
KCL New Library Project Plan



Prepared By: Strategic Planning Committee of the
Kalkaska County Library

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EXECUTIVE SUMMARY

The Kalkaska County Library was started in 1934 by members of the Academea Club. The current facility was constructed in 1939 as part of a community building shared with the Chamber of Commerce. The original location has not changed, although additions were completed in 1977 and 1992, bringing the building to its current size of approximately 4,900 square feet.

One decade following the most recent expansion, the library was out of room and had reached its land boundaries with no ability to expand. In 2002 the KCL Board of Trustees contracted The Breton Group, Inc. to conduct a needs assessment. Targeting many deficiencies and evaluating the library based on established standards, their recommendation was to search for a new location and construct a new library to meet the current needs.

To quote “The Needs Assessment & Facility Planning report for the KCL” received from The Breton Group, Inc., “...*The Kalkaska County Library has been faced with the challenge of finding enough space to provide services and resources necessary to meet the community’s needs. The library staff has been using limited space strategically to provide a level of service comparable to much larger facilities. However, serious space constraints are preventing the library from expanding its collection and services, and offering additional programs necessary to meet the needs of both children and adults in the community.*”

Additional information from that report reveals several serious challenges to the library’s ability to deliver programming and services to a community that is statistically growing and deserves at least a standard facility. Among the greatest concerns:

- Kalkaska County Library is 1/3 the size of libraries that serve similar sized communities throughout the State of Michigan, with approximately 40% less space than industry standards suggested to simply house its existing services and collections
- Children’s circulation less than half of average circulation compared to libraries serving the same size communities within the State of Michigan
- Limited public services, including quiet reading areas, study rooms and staff work space

The perception is that the community would like to see “something done” to improve the library’s ability to carry out their mission and has expressed discontent with the numerous studies and failed attempts. Numerous studies and surveys have demonstrated that the community supports the library in principle, recognizes and sympathizes with the overcrowding dilemma.

The KCL has undertaken numerous studies and feasibility reports since 1995, i.e.:

- Breton Group: Needs Assessment
- Mandi Gibson: *Public Perception Position Paper
- Pam Stuckman: Feasibility Study
- In-house surveys: Transportation Study; multiple informal surveys and suggestion solicitations

An updated Feasibility Study will be completed by 2nd Quarter of 2017 as part of the due diligence of this project.

In August 1999, a separate fund called “County Library Building Fund” was set up by the KCL Board of Trustees. \$100,000 was set aside into that fund with the understanding that fund would be used for the building, land to build and / or moving expenses associated with a new library. Frugal spending and careful planning has allowed this fund to continue to grow steadily.

A “New Library Construction Fund” was established in response to a major donation from the estate of Charles “Chuck” Heffer. Gifts and donations are the principle source of revenue into this fund. This windfall gift plus the County Library Building Fund create an opportunity to leverage the money into this project to secure a new library and enhance the services.

In an effort to continue to provide award-winning Library service that complements the growth and service demands of the community of Kalkaska, a Strategic Planning Committee was formed to address solutions to the deficiencies inherent to the current location. The general consensus of the executive staff, the Library Board of Trustees, and many of the library’s supporters is that a new library is necessary to meet Class 4 library standards and address the deficiencies of the current location, within the Historic Downtown District and the US 131 Main Street Corridor.

On May 14, 2014, the Strategic Planning Committee recommended to the KCL Board of Trustees to pursue an existing building within the Village of Kalkaska (see Kalkaska Library New Building Project Concept Document). Three offers were submitted and countered on the New Life Assembly building. The parties were unable to come to a mutually satisfying agreement and the property was sold to another entity.

On January 21, 2015, the Strategic Planning Committee continued its due diligence and recommended to the KCL Board of Trustees to pursue a lease agreement with the Kalkaska Board of Commissioners for the County Complex property while simultaneously pursuing an agreement with the Village of Kalkaska on the “Railroad Square” property (see Kalkaska Library New Building Project Concept Document Phase II).

The Lease / Option-to-Purchase Agreement with the BOC for the County Complex (Water Tower property) was rejected by the Library. Despite good faith efforts by both parties, the failure to amend the terms of the Lease / Option-to-Purchase Agreement to the satisfaction of the Library Board was a concern, making the County property no longer a viable option for a new Kalkaska County Library.

The new direction of the Kalkaska Village’s Grand Vision for “Railroad Square” (being utilized as an Open Space) did not include space for a new library, making that property no longer a viable option for a new Kalkaska County Library

The Strategic Planning Committee then redirected its attention to sellable property within the Historic Downtown area of Kalkaska. It was at that time that the property just north of the current library became available for purchase.

In July 2015, the Strategic Planning Committee recommended to the KCL Board of Trustees, to pursue the purchase of the North property for the new location of the Kalkaska County Library (see Kalkaska County Library Project Concept Document Phase III).

