



Town of Clayton
Hocutt-Ellington Memorial Library Advisory Board Agenda
Thursday, January 21, 2021 @ 5:00 PM
Remote - GoTo Meeting

1. CALL TO ORDER

2. APPROVAL OF MINUTES

- a. Draft Minutes
- November 19, 2020 DRAFT Minutes
[November 19, 2020 DRAFT Minutes](#)

POTENTIAL ACTION: Adoption of November 19, 2020 Minutes

3. OLD BUSINESS

- a. 5-Year Strategic Plan Grant
- Quote from Consultant
Presenter: Joy Garretson, Library Director
[Karen Dash Consulting LLC - Strategic Plan Quote 10-29-2020](#)

4. NEW BUSINESS

- a. Election of 2021 Board Officers
- Chair
 - Vice-Chair
- Presenter: Heidi Holland, Deputy Town Clerk*
- POTENTIAL ACTION:** Approval of Board Nominated Officers
- b. 2022 Budget Request
Presenter: Joy Garretson, Library Director

5. LIBRARIAN'S REPORT

- a. Library Update
Presenter: Joy Garretson, Library Director
- b. COVID-19 Update
Presenter: Joy Garretson, Library Director
- c. Library Staff Update
Presenter: Joy Garretson, Library Director

6. OTHER BUSINESS

7. ADJOURN

- a. Adjournment of Meeting
- POTENTIAL ACTION:** Motion to Adjourn



Town of Clayton
Hocutt-Ellington Memorial Library Advisory Board Minutes
Thursday, November 19, 2020 @ 5:00 PM
GoTo Meeting - Remote

BOARD MEMBERS PRESENT:

Laurie Lee, Chair
Etheleen Eason
Elizabeth Barber
Belle Allen
Caroline Daily

STAFF PRESENT:

Joy Garretson, Library Director
Heidi Holland, Deputy Town Clerk

MEMBERS ABSENT:

Elizabeth McLaurin
Stephanie Satkowiak
Paul Taperek

1 CALL TO ORDER

- a) Ms. Lee called the meeting to order at 5:04 p.m. An adjustment was made to the agenda to add item, "Food For Fines", under New Business.

2 APPROVAL OF MINUTES

- a) Draft Minutes
• October 15, 2020

ACTION: Adoption of October 15, 2020 Minutes

Motion: Board Member Allen
Second: Board Member Lee
Vote: Unanimous

3 OLD BUSINESS

- a) 2021 Meeting Calendar (CORRECTION)
Presenter: Heidi Holland, Deputy Town Clerk

Ms. Holland presented an updated 2021 meeting calendar schedule to be approved by the board. The calendar that was approved at the October meeting had an error. Ms. Garretson stated during the months the board does not meet, she would still like to send information to the board members to keep them informed.

ACTION: Approval on Corrected Version of 2021 Meeting Calendar

Motion: Board Member Eason
Second: Board Member Barber
Vote: Unanimous

- b) DFI (Development Finance Initiative) Update
Presenter: Joy Garretson, Library Director

Ms. Garretson stated she would like input from both Ms. Lee and Ms. Satkowiak on this item since they are on the steering committee. She shared a presentation on this research to board members. She stated two meetings were held with consultants from DFI, they are working on a downtown scan to see what Clayton's market can handle as far as new development. They are researching the level of development already going on downtown. She stated downtown has a very low vacancy rate, lots of room is needed to have any new retail or restaurants. DFI's overall assessment is that downtown has a really healthy market and with COVID, our downtown has not seemed to suffer. The main obstacle for rebuilding on the current library site would be parking. She stated feedback was given by developer's to work on potential solutions to the parking issue but the main concern is people with mobility issues, young mom's, large families, etc., may have to walk a long way to the library. She stated research is still ongoing and it is positive but there are issues to still work out.

Ms. Lee stated she agrees with Ms. Garretson and this was a first high level meeting, DFI will drill down beyond this. She stated the meeting shared information that downtown has a need for condo/apartment type living as well as a need for office space. Ms. Garretson stated this was a great first meeting and she was excited about the number of people from the community that attended this virtual meeting.

