plan would also be captured in PowerPoint and Strategy-on-a-Page formats, which would be delivered no later than October 31st, 2023.

Please note that this is a collaborative process with community and team engagement throughout. This timeline will be dependent on the availability of PPLD staff and leaders to meet and work with consultants, especially in the early stages of the process. We will also work with you to determine the appropriate cadence and facilities for community outreach.

| Description | May | Jun | Jul | Aug | Sep | Oct |
|---|-----|-----|-----|-----|-----|-----|
| <i>Community Engagement</i> <ul style="list-style-type: none"> • Situational Review • Telephone Interviews • Paper and Online Survey • Social Listening • Focus Groups • Research Presentation | | | | | | |
| <i>Planning Workshops</i> <ul style="list-style-type: none"> • Planning Questionnaire • Questionnaire Results Sent to Participants • Workshops • Presentation of Draft Plan | | | | | | |
| <i>Plan Documentation & Approval</i> <ul style="list-style-type: none"> • Plan Refinement & Final Draft • Final Plan Approved • Final Documents Delivered | | | | | | |

Essentiam: Your Partner in Planning

Essentiam is a woman-owned strategy consultancy established to assist growth-minded leaders with creating organizational focus to accomplish more, faster and with less operational resistance. By asking the right questions, bringing together the right people, and gathering the right intelligence, we help clients see beyond their current horizons to create a clear strategy for growth and mission achievement.

Experience

Having worked with more than 50 different mission-driven organizations, Essentiam brings broad experience and specific knowledge to help PPLD write the story of its next chapter. We are known for asking targeted, probing questions to understand your constituents' perspectives and bring forward meaningful insights. Our years of experience facilitating strategy sessions, focus groups, and meetings of all sizes helps us to quickly build rapport, gain trust, and encourage engagement with participants in both in-person and virtual settings.

Our experience includes more than:

41 
New/Renewed Strategic
Plans Developed

90 
Full-Day Workshops
Facilitated

100+ 
One-on-One
Interviews Conducted

675 
Trained Organizational
Leaders


1K+ 
Research Questions
Answered

>40 
Visions
Clearly Articulated

100s 
Focus Groups
Facilitated

>150 
Board Members Enabled
with Governance Knowledge

38 
Industries, Professions,
Sectors Served

22 
Regional & National
Conference Presentations
Given

27 
New Products
Launched

80+ 
Global & Regional
Events Managed

The planning workshop was terrific, thank you for an exciting and engaging session! Every time we work together, you take time to learn about the nuances and culture of that specific organization. The Chamber really benefited from the diversity of your experience and breadth of knowledge - that really sets you apart.

*- C Pfitzinger, Executive Director
Edgewater Chamber of Commerce*

Consultants



STEPHANIE KUSIBAB

CEO & Chief Strategist

Pronouns: she/hers

skusibab@EssentiamStrategy.com

312.343.0074

Stephanie Kusibab is a strategy consultant and coach with more than twenty years' experience assisting client organizations in the for profit, nonprofit, and membership organization arenas with a focus on research, marketing, and high-level business vision and strategy. Stephanie is a lateral thinker who can quickly understand and assess a situation and identify growth opportunities across any industry or profession. She believes the most powerful ideas come from bringing people together. Through deliberate, structured interactions digitally and in-person, she helps organizations tackle high-stakes conversations, mine diverse perspectives, generate new ideas, build stronger teams, and understand market opportunities. Her professional experience includes high level roles in consulting and marketing at publicly and privately held organizations.

Prior to starting Essentiam, Stephanie led the consulting team at SmithBucklin, an association management company, working with boards of directors and executive teams across a wide range of industries and professions. At SmithBucklin, Stephanie also served as CMO for a number of full-service clients including the Legal Marketing Association (LMA), the Clinical Laboratory Management Association (CLMA), Palo Alto Networks' User Group (Fuel), and the Battery Council International (BCI).

Previously, Stephanie held a variety of positions at ACCO Brands, a house of brands that markets and manufactures office products through direct and indirect channels. At ACCO, she was responsible for strategic planning for a \$200M division of the company and established the first new product roadmap for the services category. Stephanie has managed global teams and processes both at ACCO and as a contract consultant for ABN AMRO Bank. At ABN AMRO, Stephanie facilitated group planning sessions between account teams and product teams on four continents.

Stephanie holds a Bachelor of Science degree in organizational psychology from Loyola University Chicago and is a graduate of the SmithBucklin Leadership Learning Forum, a yearlong intensive leadership course for top-performing employees.

She is committed to equity, diversity, and inclusion. She co-led implementation of a DEI initiative for the Legal Marketing Association and served on the inaugural executive leadership team of the SmithBucklin InCouncil.