Acquiring the property would give the library an infrastructure upgrade that:

- Could double the floor space of the current facility
- Add additional space for a Community meeting room and smaller tutor/ study rooms
- Secure adequate parking
- Was within the Historic Downtown on the county's main thoroughfare
- Could be purchased with existing funds.
- Grant opportunities may be increased with partnership with the Village and business interests in the community.
- Would allow for an extended period to conduct a thorough Capital Campaign

In November 2015, the KCL Board of Trustees purchased the property north of the library at 237 South Cedar Street.

OBJECTIVE

The primary objective of this project is to build a new energy efficient library utilizing a Capital Campaign to raise sufficient funds to build the new facility on the adjacent property. The proposed size of the new facility is based upon industry standards of one square foot per capita (Kalkaska County's population per the 2010 census: approximately 17,500). Approximately 12,000 square feet will be devoted to traditional library operations, and 5,000 square feet will provide accommodations for private study/meeting rooms and a community room).

Advancing this project requires KCL and its collaborators to continue to develop common goals that enrich the community while advancing the objectives of the partner organizations:

- Kalkaska's Downtown Development Association
- Kalkaska's Economic Development Corporation
- Kalkaska Main Street Program
- Village, Townships, and County of Kalkaska
- Kalkaska and Forest Area Public Schools and S.E.E.D.S
- Friends of the Kalkaska County Library
- Community service organizations

CURRENT BUSINESS PROFILE

Attributes

Circulation and attendance numbers have steadily increased over the last ten years. In an average week, the Kalkaska County Library circulates over 690 books and audiovisual items. Over 250 books are downloaded to patrons' e-readers and 100 adults and children attend one or more library programs.

Public demand for access and assistance with technology is not diminishing. Increased private ownership has only increased the demand for high-speed access, and the rural nature of Kalkaska County (42+% state land) will keep the demand strong.

According to the Federal Communications Commission's 2015 Broadband Progress Report, more than half of rural Americans lack access to advanced broadband, including 39 percent of Michigan's rural population. The FCC's report found that 43 percent of Kalkaska County's rural residents don't have access to advanced broadband, versus 20 percent in Antrim, 16 percent in Leelanau, 7 percent in Benzie and 4 percent in Grand Traverse. Sixty percent of Kalkaska

County residents and 71 percent of its rural residents fall below the FCC's internet speed threshold, according to FCC data. Twenty-two percent of Benzie County residents and 18 percent of Leelanau County residents fall below the speed thresholds.

The economic climate of our county drives a continual need for the technology (and equally as important: technology assistance) services to be provided by the Kalkaska County Library.

Between 2014 and 2016:

- Individual computer usage sessions have increased by **45%** from 4,310 individual computer session (2014), to 8,789 individual computer user sessions (2016).
- Wi-Fi usage has increased by **51%** from 253 hours per month (2014) to 514 hours per month (2016).

Educational and cultural enrichment programming is critical to rural communities. Efforts to provide informational, cultural and educational programming to the community resulted in 166 programs (children, teen, general, and adult) with a total of nearly 3,434 people attending. The ability to host certain programs presents a challenge due to space constraints and the lack of standard amenities common to “community” rooms, such as refrigeration and running water.

Investing in the library is one of the best means to improving overall quality of life. Numerous return-on-investment studies have been conducted which demonstrate that for every tax dollar spent, a median ROI ratio of \$4.14 is earned,¹ and an ever-growing body of research continues to illustrate the outsized value that library services provide to their communities.² The Kalkaska County Library has enjoyed the high regard and broad support of the community for over eighty years.

In addition to the literacy benefits of libraries, the American Library Association (<http://www.ala.org/research/librariesmatter/>) has data driven information demonstrating the economic and community development impact of libraries.

Challenges

The important programs and services the Kalkaska County library staff currently provides have become increasingly difficult due to a functionally obsolete building. Moreover, the ability to provide relevant and valuable services in an increasingly digitized world--for instance, MakerSpace activities, emergent technologies, and library database instruction for local students--is simply not feasible. A recent report summarizes the negative impact outdated buildings have on library services:

¹ “Summary of Recent Public Library Return on Investment Studies.” *Library Research Service*, <https://www.lrs.org/data-tools/public-libraries/return-on-investment/recent-studies/>.

Accessed 12 April 2017.

² See “Digital Inclusion Survey.” *American Library Association*, <http://www.ala.org/research/digitalinclusion>. Accessed 12 April 2017, and “Libraries Matter: Impact Research.” *American Library Association*. <http://www.ala.org/research/librariesmatter/>.

Accessed 12 April 2017.

Significantly, this year's survey provides the first data in recent memory on library building age and renovation. Because the average age of libraries (1970) predates the digital age, they face the ongoing challenge of upgrading and adapting buildings to today's requirements. One in five libraries report renovations in the last five years, with city libraries more than twice as likely (33%) to report this than rural libraries (15%). The most common renovations were upgrading the physical plant (electric/network) at 72%--likely correlated with the need to accommodate greater technology--and enhanced or added general use spaces (69%).