4 NEW BUSINESS

5 LIBRARIAN'S REPORT

- a) Food For Fines
Presenter: Joy Garretson, Library Director

Ms. Garretson stated last year this program was started which allowed people to offset up to \$5 of their library fines by bringing non-perishable food items that would be donated to Clayton Area Ministries. This does not apply to lost items. She stated this program was successful. There is a drop off outside and as people donate items, they would contact the library to let them know. This process follows the no contact order, however, studies show COVID is not spread through items such as boxed items or canned foods so the risk of transmitting COVID is low. The board members stated this was a great idea.

- b) Library Update
Presenter: Joy Garretson, Library Director

Ms. Garretson shared stats for the library's month of October. She stated circulation has gone up, it has increased about 4% from September. Appointments at the library went up 40% from last month. Cleaning protocols have still been practiced and there have been no reports of a patron getting sick from visiting the library. A lot of kids used the children's department and 10 of the backpack kits have been checked out. She stated all of the programs are still being held online. She pulled up the story time link to demonstrate to members. Every week is a different theme, she stated having the story times online is fun but it does not bring in the participation that they were used to when the library was open to the public. She stated the teen programs have had great

participation, they are especially enjoying the craft programs. For the knit night programs, the ladies really enjoy this and it is a great outlet for them. Ms. Garretson has been hosting the Page Burners book club with between 10-14 viewers. She discussed the popular titles for the month with "*The Guest List*" being most popular.

October 2020 Snapshot

Physical Items Circulated: 3343; E-Audio Checkouts: 240; E-Book Checkouts: 805; Appointments/Visits: 106/183

October Programs/Attendance

14 Children's Programs/103 Viewers/154 craft kits picked up; 5 Young Adult Programs/32 Viewers; 9 Adult Programs/63 Viewers

She shared the library has an elf, Lucille, which would be making appearances during the month of December. The library would share lots of posts and at times would be partnering up with the Parks & Rec. elf, Clayton.

She stated the library would be starting a cookie showcase for the month of December where patrons could enter photos of them actually making them as well as the recipe. These would be posted on the library's Facebook page with a favorite receipt to be chosen. She stated if anyone has a great recipe she hoped they would share it.

Pam Baumgartner has been working on "17 Days of Christmas" and giving prizes out on each of those days in the Curbside Pickup service bag. She stated they are also looking into putting bookmarks into the bags. The library is trying to celebrate the holidays with everyone and is finding ways during this difficult year to end on a high note.

c) COVID-19 Update

Presenter: Joy Garretson, Library Director

With increasing COVID numbers, the library has been asked to put a hold on appointments at this time until December 4th, however, Curbside Service would continue. This decision is just as an abundance of caution. She stated the library has done a great job of keeping their patrons safe and following safety protocols.

d) Library Staff Update

Presenter: Joy Garretson, Library Director

She stated the Youth Services Librarian, Laura McGuire's last day was November 6th. 35 applications have been submitted for her position. There have been really good applicants. 12 applicants will be scheduled for a brief phone interview followed by a longer phone interview.

Nancy Medlin, Deputy Town Manager, is retiring after 20+ years with the town on November 20th. Ms. Garretson stated she would be greatly missed.

Bette Barber, who has served many years of service on the library board, will be leaving the board in December. She will continue to serve on the Friends of the Library Board. Board members thanked her for her support and stated they will miss her at these meetings.

Ms. Garretson stated her staff has been doing a great job and she urged board members to call the library to talk to staff. She stated they love hearing from them.

6 OTHER BUSINESS

- a) Ms. Garretson stated to the board that in January a Chair and Vice-Chair would need to be voted on. The current Chair and Vice-Chair could remain the same if the board desires. She stated to Ms. Lee and Ms. Daily that if either would like to step down, to let the board know so there is time to nominate new members into those positions. Ms. Daily and Ms. Lee stated they are fine continuing in their roles if the members would have them. This would be officially voted on at the January meeting. Ms. Allen stated she thinks they are both doing a wonderful job.

7 ADJOURN

- a) Adjournment of Meeting

With nothing further, the meeting was adjourned at 5:39 p.m.

ACTION: Motion to Adjourn

Motion: Board Member Lee

Second: Board Member Daily

Vote: Unanimous

Duly adopted this the 21st day of January, 2021.

