

ESPL LEADERSHIP RETREAT REPORT

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

AGENDA

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

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?”

The group built a chart around fund development that shows successes and struggles in five focus areas:

Individual, Public Sector, Events, Organizing Us, Foundations/Corp.

INDIVIDUAL

Successes	Struggles
Latimer Bequest and Donations	Follow through
Letter campaign	Some major contributors not “wined and dined.” Missed opportunities
Many ways for people to donate	
Number of contributors was high	
Mariner bequests	

PUBLIC SECTOR

Successes	Struggles
Move forward from here with \$2 mil from Accomack County	Northampton County friction and between supervisors
Funding from state is \$500K and \$1 mil appropriation request pending	Uncertainty of NCALL money, but we have connectivity
Need to show positive face with both counties	Access federal funding
Parksley is an active village	MOU
General Assembly support	
Compromise between Board of Trustees on MOU will move NCALL	

EVENTS

Successes	Struggles
El Dia de los Ninos – community outreach	Failure to communicate to the public the importance of the main library to the operation of the satellite libraries
Campaign kickoff at Library site. Press attendance and local awareness	Majority = volunteers
Raising the Green	Sensitivity of relationships
	Community participation peninsula wide not there

ORGANIZING US

Successes	Struggles
Compilation of a massive master mailing list	Post campaign transition – leadership retention problems
Library director	Poor communication among decision-making bodies
Library staff	Burnout following a successful “Vote Yes” campaign
Successful personal “asks” for campaign and foundation involvement	Divisive relationship with supervisors and between two counties
Capital campaign by Fitz and John	
Employed an excellent administrative assistant	
The participant involvement and overwhelming success of the “Vote Yes” campaign	

FOUNDATIONS/CORP

Successes	Struggles
Federal vendor – online application	Recruiting more help – method is word of mouth.
Office space	Interpersonal relationships
Hiring office manager	Disconnect in communications re: MOU, Supervisors, other committees
Corp so ! M.O. – research, foundation director	
Link foundation and Corp	
Relationship with National Endowment for the Humanities	
Core committee meets every week	

4. Working Lunch – Strategic Opportunities and Risks

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

Lists of opportunities and risks were developed next.

2018 STRATEGIC OPPORTUNITIES

1. New governor from the Eastern Shore
2. 60th 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 Chamber of Commerce interest in library as having economic development potential

6. Action Plan for 2018 – What? Who? Inter-relatedness?

- “What will happen in 2018 and who will carry the responsibility?” The group built the chart that follows:

FOCUS	FEB/MAR	MAY	JULY	OCTOBER	VICTORY
Recruitment of New Energy 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 3/17 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
Hit the Money Goal 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
Communicate Value 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 th of July celebrations Who: PR Person and Committee	Groundbreaking Who: PR Person & Events Committee	Eastern Shore values the library
Public/Private Partnership Members: Tim Valentine Kim Miles	Get MOU committee named. Arrange meeting with Board of	Approach BOS for modest funding for the Heritage Center Who: ???		Approach BOS to participate in groundbreaking	A successfully negotiated MOU that satisfies both parties and enhances the

	<p>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>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.