Survey analysis further suggests that libraries are significantly more likely to offer certain types of services to patrons, including new and emerging technology activities, if their buildings have been constructed or renovated within the last five years. The reasons for these differences deserve further investigation, but the data demonstrate libraries' abilities to offer modern services cannot be divorced from the state of their facilities.³

Another need the library has is for security gates for the collection, and retrofitting the current lobby to accommodate gates would impinge upon the already limited space. While installation of security cameras is an option, retrofitting those cameras into an 80+ year old facility filled with odd corners, nooks and crannies (blind spots) has made the installation a challenge both in the practical sense and fiscal sense.

The dearth of staff space poses many challenges. The "staff" area is a 15'x12' room that houses multiple library functions: the staff room serves as storage area for circulating digital media (DVDs and audio books on CD) due to the lack of security gates in the public areas. Additionally, this room has only a "half-door", and despite signage patrons frequently wander into the staff area, creating awkward situations for both staff and patrons. Lack of security to protect the personal belongings of the staff has resulted in personal belongings being stolen. Also, housed in this room is the desk of the Administrative Assistant, a typewriter desk, material processing areas, donations sorting and holding area, the facility's computer hardware hub, and the desk and chair that comprises the staff "break room".

The facility restrooms are inadequate: there are no stalls in either of the bathrooms, just a single toilet stool. Without the privacy of stalls, unaccompanied parents have to relieve themselves while their children are standing in the room with them if they prefer to not leave them unattended in the hallway. Conversely, parents of bashful children must stand in the hallway outside the door, while waiting. Parents and children are frequently forced to stand in lines in the hallway before, during and after library programs.

Maintaining sanitary conditions is also a challenge: without a utility washing station, warm water for cleaning must be transferred manually to a bucket first. Again, once the restroom is cleared of users.

Community meeting space is one of the greatest challenges at the current facility, and in the county. Groups or individuals looking for private meeting rooms or study and tutoring areas in downtown Kaskaska (the county seat) find that it is virtually nonexistent. Those looking to the library for quiet space must compete with library activities such as patron presence, crowded

³ Digital Inclusion Survey: Executive Summary." *American Library Association*, <http://www.ala.org/research/sites/ala.org.research/files/content/initiatives/DI2014execsummary.pdf>. Accessed 12 April 2017.

conditions and library programming. It is not unusual for the library to be approached weekly by individuals and / or groups looking for space to hold meetings, interviews, depositions, or tutoring and the like. It is hoped that addressing this community-wide need will be a selling point to the grantors, benefactors, individual donors and community members who will be asked to support the library's efforts to provide this basic service.

PROJECT GOALS

Addressing the Challenges and Looking Forward

- An energy efficient (green) facility that meets Michigan Class Four Library standards
- Expanded youth and adult collections and space, including reading areas with seating, to adequately house the existing and expanded collection
- Expanded parking availability
- Expanded public services
- Expanded technology offerings
- Security for staff and for material assets = none available currently
- Addition of community space (currently a compromised space)
- Addition of private study and tutoring spaces (none available currently)

Collaboration

The Village of Kalkaska and the Downtown Development Authority (DDA) have adopted the Michigan Main Street community development program (www.michiganmainstreetcenter.com/). This Michigan State Housing Development Authority (MSHDA) program is designed to “help communities develop main street districts that attract both residents and businesses, promote commercial investment and spur economic growth.”

Benefits of the Michigan Main Street (MMS) Program include:

- Protecting and strengthening the existing tax base
- Creating a positive community image
- Enhancing economically viable buildings
- Supporting business recruitment and retention
- Fostering the development of new jobs
- Attracting new residents to the Main Street area
- Increasing investment in the Main Street area
- Preserving historic architectural resources
- Providing services tailored to specific community needs

Members of the Village of Kalkaska and the Kalkaska DDA have expressed encouragement and support for the library's strategic goals and welcome the library's intention to stay in the Historic Downtown District.

During March – July 2016 the Kalkaska County Library was part of a Leadership Team formed by the Village of Kalkaska. In July 2016, this Leadership Team met with Community Leadership to discuss priorities and how to move forward with a game plan that would advance community and economic development initiatives for the greater Kalkaska community. One key

outcome of this meeting is that success happens when separate entities i.e. the Village, Townships, County, and major employers work collaboratively for the overall good of the County.

The result of the July 20 meeting was the discussion and identification of six focus areas for the greater Kalkaska community. One of those focus areas is the Kalkaska County Library*.

In this document, it states” The Kalkaska County Public Library is a critical anchor to the downtown and a valuable asset to the community. However, it is small and as a result cannot provide the programming and circulation capacity found in 21st century library facilities.”

Libraries are an integral part of a community’s infrastructure. Historically, when libraries expand, so does their circulation. A new facility would give Kalkaska a much-needed boost to its cultural and educational offerings. This collaboration with the “Kalkaska Main Street” program, Kalkaska DDA, Kalkaska EDC & Village of Kalkaska will benefit all parties participating, and the greater community.