Laurie Lee, Chair

ATTEST:

Heidi Holland, Clerk to the Board
& Deputy Town Clerk



KAREN DASH
CONSULTING LLC

7236 River Road, Wilmington, NC 28412 (919) 444-1092 karen@karendashconsulting.com

Strategic Planning Facilitation Consultant Services

Quote Prepared for Hocutt-Ellington Memorial Library

October 29, 2020
Karen Dash, President
919.444.1092

karen@karendashconsulting.com
www.karendashconsulting.com

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PROPRIETARY NOTE: Please note that this quote/proposal contains proprietary and confidential information of Karen Dash Consulting, LLC and shall not be used, disclosed, or reproduced, in whole or in part, for any purpose other than to evaluate this proposal, without the prior written consent of Karen Dash Consulting,



7236 River Road, Wilmington, NC 28412 (919) 444-1092 karen@karendashconsulting.com

October 29, 2020

Ms. Joy Garretson
Library Director
Hocutt-Ellington Memorial Library
100 S. Church Street
Clayton, NC 27520

Dear Ms. Garretson,

Thank you for the opportunity to provide a quote for your Strategic Planning Facilitation initiative.

Hocutt-Ellington Memorial Library (HEML, or Library) seeks Strategic Planning Facilitation during a time of significant change in the role of libraries and their delivery of services. The Strategic Plan will be developed for a popular and well-utilized library system whose total circulation was over 122,000 items in 2018-19, including approximately 80,000 print items.

Clayton residents clearly value the services, programs, and collection materials provided by Hocutt-Ellington Memorial Library. The library enjoyed 51,398 visits in 2018-19, or 2.56 visits per capita. Additionally, the library offered 324 in-library and 42 outside-library programs during that year, welcoming 7,284 attendees.

As library service delivery evolves, through the use of technology and new expectations of libraries as public meeting spaces and other community resources, Hocutt-Ellington Memorial Library seeks to better understand the needs of their community and prepare for emerging needs. The library has recently conducted a Space/Services Assessment, and the City of Clayton is looking at public/private partnerships through the Development Finance Initiative with UNC-Chapel Hill.

As Clayton evolves from a small town of 6,973 in 2000 to a midsize town of 25,532, the library anticipates a larger facility will be developed within the next five years. With the new building, changing public expectations of library service, and technological change, the library would like to prepare its staff for their changing roles in this exciting new environment.

Karen Dash Consulting LLC: Hocutt-Ellington Memorial Library Strategic Plan QUOTE

2

While the various Space/Services and Development Finance Initiatives have gathered significant feedback from the library's Board of Trustees, the Library has identified an opportunity to utilize that feedback within a Strategic Planning process that would also tap its staff's deep knowledge and expertise. Additionally, HEML would like to gather feedback from its Spanish-speaking population, as 10.3% of the population is Hispanic.

Through this transformative process, the library may identify additional opportunities to support the economic development, education, and health and wellness of local residents through new initiatives. .

Through the Strategic Planning process, the Library will seek to strike a balance between supporting traditional library functions and offering new materials and services to their community. Public feedback will play a significant role in determining the library's mix of collections, programs, and services. Our understanding of community needs through the Community Needs Assessment, as well as our analysis of the city's projected population growth, library usage, and types of library usage; and our environmental scan of regional and national trends including library collections, programming, services, spaces, and technology; will help us determine the most optimal configuration of library offerings.

In brief, a partial list of the questions our study will seek to answer includes:

- What are the needs, priorities, and aspirations for the Hocutt-Ellington Memorial Library's patrons (and would-be patrons)?
- How will these change with population growth and a new and larger facility?
- What gaps exist in the current collections, programming, staffing, technology, etc. in meeting these needs?
- What opportunities exist to drive innovative new services and programs in the anticipated larger library space?
- How do these needs fit into the larger context of city planning and other initiatives, such as the Development Finance Initiative?
- What programs, collections, or services might support those residents who are currently unaware of or unable to use library services? How can the library deliver these services?
- What trends exist in terms of population growth, library utilization, circulation, programming, and event attendance?
- How does the library's budget, staffing, collections, services, and programming compare to libraries of similar size and serving similar demographics?
- What national trends and best practices exist related to staffing, collections, services, programming, technology, etc?
- What are the most successful library services in similar libraries?
- What opportunities exist to build on existing collaborations with other libraries, local and county government agencies, and nonprofit agencies?