Stephanie serves on the board of directors for the International Association for Strategy Professionals (IASP) and contributed sections on shared visioning, culture, facilitation, and teamwork for its Body of Knowledge 3.0. She is a member of the American Society of Association Executives (ASAE) and has completed the Certificate of Nonprofit Board Consulting from BoardSource. She also regularly provides consulting services and training for the Northern Illinois Center for Nonprofit Excellence (NICNE) and contributes to the Grey Swan Guild, delivering foresight and sensemaking projects through its Cygnus Sprints consulting team.

Previous Workshop Participant Feedback

I really appreciated the overall, "safe" collaboration which was a result of Stephanie's facilitating.

Stephanie knows how to pull out information from those who are not always willing to speak up, in a way that makes them realize that they and their input are valid and important to the group.

Stephanie was a very effective facilitator. She knows when more guidance and when less guidance is necessary.

We covered a lot of ground in a short amount of time.

The session helped me hear the various perspectives and listen to opinions I might not agree with yet found compelling enough to compromise on.



JAMI YAZDANI
Implementation Director
Pronouns: she/hers
jjazdani@EssentiamStrategy.com

Jami Yazdani, MLIS, is a project management and planning consultant with more than 16 years of experience managing a portfolio of diverse projects and planning initiatives. Jami has led planning initiatives in library, nonprofit, and higher education environments. As a certified Project Management Professional (PMP), she brings a project management perspective to strategic planning, focusing on impactful plan implementation and supporting broad accountability for plan success through collaborative planning.

Prior to joining Essentiam, Jami spent 15 years in academic libraries, including more than 10 years in leadership and management roles. She began her library career in circulation before earning a library degree and has been a reference librarian, technology librarian, library manager, and library director. She has more than 4 years of experience as a consultant providing project management, planning, and facilitation support to mission-driven organizations.

Most recently, Jami supported the North Carolina Council on Economic Education (NCCEE) in strategic planning. Jami led NCCEE staff, stakeholders, and partners through a collaborative and efficient planning process to confirm and align their organizational strategic priorities, develop an actionable 1-year implementation plan, and create a staffing plan to support organizational growth and sustainability. Jami's recent work also includes providing training on strategic planning and project management topics for library audiences.

Jami has actively served on the boards of several professional associations and nonprofits, working in leadership (Chair and Vice Chair), marketing, programming, and mentoring roles. She currently serves on the board of the Triangle Organizational Development Network and is a member of ALA and the North Carolina Library Association.

Jami holds a BA in Government and Politics from George Mason University, a Master's of Library and Information Science from Louisiana State University, and a Master's of Technology Management from the University of Maryland Global Campus. She also holds several active certifications from the Project Management Institute: A Project Management Professional certification, a Disciplined Agile Scrum Master certification, and a Wicked Problem Solving Practitioner certification. Jami is also the founder of the Consultants for Libraries community.

Jami lives in Morrisville, NC and enjoys reading and traveling.

Previous Client Feedback

Jami made the process a breeze for me. Thank you for helping NCCEE create a comprehensive one year plan during a time of transition for our organization!

[Jami] kept us on track and on task, using our time together efficiently. We now have a great roadmap for the future.

Terrific adaptation to the team and our workstyle. [Jami] facilitated important and hard discussions.

Jami's expertise and support in project management, people management, and facilitation significantly increased the quality of the deliverables and the enjoyment of the team in doing the work.

[Jami's] collaborative, positive style provided practical resolutions to any implementation challenges that arose.

References



**Young Adult Library Services
Association**

*A division of the American Library
Association*

www.ala.org/yma

Engagements: Strategic Planning and Implementation with
extensive community engagement



Tammy Dillard-Steels, MPH, MBA, CAE
Executive Director

tdillard@ala.org

312-280-4391

Pronouns: she/hers



www.rockfordpubliclibrary.org/

Engagements: Strategic Planning and Implementation



Anne O'Keefe

Assistant Director for Community
Engagement

aokeefe@rockfordpubliclibrary.org

815-987-6611

Pronouns: she/hers



www.providecare.org

Engagements: Strategic Planning, Implementation Planning &
Facilitation through an equity lens



Danielle (Dannie) Shaw

Managing Director

ds@providecare.org

773-517-9118

Pronouns: she/hers



NORTHERN ILLINOIS UNIVERSITY

**Northern Illinois Center
for Nonprofit Excellence**

[https://www.niu.edu/nicne/index.s
html](https://www.niu.edu/nicne/index.shtml)

Engagements: Collective Impact Facilitation, Futures Thinking
Workshops, Client Strategic Planning engagements



Pam Clark Reidenbach

Executive Director

pclark1@niu.edu

815-753-8733

Pronouns: she/hers

Outcomes

Through our work together, PPLD will adopt a new 3-5-year strategic plan to guide activities for future success. PPLD will define its current and future opportunities, articulate its desired outcomes, and put in place a plan for achieving them. Your vision statement will be aspirational, and a powerful way to inspire all stakeholders by describing the important impact their organization makes to create a better world. Your mission statement will define the framework of what you do, for whom and how, providing clear guidance for day-to-day operations. Your core values and culture statement will be affirmed as a strong statement of the way you work together and serve the community. Your plan will guide strategic growth and provide clear priorities to focus organizational activities and drive success.