SCOPE

- Purchase of property (11.04.2015)
- Completion of Phase II Environmental and Hazardous Materials Inspection on property
- Engineering study of existing library
- Conceptual Drawing
- Feasibility study
- Demolition of structure
- Capital Campaign – Endowments, Foundations, Grants, Donations
- Library Expansion project
- Construction
- Accepting the keys to the new Library – Dedication and Open House

SCOPE CHANGE CONTROL

Controlling the scope of the project will be a primary responsibility of the Project Manager representing the Kalkaska Library. All changes in the scope will be reviewed and approved by the Strategic Planning Committee first, then routed to the Kalkaska County Library Board of Trustees for final approval.

SCOPE VERIFICATION

Verification will be conducted during each phase acceptance of this project.

SCHEDULE

The sequence as to how the milestones will be completed will be at the discretion of the Kalkaska County Library Board of Trustees.

Proposed Schedule

Date	Milestone
2015	Purchase of Property
2016	Phase II Determination Planning Grant Pre-Feasibility meetings Results of meetings Board and Legal Approval of RFPs Conceptual Drawing Demolition of North Property Design of New Library Tenant Vacates North Property Hazardous Materials Assessment on North Property Post, Select Conceptual Drawing firm
2017	Delivery of Conceptual Drawing Feasibility Study Interviews Results of Study Case Study and Marketing design, publication Post, Select, Complete Demolition Begin Capital Campaign Post, Select, Complete Design of New Library Millage Renewal Campaign
2018	Continue Capital Campaign Millage Renewal
2019	Continue Capital Campaign

BUDGET / COSTS

2017 Operating budget: \$353,000, defined as:

- County Court Penal Fines
- .25 Operating Millage
- State Aid Support

- Fines and fees (revenue)
- Donations
- Fund Transfer

ASSETS:

- New Library Construction fund balance of \$367,000 as of February 1, 2017.
- Approximately .384 acres of property on U.S. 131, downtown Kalkaska, Michigan.
- Experienced professional and Para-professional (certified) staff

O&M ASSUMPTIONS:

- The Library will maintain its past and current practices of remaining within budget.
- The Library will maintain current staffing efficiencies.
- The new facility (also two stories) will retain the same staffing quotient despite increases in floor space due to the addition of community space and private/study rooms, the oversight of which would be readily integrated into the current staff workload by the addition of security cameras.
- User fee revenues from community room rentals would significantly off-set increased utility and maintenance costs generated by the operations and maintenance of those areas.
- The utility costs associated with high efficiencies of a new library are expected to be slightly greater than the utility costs of the current (highly inefficient) 80+ year old facility.
- Janitorial and maintenance expenses are expected to require line-item increases.

FUTURE COMMUNITY SUPPORT (SOFT SUPPORT)

Recognizing that operating expense will increase when a larger building is completed, the KCL Board has made plans for increasing yearly revenues

- Software will be purchased and used to build a donor database
- In addition, a list of foundations that assist libraries with programming, IT equipment, circulation materials, and furnishings is being generated. These grants will be actively sought to assist in operational expenses once the new building is completed.
- Annual Appeals Letters will be sent to patrons / donors to bring in more operational revenue
- An Endowment program will be built up over time and from which investment income can be put toward operational expenses.
- The current trend of a vastly improving economy is indicative of concurrent property tax revenue increases

CURRENT SUPPORT

- Community support as evidenced by 80+ membership renewals of the Friends of the Kalkaska County Library for fiscal year 2015-16, the success of current fundraising efforts, as evidenced by their New Library savings account of \$20,000.00+ and their budgeted \$4000 annual contributions to support programming and other activities
- Active and ongoing support of Kalkaska Township and Kalkaska Village officials
- Similar support from the local Downtown Development Association, Economic Development Corporation, Brownfield Authority and downtown business owners

- Goodwill generated by intended blight removal (demolition and green-scaping) of existing buildings on the newly purchased property adjacent to the current facility

TOOLS

- Internal savings
- Capital Campaign
- Foundation Grants
- Endowments
- Crowd-funding
- Bake sales and solicitation of private donations
- Support of the Library’s founding organization, the Academea Club of Kaskaska
- Support of 501(c)(3) the Friends of the Kaskaska County Library
- Solicit support from community leaders, service organizations, local businesses, elected and appointed officials, other non-profit organizations, schools, social clubs
- Engage public support
 - Power Point Presentations
 - Letters of support
 - Social media
 - Digital media
 - Print and broadcast media
 - Via presence at community events such parades, festivals, fairs, farmers’ markets

The estimated life of this project is seven years from the start of the purchase of the property. Listed below are the estimated costs per phase.