With over twenty years of experience in conducting outcome-driven needs assessments, strategic plans, and other analytical assessments for governments, libraries, universities, and nonprofits, we are excited to offer our quote for facilitating a Strategic Plan for the Hocutt-Ellington Memorial Library.

In the last five years, we have conducted over 60 community needs assessment projects, surveying over 12,000 stakeholders; conducting 250+ interviews; and facilitating 70+ focus groups nationwide. Our results have been incorporated into action plans, feasibility studies, and formal strategic plans for public library systems, state agencies, universities, public school systems, and smaller nonprofits. We have supported libraries and library systems in North Carolina, New York, Pennsylvania, and California.

In North Carolina, we have supported the State Library, Harnett County Public Library, Franklin County Public Library, and Braswell Memorial Library. We are currently developing Strategic Plans for Chatham County Public Library and Wilson County Public Library, and are developing Revised North Carolina Public Library Standards for the State Library of North Carolina.

President Karen Dash holds an undergraduate degree from Harvard University in English and a Masters of Public Administration with a concentration in Advanced Analytical Techniques from Columbia University. She has twice been awarded with the American Express Chairman's Award for Quality, and a JP Morgan Internship Fellowship. She is an avid reader and loves every opportunity to visit the library. She is a member of the North Carolina Library Association. Ms. Dash will serve as the project lead and liaison to the HEML Management Team (hereafter "HEML team.")

To support Hocutt-Ellington Memorial Library (HEML) in this initiative, we propose a 10-step process to partner with HEML in conducting a community-based Strategic Plan. With the recognition that HEML has a great deal of information available from its previous Space/Services Assessment, we offer a scaled-down version of our usual Strategic Plan process. ***Please let us know if you would like a complete proposal, including detailed accounting of these specific steps.***

DISCOVERY AND ANALYSIS

1. Meetings with HEML to coordinate schedule, finalize priorities, identify key stakeholders, request data, including Space/Assessment research
2. Conduct Environmental Scan of HEML's Operating Environment – political, economic, technological, etc., including Development Finance Initiative priorities and goals

COMMUNITY ENGAGEMENT

3. Identify Key Stakeholders and Finalize Community Assessment Plan to gather stakeholder opinions
4. Develop Questions for Community Needs Assessment Public Meetings, Interviews, and Surveys

5. Conduct Community Needs Assessment Stakeholder Online Surveys, 1-2 Public Meetings/Focus Groups, 5-6 Interviews of Key Stakeholders, with emphasis on gathering staff feedback
6. Conduct 2 Brainstorming Session/Meetings with HEML Team, including Library Staff

COMMUNITY NEEDS ASSESSMENT ANALYSIS

7. Conduct Analysis of Community Assessment Research in Light of Environmental Scan, Project Goals
8. Develop Recommended Goals, Objectives and Strategies

REPORT AND PRESENTATION OF FINDINGS

9. Develop and Write Strategic Plan Report
10. Present Strategic Plan Report to Hocutt-Ellington Memorial Library team and other stakeholders

Our deliverables will include:

- A Strategic Plan Report of our Community Stakeholder Opinion Research findings; Environmental Scan results, including national and local trends/best practices in collections, programs, and services; Recommended Goals, Objectives, and Strategies
- An optional Powerpoint Summary of results for presentations to different stakeholder groups

Because clients have different needs and budgets, our Cost Proposal offers our standard package of services, as well as additional options for your review. Depending on the HEML's selection of services, project totals range from \$9,640 to \$11,490.

It is a wonderful time to harness the power of libraries to support citizens' evolving expectations of libraries and government services. We hope that we can assist you in identifying and planning for those expectations.

Thank you for your consideration.

Sincerely,
Karen Dash

I. QUALIFICATIONS OF KAREN DASH CONSULTING LLC

With over twenty years of expertise in conducting outcome-driven needs assessments, strategic plans, feasibility studies, and other analytics for governments, libraries, universities, and nonprofits, we approach our projects in a methodical way that efficiently utilizes an organization's time and resources.

