

2018

The Clay Christensen  
Group

Becky Clay Christensen  
Barbara Schwenk

# [ESPL ACTION PLAN]

Eastern Shore Public Library Leadership Retreat    February 8, 2018    9:00 am to 4:00 pm

## ESPL LEADERSHIP RETREAT REPORT

### AGENDA

Network and Gather	“What is unique in 2018 that presents strategic opportunity or risk?”
Welcome and Context	Strategic Focus for the Board for 2018
Purpose	“Where can we minimize risk? Where can we build on opportunity?”
Introductions and Engagement	Action Plan for 2018 – What? Who? Inter-relatedness? “What will happen in 2018 and who will carry the responsibility?”
Key Relationship Mapping “Where have we made progress with our fundraising?” “Where has there been a struggle?”	Next Steps/Reflection
Working Lunch – Strategic Opportunities and Risks	Adjourn

## Notes

### 1. Network and Gather

Twenty-two participants from the Eastern Shore Public Library, its Board of Trustees, Foundation, Committee members, and volunteers attended the retreat. The discussion was led by Becky Clay-Christensen and scribed by Barbara Schwenk.

### 2. Welcome and Context

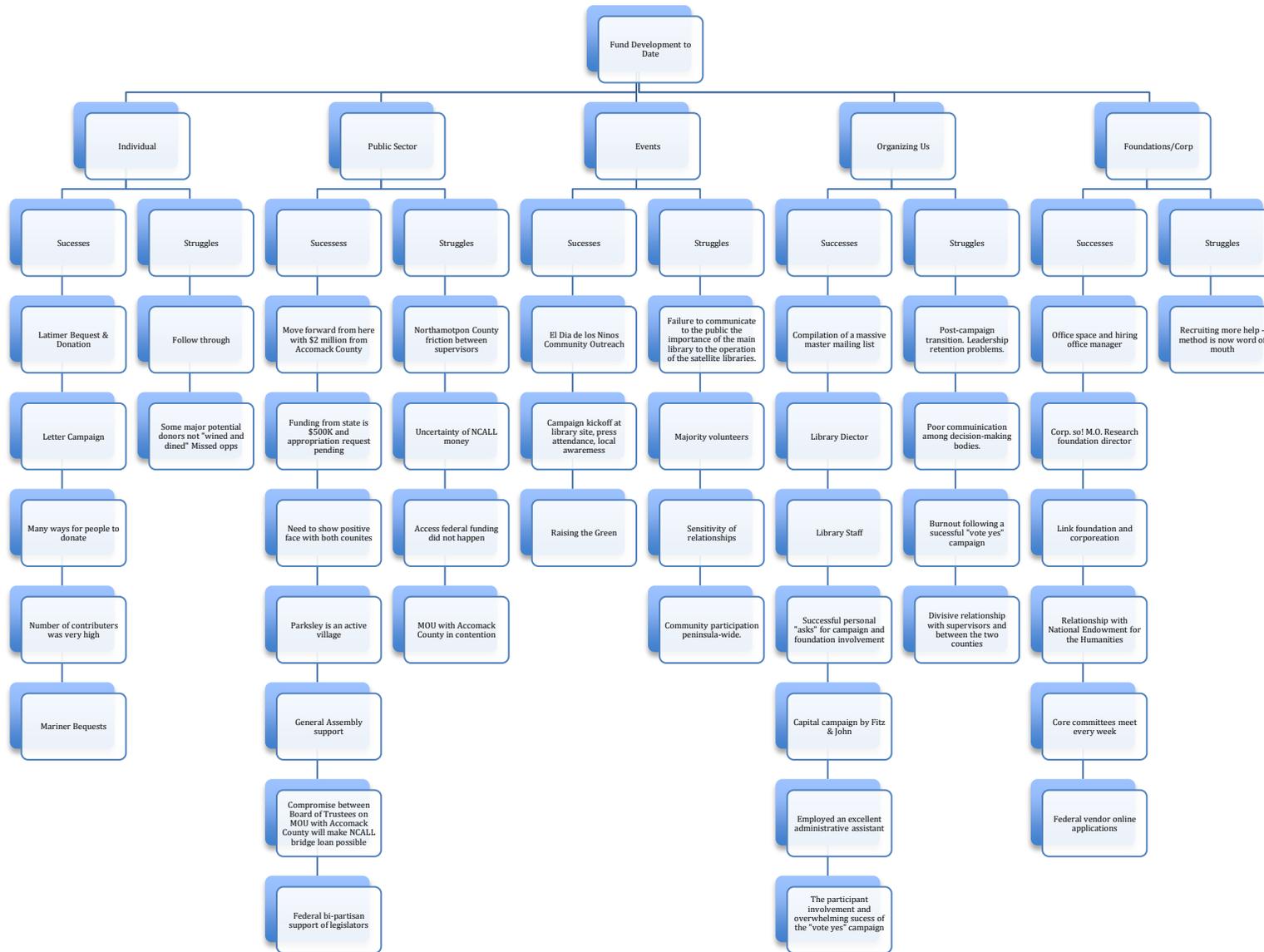
- Purpose – the leadership agreed that the purpose of the meeting would be to develop an action plan for 2018 that could be implemented starting in the February/March time frame.
- Fundraising to close the final gap monetary gap was expected to be the focus of the meeting. However, the focus proved to be wider than anticipated.
- A list of anticipations for the retreat was developed by the group:
  1. How will we implement action items?
  2. To get new people involved.
  3. Timetable for implementation
  4. Clarify the long range role of the foundation

5. Get a fresh start with public officials
6. Need for appreciation of the Eastern Shore Heritage Center
7. Plan to get to the goal line
8. Generate renewed energy going forward
9. Relational work with groups in the room (between the Foundation, the Board of Trustees, the Committees, and volunteers)
10. Team building with Parksley
11. Perception of regionalism is lacking for library

### 3. Key Relationship Mapping

- “Where have we made progress with our fundraising?”
- “Where has there been a struggle?”