Phase	Budget
Phase I	
Purchase of property	\$171,000
Phase II Environmental Assessment	\$6,541
Lead, Cadmium and Asbestos Survey	\$2,300
Demolition of North Property	To Be Determined
Phase II	
Property Survey	\$1,750
Conceptual Drawing	\$38,000
Feasibility Study	\$8,500
Design, Estimated Cost to Construct a New Turn-Key Library 2020, Demolition of current Library	\$7,812,100
Phase III	
Capital Campaign	
Grants	
Endowments	

Marketing

*Phase IV, V & VI will be found in the
Construction Project Document*

Phase IV

Construction

Demolition of existing Library

Phase V

Acceptance & Dedication

Phase VI

Business as usual

ORGANIZATION PLAN

Library Project Steering: Kankaska County Library Board of Trustees

Library Project Oversight: Strategic Planning Committee

Library Project Manager: Lynnette Cervone

Library Assistant Project Manager: Open

Library Project Coordinator: Deb Bull

Subcommittees and Chairpersons:

Property: Mike Moran

Design: Cash Cook

Legal: John McNeal (Sondee, Racine & Doren, PLC)

Grants, Foundations, Endowments: Open

Communications: Open

Fundraising: Diana Needham

KCL Friends of the Library: Marilyn Coville

RESOURCE PLAN

A Resource Assignment Matrix which defines the type of resources needed and their responsibilities is located under **Appendix A**

COMMUNICATION PLAN

A. Internal Communication

Kaskaska County Library Board of Trustees

Meetings	Every month
Information Distribution	Project Status, problems / proposed solutions, future milestones / deliverables.

Strategic Planning Committee

Meetings	Every month / As needed
Information Distribution	Project Status, problems / proposed solutions, future milestones / deliverables

Project Committees

Meetings	Every month prior to Strategic Planning Committee meeting / As needed.
Information Distribution	Project status, work results, scheduling, future milestones / deliverables, lessons learned.

Communication Tools

- The primary communication project tool will be e-mail.
- Project Status reports may utilize formal written documentation and / or verbal communications. This section will describe how communication with project members will be managed.
- See Appendix B. for the PowerPoint presentation to be utilized to assure consistent communication by relevant committee members and their communications with the public.

B. External Communication Liaison / Project Manager / Committee Chairs

Meetings	Meetings will be scheduled with Townships / Community Organizations as needed. This includes but not limited to, preliminary implementation, implementation planning, post implementation.
Informal/casual interactions	It is critical that a consistent message is adhered to in casual and informal communications (friends, family members, etc.) to prevent misinformation and miscommunication.
Information Distribution	Project status affecting the Library, scheduling, problems/proposed solutions.

Communication Tools

- Print and Broadcast media
- Digital communication
 1. KCL website banner

2. KCL website FAQ page (to be developed)
 3. KCL Facebook account
 4. KCL New Library Facebook account
 5. Friends of the Library Facebook account
 6. KCL e-blast newsletter
 7. Television monitor in lobby
- Community meetings
 1. Service organizations' meetings
 2. Township, village or other governmental bodies
 3. Social events, i.e.: County Fair, Winterfest, Trout Festival, Kiwanis Picnic, KMHC Strawberry Social
 - Direct mail (targeted mailings)
 - Brochures, posters, bookmarks
 - Letters of support
 - Public awareness events and fundraisers organized and sponsored by KCL, Friends or SPC Marketing Committee

IMPACTED BUSINESS AREAS

- Accounting/Budget
- Legal
- Communications
- Marketing

ASSUMPTIONS

In order to identify and estimate the duration of the tasks required to complete the project, certain assumptions must be made. If an assumption is proven to be invalid, then adjustments to the project plan should be made accordingly. Assumptions for this project are listed below.

1. The community is in need of a new library, one that meets industry standards for a Class IV library.
2. Kalkaska County is a 500-square mile rural county with pervasive broadband and satellite infrastructural deficits. A new library will allow Kalkaska County residents greater access to information technology.
3. The Feasibility Study will demonstrate confidence that there is a satisfactory amount of public and private support for the project.
4. The funding for the project will be obtained via a Capital Campaign, Foundations, Grants, Donations and monies the library has been saving since 1999 will be sufficient to construct the library as designed.
5. The extensive collaborative efforts between the Village, DDA, Kalkaska Main Street Program and the Library make it an ideal time to pursue a proposed New Library Project, which supports the common goal of a rejuvenated, walkable downtown Kalkaska.
6. Successful millage campaigns will provide continued Operation and Maintenance (O&M) support. O&M costs are expected to remain steady-state due to green efficiencies of new construction.

CONSTRAINTS

1. Median Family Income in Kalkaska County (\$39,986) is significantly less than state average (\$49,847) [2014] *.
2. Unemployment in Kalkaska County is significantly higher 8.1% than both the State (5.4%) and National averages (5.4%)**.
3. Approximately 50% of homeowners in Kalkaska County are seasonal residents.
4. Previous failure of bond request (2012) may color perception of the effort to raise funds for a new facility.