A partial list of our clients includes:

- State Library of North Carolina
- Harnett County (NC) Library
- Franklin County (NC) Library
- Wilson County Library (NC)
- Braswell Memorial Library
- New-York Historical Society
- State Library of Pennsylvania
- Lehigh Carbon Community College Library (PA)
- Black Gold Cooperative Library (CA)
- Duke University
- North Carolina Division of Public Health
- New Hanover County Schools
- US Department of Education
- 15 North Carolina county governments
- 12 North Carolina nonprofits

In the last five years, we have conducted over 60 community needs assessment projects, surveying over 12,000 stakeholders; conducting 250+ interviews; and facilitating 70+ focus groups. Our results have been incorporated into action plans, feasibility studies, and formal strategic plans for public library systems, state agencies, universities, public school systems, and smaller nonprofits. We have supported libraries and library systems in North Carolina, New York, Pennsylvania, and California.

We have a strong understanding of Local, State, and Federal regulations that form the framework for library programs, services, and funding, including models of library organization utilized in other states. Further, we have found that best practices in other areas of government sometimes offer successful models for libraries. Working in such a dynamic and changing field, our library clients have told us that they appreciate our significant needs assessment, strategic planning, and organizational consulting services outside of the library sphere.

For all of our projects, we work with community stakeholders to understand their differing expectations and priorities for a given organization or a proposed organization. We provide a brief overview of six projects below and would be happy to discuss our other work.

Sample Projects

Harnett County Public Library

Our firm developed a Master Strategic Plan that was formally adopted by the Harnett County Commissioners in March, 2018, which included recommendations regarding siting additional library branches in this fast-growing county. We also developed a Consolidation Feasibility Study to determine how the county's libraries might consolidate into a unified system. For both projects, we conducted

extensive stakeholder feedback, including soliciting the opinions of 700 community members and community leaders, through surveys, and interviews. We facilitated three library patron focus groups, as well as three meetings each of the Internal/Staff Strategic Planning Committee and the Strategic Planning Advisory Board, composed of Board members, Library Friends, and other public stakeholders.

Franklin County Public Library

For Franklin County's Library System, we developed a 10-year Comprehensive Development Plan that provided recommendations for the library's programs, services, and facilities, including the expansion of the four branch libraries and potential locations for new facilities. We developed the community's vision based on a long and proud history of library culture combined with the needs of an expected 20,000 newcomers over the next 20 years. Based on the feedback of over 200 stakeholders, and our best practices/standards research, the Plan offers short-, medium-, and long-term goals and activities to build on the library's strengths while transforming library services to meet anticipated needs. The plan was approved by the Franklin County Commissioners in early April, 2019.

Wilson County Public Library

We recently completed an LSTA grant-funded Creating a Teen Friendly Library! Project for the Wilson County Public Library, through which we designed a new Teen space. This project was especially enjoyable as we worked to assess the library needs of Wilson's teenagers, who can sometimes be challenging to engage. In all, 230 stakeholders, including 164 teens, provided their feedback and insights through surveys, interviews, a partner luncheon/brainstorming session, and two teen design charrettes. We provided recommendations regarding the teen space configuration, furnishings, technology, and programming. The Wilson Board of Commissioners recently allocated \$30,000 to start this project!

State Library of North Carolina

We have examined the feasibility and sustainability of the North Carolina Regional Library System, comprised of 12 regional districts with 42 member libraries. As part of this 2016 project for the State Library of North Carolina, we conducted 25 analyses of the system's financial health, operations, and contribution methodologies to determine whether the Regional Library structure was a feasible, sustainable long-term system for delivery of library services. We reviewed state statutes, library system operating agreements, bylaws, and organizational structures. Additionally, we interviewed and surveyed Regional Library administrators and state library officials.

NC Department of Health and Human Services

Since 2012, we have conducted over 20 Community Needs Assessments related to community health concerns in a dozen counties, with a special focus on families of Children and Youth with Special Health Care needs. For this work, we have conducted interviews, focus groups, community surveys, as well as a PhotoVoice initiative with teens, families, and service providers.

Summary of Personnel Participating In Project

Our North Carolina-based firm's principal is Karen Dash, MPA, founder, and is supported by consulting colleague Kimberly Leonard, CPA, MPA. Ms. Dash will lead and manage the project. Ms. Leonard will support the project as a researcher/ analyst.

About Karen Dash, MPA

President Karen Dash is an award-winning organizational consultant with 20+ years in government, library, nonprofit, and corporate settings. Ms. Dash brings a proven track record of synthesizing complex information to develop community needs assessments, strategic plans, and other capacity-building work encompassing a variety of stakeholders. Most recently, she served as the first Director of Institutional Research at the North Carolina School of Science and Mathematics (NCSSM), a campus of the University of North Carolina, and previously served for 13 years as a Senior Risk Manager at American Express.