On the next page, a chart around fund development was built by participants. It shows successes and struggles in five focus areas:



## **Strategic Opportunities and Risks**

- “What is unique in 2018 that presents strategic opportunity or risk?”

## **2018 STRATEGIC OPPORTUNITIES**

1. New governor from the Eastern Shore
2. 60<sup>th</sup> anniversary of the library
3. Groundbreaking
4. Two year appropriations request
5. Bi-partisan support in the Virginia General Assembly
6. Emerging relations for federal dollars
7. Concept of the Eastern Shore Heritage Center can be used to motivate people to get behind this. Has individual appeal shore-wide, regional pride. Need space for it and it enhances heritage tourism
8. Potential donor with strong interest in children
9. MOU between Accomack County and the library
10. Get more people involved
11. Communication with public – value of the Eastern Shore collection – engage with “Finding your Roots” and burgeoning interest in genealogy
12. Kickoff even on March 17

13. Public/private partnership will be real
14. Gain other strategic partners – i.e. Parksley
15. Rebrand ESPL as a community center – how ESPL has changed over the past 10 years.
16. Tout regional of library
17. Tie-in and link between ESPL and economic development
18. To engage volunteers that have energy for the project
19. Regional economic development – i.e. interest the Chamber now has in the library.

## **2018 STRATEGIC RISKS**

1. MOU between Accomack County and ESPL
  2. NCALL loan is dependent on MOU
  3. Conflict between the counties
  4. Perception of library as a luxury – evidenced in 2014 referendum defeat – “Ghost of Taj Mahal”
  5. Don’t have the people to get the job done – burnout
  6. Perception that Internet makes libraries redundant
  7. We are behind our timeline – makes this less believable for fundraising.
  8. We haven’t overcome conflict with Northampton County
  9. Sustainability of library and the ability to repay the loan is an issue
5. Strategic Focus for the Board for 2018
- “Where can we minimize risk? Where can we build on opportunity?”

## **FOCUS FOR 2018**

- ✓ Recruitment of new energy
- ✓ Raise \$2 million – hit the money goal
- ✓ Communication of value
- ✓ Public/private partnership and ownership

## Action Plan for 2018 – What? Who? Inter-relatedness?

FOCUS	FEB/MAR	MAY	JULY	OCTOBER	VICTORY
<b>Recruitment of New Energy</b> Members: Cara Burton Randy Childs Brenda Holden Bill Nelson Colette Nelson	Volunteer committee charged with recruiting by Feb 15	Create recruitment brochure Who: Cara and Brenda  Table Events Raising Green 3/8 El Dia 5/5 Groundbreaking in Fall  Follow up calls for each event by volunteer committee			Two new committees on Foundation A. Early Childhood B. Literacy  New people added to existing committees
<b>Hit the Money Goal</b> Members: Kristen Scalley Dr. Art Fournier Paul Berge	Capital campaign for \$500K in 3 months.  Ongoing Foundation and Corp. Who: Recruit new chair? Committees?  NCALL Loan \$2 mil bridge loan Who: Finance Committee	Equity in old building Who: Trustees  Special Individual Donor – ask for \$1 mil Who: Art & Cara	General Assembly \$1 mil over two years Who: Government Relations committee  Tentative capital campaign July to October	NEH challenge grant \$500K over four years Who: NEH Committee  NEH Sustaining Cultural Heritage \$386K Who: NEH Committee	Raise \$2 mil  Infrastructure for fundraising
<b>Communicate Value</b> Members: Debbie Davis Betty Farley Wendy Martin Lynn Badger	Raising the Green Who: Lynn  Identify PR gatekeeper Who: Kitty	Press releases and ads (Garden Tour) Who: PR Person	Community 4 <sup>th</sup> of July celebrations Who: PR Person and Committee	Groundbreaking Who: PR Person & Events Committee	Eastern Shore values the library

<p><b>Public/Private Partnership</b> Members: Tim Valentine Kim Miles</p>	<p>Get MOU committee named.</p> <p>Arrange meeting with Board of Supervisors MOU committee.</p> <p>Start negotiating trade of old bldg. for modest \$ for anew ESVA Heritage Center</p> <p>Kick off ESVA Heritage Center campaign by inviting BOS to kickoff events.</p> <p>Plan detailed outline of campaign.</p> <p>Approach BOS individually to discuss ESVA Heritage Center opportunity and costs Who: Dennis Custis</p>	<p>Approach BOS for modest funding for the Heritage Center Who: ????</p>		<p>Approach BOS to participate in groundbreaking</p>	<p>A successfully negotiated MOU that satisfies both parties and enhances the chances of full library funding.</p> <p>Establish a management structure in MOU to create future stability</p>
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## 7. Next Steps/Reflection

There was a discussion about whether a new capital campaign should ensue. The consensus was that Foundation members would need to make that decision. It will be added to the agenda for their next meeting.

The group reviewed the list of anticipations for the retreat developed in the beginning work agreed that all the anticipations were met except for #4 – Clarity on the long-range role of the Foundation, and that much had been accomplished in the area of #9 – relational work between the different library committees, volunteers, Foundation and Board.

## 8. Adjourn 3:00 p.m.