*U.S. Census Bureau

**U.S. Bureau of Labor Statistics / April 2015

RISK MANAGEMENT PLAN

Risk	Preventive Action	Contingency Plan	Trigger	Owner
Feasibility study shows evidence that the community does not feel it is in need of a new library.	Hold two pre-feasibility meetings looking for any unaddressed community concerns prior to commencing Feasibility Study interviews.	Ramp up programming, outreach and marketing efforts showing we listened to the public	Community feedback	Strategic Planning Committee
Disinformation may impact fundraising efforts.	Communication Committee will develop open communication criteria.	Build processes for the Communication Committee to ensure that concerns are addressed proactively, via social media, print and broadcast media, meetings.	Results of the feasibility study.	Project Manager, Assistant Project Manager & Communication Committee, Marketing Committee
The Capital Campaign fails to raise the minimum 50% necessary within the time-frame allotted.	The hiring of Capital Campaign professionals to assist and ensure Project Teams are working together for the common goal.	Consider an alternative remodel/expansion option	50% of funds not raised within the project timeline	Capital Campaign Professionals, and Strategic Planning Committee, Board of Trustees
The Capital Campaign fails to raise the minimum 50% necessary within the time-frame allotted.	The hiring of Capital Campaign professionals to assist and ensure Project Teams are working together for the common goal.	Ask voters for a bond millage for the remaining funds	Feedback from community indicates a level of disappointment that encourages consideration for an attempt at a bond proposal	Capital Campaign Professionals and Strategic Planning Committee; Board of Trustees

Risk	Preventive Action	Contingency Plan	Trigger	Owner
The community and the Grant Committee gather limited financial support, able to raise greater than 50%, but are unable to raise greater than 85% of funding for a New Library as designed within the time-frame allotted.	Hire Capital Campaign professionals to assist with acquiring grants, endowments etc. to reach the 85% of the funding.	Consider an alternative plan, such as scaling back New Library dimensions significantly.	Unable to raise greater than 85% within the project timeline	Capital Campaign Professionals and Strategic Planning Committee; Board of Trustees
Community and Grant committee garners substantial support but falls marginally short of full support 85+%.	Hire Capital Campaign professionals to assist with acquiring grants, endowments etc. to reach the 100% of the funding.	Consider scaling back on New Library dimensions	Unable to raise greater than 100% within the project timeline	Capital Campaign Professionals and Strategic Planning Committee; Board of Trustees
Millage renewal efforts failures (May, August) during the midst of the Capital Campaign portion of the project	Millage Renewal Committee communicates that millage is for Operations and Maintenance of existing library. Refer to successful strategies utilized in prior millage renewal.	Reduce services and impose fees for remaining services; reduce hours of operation and staff.	Feedback from community of confusion about millage.	Millage Renewal Project team
Appropriate time was not given to the planning phase commensurate with the size of the project.	Ensure that appropriate time is taken for project planning. Carry models of previously successful models forward to other projects.	Project team has to respond to unplanned events	Unplanned events cause problems	Strategic Planning Committee
Project startup was rushed too quickly.	Ensure project timeline is realistic and goals can be accomplished.	Revise timeline to reflect current circumstances	Unplanned events.	Strategic Planning Committee; Board of Trustees
Communication does not reach all the community, which leads to higher than expected confusion as to the goals of the project.	Ensure that Communication Plan is thoroughly planned and executed properly and ensure all members are up-to-date with consistent information.	If communication appears to be falling short or failing consider revising Communications Plan, or hiring professional consultant.	High volume of community complaints regarding confusion of project.	Strategic Planning Committee; Board of Trustees

LIBRARY BOARD OF TRUSTEES APPROVAL

(President)

Date: _____

(Vice-President)

Date: _____

(Secretary)

Date: _____

(Board Member)

Date: _____

(Board Member)

Date: _____

Strategic Planning Committee

Appendix A: Responsibility Matrix

Roles	Responsibilities	Project Needs	Person(s) Assigned	Notes
Kalkaska County Library Board of Trustees	<ul style="list-style-type: none"> - To provide high level project direction and to ensure the project meets library objectives set forth in the proposal given to the Board of Trustees - Provide or authorize financial resources and project direction - Provide direction for go/no go decisions - Review escalated issues, not resolved by Construction Project Manager and Library Project Manager - Approve official closure of the project 	<ul style="list-style-type: none"> - Ensure Board and Community support - Approve the scope of the project - Appoint the project manager - Make resources available - Serve as a communication channel - Approve the time schedule - Approve the end result - Knowledge of area of responsibility - High level knowledge of project goals and objectives - Responsible for overall project Strategic Planning - Responsible to ensure overall goals of the Library are met - Project planning and implementation is consistent 	Lynnette Cervone Cash Cook Randy Lucyk Mike Moran Diana Needham	
Strategic Planning Committee	<ul style="list-style-type: none"> - Attend regular status meetings and/or review status reports and respond to issues requiring resolution - Review and provide feedback to project manager on all communication forwarded during the project - Review issues requiring escalation to Kalkaska County Library Board of Trustees - Report outstanding issues to Kalkaska County Library Board of Trustees 	<ul style="list-style-type: none"> - Knowledge of specific areas of responsibility - Knowledge of who has been assigned to specific project responsibilities within their subcommittees 	Mike Moran - Property Cash Cook - Design Open (Co-chair) – Communications Open - (Co-chair)– Communications Open - Grants Diana Needham – Fundraising Marilyn Coville – Friends of the Library BOT - Finance	