Ms. Dash holds an undergraduate degree from Harvard University in English and a Masters of Public Administration with a concentration in Advanced Analytical Techniques from Columbia University. She has twice been awarded with the American Express Chairman's Award for Quality, and a JP Morgan Internship Fellowship. She is an avid reader and loves every opportunity to visit the library. She is a member of the North Carolina Library Association. Ms. Dash will serve as the project lead and liaison to the HEML team.

About Kimberly Leonard, CPA, MPA

Senior Analyst Kimberly Leonard, CPA, offers 25 years of analytical experience, including both data and financial management skills. Ms. Leonard has worked with Ms. Dash since 2013 on various projects. Her policy expertise and attention to detail has strengthened strategic planning stakeholder research and library operations and systems analyses. She has analyzed community needs assessment surveys and provided key insights into community priorities, trends, and needs in order to identify and remedy gaps in an organization's service offerings.

Ms. Leonard holds a Bachelors in Accounting and a Masters Degree in Public Administration from the University of North Carolina-Wilmington.

Our resumes follow.

Karen Dash

7236 River Road • Wilmington, NC 28412 • 919-444-1092 (c) • karen@karendashconsulting.com •
www.karendashconsulting.com

SUMMARY

Award-winning Strategic Planner with expertise in library planning, operations, and programming.

Core competencies include:

- Library Best Practices/Trends
- Strategic Planning Facilitation
- Opinion Research: Focus Groups, Surveys, Key Stakeholder Interviews, Sampling
- Library Operations/Systems

CAREER ACCOMPLISHMENTS

KAREN DASH CONSULTING, LLC, Wilmington, NC

President

1993-present

Owner of full-service management consulting firm providing Strategic planning and organizational development services. Clients include the New-York Historical Society, State Library of North Carolina, Duke University, public libraries, Pennsylvania district library system and a Pennsylvania academic library, and a California library system.

NORTH CAROLINA SCHOOL OF SCIENCE AND MATHEMATICS, Durham, NC

Director of Institutional Research and Extended Programs

2008 - 2011

Maximized effectiveness of 40+ educational initiatives through complex quantitative/ qualitative assessments analytics. Surveyed 700+ Strategic Plan stakeholders.

AMERICAN EXPRESS, New York, NY

1995-2007

Senior Manager, Risk Fast Path Team, 1995-2007 (telecommuter)

Primary leader of numerous initiatives to evaluate new systems processes and strategies and increase operational efficiencies through robust data analysis.

EDUCATION

Columbia University School of International and Public Affairs, New York, NY

Masters of Public Administration and Management, 1992

- Statistics Teaching Assistantship

Harvard University, Cambridge, MA

Bachelors in English and American Literature and Language, 1987. Deans List, 1983-87

AWARDS

American Express Chairman's Award for Quality

JP Morgan Internship Fellowship

Kimberly Howell Leonard, MPA, CPA

7551 Ireland Court, Wilmington, NC 28411 | H: 910-319-7976 | khleonard@ec.rr.com

Professional Experience

Nonprofit Consultant, Kimberly Leonard (part-time, August 2013 – present)

Certified Public Accountant, Windham & Henderson (part-time, February 2012- present)

Accounting Manager, Worsley Operating Corporation (November 2008 - September 2009)

CFO, Controller, Southeastern Nephrology (December 2006 - October 2008)

Certified Public Accountant, Kimberly H. Leonard, CPA (September 1997- December 2004)

Administrator/Controller Helen Alice Higgins Montessori School (June 1992 - September 1997)

Certified Public Accountant, Earl Swinson, CPA (December 1990 – June 1992)

Education

University of North Carolina at Wilmington

Master of Public Administration, May 2014 – GPA 3.9

Bachelor of Science in Accounting, May 1985

Audited all Classes for Montessori Teaching Certification, 1993 – 1994

Continuing Education classes on Teaching through NCHE Homeschool Association, 2004- 2010

Certifications

North Carolina Certified Public Accountant, #19418

Competent Toastmaster Certification, May 2010

Analytical

- Conducted in-depth statistical analysis of research data, consisting of over 3,000 pediatric parents and 18 subgroupings, to test the correlation of the research hypothesis, among each subgroup, and to the research group as a whole.