Your new plan will be documented in MSWord and PowerPoint formats. Essentiam will also provide the plan in a convenient, graphical Strategy-On-A-Page format, and an Implementation Planning Toolkit in Excel.

Additionally, the planning process is designed to strengthen relationships and provide a broad view of strengths and opportunities by soliciting input from a cross-section of organizational stakeholders and encouraging rich dialogue amongst the board of trustees and key staff. Our clients find that this collaborative process builds a sense of community and teamwork and provides a vocabulary and framework that welcomes open and productive conversations going forward.

We tackled a massive strategic discussion, accomplished our goal of creating a more focused, relevant, and sustainable vision and mission for our association, and we had a little bit of fun in the process. We laid a great foundation for our future.

*- Sara G, Board President,
Professional Association*

Thanks for all your help with [our association]. They are on a good path because of the work you did.

*- Susan L, Executive Director,
Scientific Association*

Budget

The professional project fees presented below are a flat, not-to-exceed fee based on our understanding of the service level required to perform the services as outlined in this document. We do not bill hourly. Changes in scope prior to contracting may impact fees. Post-contract, any change requests that impact scope will be discussed and approved with the client in advance of implementation.

| | | |
|--|-------|-----------------|
| Strategic Planning Workshops and Plan Documentation: | | |
| Includes Participant Questionnaire, Planning and Facilitation of 1-day in-person Strategic Planning Workshop and two 3-hour virtual Planning Workshops or equivalent; Review of your Vision, Mission, Values and Culture Statement; Creation of Strategic Plan Documents in MSWord and PowerPoint formats; Approval Support; Co-development of Activities/Tactics; Creation of Strategy-on-a-Page; and Provision of Implementation Toolkit | | 17,750 |
| Situational Review and Community Engagement: | | |
| Includes all elements as outlined below | | 15,750 |
| Situational Assessment & Community Profile | 1,500 | |
| Telephone Interviews (10) | 2,250 | |
| Paper and Online Survey Development and Reporting (Assumes translation of paper survey to Spanish by Essentiam, Library to print and distribute, Library volunteers to do data entry of paper responses) | 6,000 | |
| Focus Groups/Listening Sessions (5) | 2,500 | |
| Social Media Listening | 1,000 | |
| Consolidated Research Report | 2,500 | |
| Total Professional Project Fees | | \$33,500 |
| Bundled Services Discount | | -3,350 |
| Discounted Professional Project Fees | | \$30,150 |

Estimated Out of Pocket Expenses

Out-of-pocket expenses, including travel-related expenses, parking, postage, and extensive printing are not included and may be invoiced for reimbursement at cost as they occur. Our lead facilitator is local, which allows us to meet with PPLD in-person as required throughout the engagement and to conduct the strategy workshop and focus groups in-person, if desired. **Assuming all meetings and facilitated events are held in or around Palatine or virtually, our estimate of project travel expenses from Essentiam are less than \$100.**

Additional optional expenses may include the following if requested/required by client: printing of surveys and other public input materials; and, incentives for survey, interview, or focus group participants, if required. Standard workshop materials of easel pads and markers as well as in-person meeting facilities and related expenses, will be supplied by client.

Conclusion

Thank you for the opportunity to present this proposal for strategic planning. With Essentiam, you work directly with our primary consultants. We have many years of strategic planning, research, and library experience as both practitioners and consultants.

We strive to be true partners in your success, spending the time needed to build relationships and learn about your people, challenges, and opportunities while creating a unique plan for continued success.

We look forward to the opportunity to work with you, your team, and your board to implement a strategic planning process that delivers a compelling mission, vision, strategy, and set of core values and culture statement. We are committed to ensuring a positive experience for all stakeholders aligned with your needs and culture. Together, we will clarify your direction and articulate your passion, helping you inspire your staff team, volunteers, community members, and other stakeholders. We are confident that, working collaboratively, we can identify the opportunities ahead, and put a plan in place to ensure the ongoing success of the Palatine Public Library District.

If you have any questions about this proposal, our qualifications, or process components please reach out. We are happy to work with you to ensure a process that meets your needs and exceeds your expectations.

We look forward to hearing from you soon!

Best regards,



Stephanie Kusibab

312.343.0074

skusibab@EssentiamStrategy.com

Essentiam

Strategy | Planning | Leadership | Growth

www.EssentiamStrategy.com