Strategic Planning Committee

Roles	Responsibilities	Project Needs	Person(s) Assigned	Notes
Project Manager & Assistant Project Manager (Library)	<ul style="list-style-type: none"> - Project Manager & Assistant Project manager are the persons responsible for the project with regard to time, budget and quality - Management of the project scope throughout the project - Development and management of an effective committee and allocating committee members to the tasks - Day to day responsibility for running the project - Participate in project activities - Provide status reports in a timely manner to committee members and Strategic Planning Committee, Kaskaska County Library Board of Trustees when necessary - Maintain Project Records 	<ul style="list-style-type: none"> - Ability to manage and coordinate the project activities - General knowledge of the business area involved - General knowledge of the technical issues related to the implementation of ERTs - Overall knowledge of tasks to be done and techniques to be used - Knowledge of project methodology - Possess analytical and organizational skills required to manage project aspects - Good oral and written communication skills - Ability to document project progress - Public relations skills - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 	Lynnette Cervone Open	
Project Coordinator	<ul style="list-style-type: none"> - Assist Project Manager & Assistant Project Manager in all facets to ensure a successful project. - Liaison between Project Manager, and Project Committee members 	<ul style="list-style-type: none"> - Overall understanding of the project - Knowledge of the tasks needed to be completed under their responsibility 	Deb Bull	
Design		<ul style="list-style-type: none"> - Manage project subcommittee to meet the deadlines associated with the responsibilities - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Communication responsibility 	Chairperson Cash Cook Committee Deb Bull John Roberts	

Strategic Planning Committee

Roles	Responsibilities	Project Needs	Person(s) Assigned	Notes
		<ul style="list-style-type: none"> - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 		
<p>Communications</p>	<ul style="list-style-type: none"> - Responsible for the Communication tasks which include but are not limited to communication with local entities (Village, County and Township Boards, and other project-relevant organizations, patrons, community tax payers and media, via print, broadcast and social media tools) - Responsible for the promotion of the project. - Work in unison with Fundraising to plan and implement marketing strategies - Strategies may include online campaigns, brochures, signs, press releases, and other visual and editorial material that will make the community aware of the project. - Ensure communication is consistent and accurate and timely - Communication with Project Manager, Assistant Manager and sub project committee members 	<ul style="list-style-type: none"> - Manage project subcommittee to meet the deadlines associated with the responsibilities - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Communication responsibility - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 	<p>Co - Chairs Open Open</p> <p>Committee Gayenell Gentelia Val Shaw Sharon Curell Stacey Hicks Lisa Delaney Carrie Crigier Diane Wildfong Teri Moyer Andi Wagenschutz</p>	
<p>Property</p>	<ul style="list-style-type: none"> - Ensure Phase I and Phase II are complete on property 	<ul style="list-style-type: none"> - Overall understanding of the general project 	<p>Chairperson Mike Moran</p>	

Strategic Planning Committee

Roles	Responsibilities	Project Needs	Person(s) Assigned	Notes
	<ul style="list-style-type: none"> - Ensure property is surveyed and added to existing parcel - Demolition of structure and improvement of site - Communication with Project Manager, Assistant Project Manager and project sub-committee members 	<ul style="list-style-type: none"> - Knowledge of the tasks needed to be completed - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 		
Finance	<ul style="list-style-type: none"> - Develop a model to track costs and expenses on a monthly basis - Create a Project Revenue number for the project - Create a Project Expenditure number for costs - Communication Liaison with Project Manager and sub project committee members 	<ul style="list-style-type: none"> - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Finance responsibility - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 	Board of Trustees	
Legal RFPs & Contracts	<ul style="list-style-type: none"> - Assist with the review and approval of the contract with necessary firms i.e. Purchase Agreement, Structural Assessment, Conceptual Design, Consultants, Structural Design, Construction - Assist with the review and approval of the construction project Scope of Work 	<ul style="list-style-type: none"> - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Legal responsibility 	Lawyer – John McNeal (Dondee, Racine, Dorn, PLC) Drafts of RFPs/Contracts – Deb Bull	
Fundraising	<ul style="list-style-type: none"> - Responsible for the development and implementation of a fundraising plan for the project which will strive to achieve the goals for building the new library. - Work in unison with Communications, Marketing 	<ul style="list-style-type: none"> - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Fundraising responsibility - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 	Chairperson Diana Needham Committee Dale Kasza M.R.	

Strategic Planning Committee

Roles	Responsibilities	Project Needs	Person(s) Assigned	Notes
	<p>and Grants to plan and implement fundraising strategies.</p> <ul style="list-style-type: none"> - To acquire and develop a strong fundraising portfolio together with other members of the team, community and relevant contacts. - To identify and develop suitable fundraising opportunities. - Communication with Project Manager, Assistant Project Manager and project sub-committee members 			
Grants	<ul style="list-style-type: none"> - Research potential grants, endowments, foundations for Phase I (Property), Phase II (Feasibility, Design) or Phase III (Capital Campaign) of the project. - Compile or develop materials to submit to granting or other funding organizations - Communication with Project Manager, Assistant Project Manager and project sub-committee members 	<ul style="list-style-type: none"> - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Grants responsibility - Provide written status reports on assigned tasks at monthly Strategic Planning Committee meeting 	<p>Chairperson Open</p> <p>Committee Marilyn Judge Gayenell Gentelia Becky Wesley Cash Cook Monica Dolinich</p>	
Friends of the Library	<ul style="list-style-type: none"> - Promote the library and its efforts to achieve the goals for building the new library - Work in unison with Communications, Marketing and Grants to plan and implement fundraising strategies. - Enrich the resources and activities of the library by 	<ul style="list-style-type: none"> - Overall understanding of the general project - Knowledge of the tasks needed to be completed - Provide written status reports on assigned tasks 	<p>Chairperson Marilyn Coville</p>	