Management and Nonprofit Leadership

Conducted and lead strategic planning initiatives with various nonprofits

II. REFERENCES

We are pleased to offer the following references. Additional references are available upon request.

Reference	Project
Angela McCauley, Library Director Harnett County Public Library amccauley@harnett.org Work 910.893.3446	Master Plan and Feasibility Study for Harnett County Public Library, Lillington, NC Consolidation Feasibility Study (February 2017-March 2018)
Molly Westmoreland, Director Wilson County NC Library (former Consultant for Public Library Management, State Library of North Carolina) 252-237-5355 phone mwestmoreland@wilson-co.com	Creating a Teen-Friendly Library! (October 2018-May 2019) Feasibility Study of North Carolina Regional Library System (April – August 2016)
Raye Oldham (retired, former Federal Programs Consultant, State Library of North Carolina) raye.oldham@gmail.com 919-744-7250	Feasibility Study of North Carolina Regional Library System (April – August 2016)
Michael Sanderson, MPH (former) Manager, Best Practices Unit Division of Public Health, Children and Youth Branch North Carolina Department of Health and Human Services CURRENT CONTACT INFO: Michael_Sanderson@unc.edu Research Program Manager University of North Carolina Center for Environmental Health & Susceptibility Phone: (919) 843-9506	Strategic Plan for NC Department of Health and Human Services Children & Youth Branch (April – October 2014) We developed a comprehensive strategic plan for the North Carolina's Division of Public Health's Children and Youth Branch, based on over 700 surveys, three statewide focus groups, and over a dozen interviews. Innovative Approaches Needs Assessments Manager of Innovative Approaches initiative for which Ms. Dash has conducted 20+ Community Needs Assessments since 2012.
April L. Oxendine Innovative Approaches Initiative Coordinator Robeson County Health Department 910-671-3423 (April 's Direct line) april.oxendine@hth.co.robeson.nc.us "Always Think Positive"	Since 2013, we have provided Community Needs Assessments related to community health concerns, with a special focus on families of Children and Youth with Special Health Care needs. For this work, we have conducted interviews, focus groups, community surveys, and a PhotoVoice initiative with teens, families, and service providers.

III. PROPOSED CONSULTING FEES

We are hopeful that in the summer of 2021, when this project is anticipated to begin, we will be able to travel and hold meetings in-person. Because of the uncertainty, we have included Travel as an optional item for this proposal.

Step#	Activity	Fee
1, 3	Meetings with HEML to coordinate schedule, finalize priorities and goals, identify key stakeholders, request data, etc. Determine most effective opinion research strategy for various stakeholders	
2	Conduct Environmental Scan of library's operating environment, including Space/Services Assessment, Development Finance Initiative research	
4-5	Conduct Community Needs Assessment: Develop Questions, Conduct Stakeholder Surveys, 5-6 Key Stakeholder Interviews, 1 Stakeholder Meeting/Focus Group	
6	Conduct 2 Brainstorming Meetings with HEML Staff, Library Team	
7	Analyze Opinion Stakeholder Research, Environmental Scan, HEML Goals	
8	Develop Recommended Goals, Objectives, Strategies, and Timelines	
9	Develop and Write "HEML Strategic Plan" Report	
	CONSULTING FEES TOTAL (assumes COVID-related remote-based process)	<u>\$9,640</u>
TRV	Travel expense for two trips to Clayton (stakeholder/staff meetings/events)	\$600
Optional Task 1	Conduct one additional focus groups or stakeholder meetings (e.g., additional event, focus group, Board of Trustees meeting, etc.)	\$900
Optional Task 2	Development and analysis of Spanish-language Survey	\$750
Optional Task 3 (Step 10)	Development/Presentation of Power Point Strategic Plan Summary to HEML Team and/or Key Stakeholder Group(s) (Public Meetings)	\$875
Optional Credit	Preferred Project Credit and Efficiency of Scale (10%) If KDC is contracted to perform all options above, a credit of 10% will be applied to the entire scope of work.	<i>(\$1,275)</i>
	TOTAL CONSULTING FEES INCLUDING TRAVEL, ALL OPTIONAL SERVICES (1 each), and Preferred Project Credit	<u>\$11,490</u>

Thank you for your consideration of our services!