Strategic Planning Committee

Roles	Responsibilities	Project Needs	Person(s) Assigned	Notes
	identifying and developing fundraising opportunities. <ul style="list-style-type: none"> - Continue to sponsor literary, cultural and educational programs - Enhance and extend library services. - Coordinate volunteer efforts - Communication with Project Manager, Assistant Project Manager and project sub-committee members 		/	
Capital Campaign	<ul style="list-style-type: none"> - Google for info 	<ul style="list-style-type: none"> - Overall understanding of the general project - Knowledge of the tasks needed to be completed under the Capital Campaign responsibility - Provide written status reports on assigned tasks 	Hired Consultants	

Appendix B: Communications Power Point

Strategic Planning Committee



Strategic Planning Committee

Background



- The construction of a new Kaskaska County Library shall:
 - Meet the needs of the community for years to come
 - Comply with Library Industry Standards
 - Incorporate “green” and energy efficient features
- This will be accomplished by:
 - Obtaining property to construct a new library
 - Funding for construction via donations, grants, endowments
 - Community Support

Strategic Planning Committee

Strategy

- Utilize information gathered through
 - Lessons Learned Doc
 - Project Concept Docs
 - New Library Project Doc
 - Speak Up Kalkaska
 - Community Visioning Sessions
 - Written Case for Support
 - Feasibility Interviews
 - Conceptual Drawing



Strategic Planning Committee

Strategy

- Clearly define the need
- Engage those who will benefit
 - Current & future patrons
 - Business & professional community
 - Educational & governmental community
- Manage Successful Campaign
 - Grants, Foundations, Endowments
 - Fundraising initiative



Strategic Planning Committee

Immediate Issues (pre-roll out) Education is Knowledge!

- Address any community concerns
 - Need
 - Location
 - Size
 - Costs
 - Misconceptions
- Demonstrate inefficiencies vs efficiencies
- Develop time-line
- Develop slogan/branding for project
- Develop clear/simple message



Strategic Planning Committee

Communication plan objectives

- Proactive communications
 - Project status
 - Milestones
 - Present Benchmarks
 - Future Goals
 - Construction and Operating Costs
- How?
 - Convey understanding and openness to feedback
 - Ensure fiscal confidence
- Who?
 - Identify communication team members, associates, ambassadors
- Develop Feedback Mechanism
-



Methods of Communication

- External
 - Media
 - Print
 - Newsletters, mailings, brochures, newspaper inserts, flyers
 - Local signage
 - Broadcast
 - TV, Radio
 - Social
 - Website, Facebook, Twitter, Instagram



Strategic Planning Committee

Methods of Communication

- Community Engagement
 - Local events and festivals
 - Township, Village, County meetings
 - Library Town Hall
 - Small group gatherings



Strategic Planning Committee

Methods of Communication

- Internal
 - Email
 - Board of Trustees
 - Strategic Planning Committee
 - Staff
 - Friends of the Library
 - Calendar Email
 - Meetings
 - Library
 - Posters, flyers, bookmarks
 - Large screen monitor
 - Computers



Strategic Planning Committee

Targets

- Residents of Kankaska and neighboring counties
- Friends of the Library, Board of Trustees and Staff
- Educators
- Township, Village & County officials
- Downtown Development Authority
- Economic Development Corporation
- Business Owners
- Corporate officials
- Non-profit and Service Organizations
- Seasonal residents
- Non-resident homeowners



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www.godp.org/arial.com

Strategic Planning Committee



Key Messages

- To be determined

Strategic Planning Committee

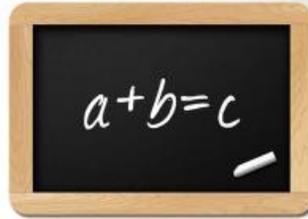
Due Diligence points

- Lessons Learned Document
- Project Concept Document
- Phase II, III Documents
- New Library Project Document
- Feasibility Study
- Research performed
- Professionals engaged
- Regular Updates of FAQ's



Strategic Planning Committee

Primary Tasks



- Appoint Communications Project Leader
- Review/Update core communication plan
- Appoint spokespersons
 - Educate
 - Objectives, key messages
- Create a team to facilitate communication efforts
 - Distribute printed material
 - Schedule meetings

Strategic Planning Committee

Primary Tasks



- Design a Community Feedback System
 - Website FAQs
 - Q & A
 - Identify Subject Matter Experts
 - Respond/Approve Answer
- Develop print and electronic material
- Design timeline to orchestrate communication
- Propose a communication budget