

**CLEVELAND PUBLIC LIBRARY**

**Finance Committee**

January 16, 2018

**RESOLUTION TO ENGAGE SYNCHRONICITY CONSULTING, LLC  
FOR STRATEGIC PLANNING SERVICES**

WHEREAS, At their regular meeting on December 15, 2016, the Board of Trustees of the Cleveland Public Library approved the extension of the Strategic Plan through 2019 to coincide with CPL150, the Library's sesquicentennial celebration; and

WHEREAS, When the festivities of CPL150 are over, it will be time to reset the compass and set the Library on course for its next fifty years; and

WHEREAS, To that end, the Library recognizes the need to engage a professional services firm with expert knowledge and skills in strategic planning to align the goals and objectives of the Library with the needs of the people it serves; now therefore be it

RESOLVED, That the Board of Library Trustees authorizes the Executive Director, CEO, or his designee, to enter into an agreement with Synchronicity Consulting, LLC, subject to the approval of the Chief Legal Officer, to provide the services as outlined in their proposal in an amount not to exceed \$80,000 (including reimbursables) to be charged to General Fund Account 11980053-53710 (Professional Services).



### **Situation Appraisal**

Cleveland Public Library (CPL) will celebrate 150 years in 2019. The launch of a new strategic planning process in 2018, along with the commitment to take *The People's University* from a tagline to a comprehensive patron initiative, CPL is positioned to reach its 150<sup>th</sup> anniversary with a tremendous amount of success. In the coming year, CPL will focus on developing clear measurable goals and objectives, and conveying impact and organizational success through the development of a new strategic plan.

Synchronicity Consulting will support CPL in these efforts through 1) a stakeholder engagement process, and 2) the development of a new strategic plan.

Deliverables will include:

- Development of a strategic planning steering committee
- A partner engagement and vetting process for the strategic plan
- A new strategic plan that includes operational goals and objectives

Synchronicity Consulting will use approaches that are grounded in human centered design, appreciative inquiry, and implementation science. The overall process for these approaches are organized into phases with key activities found in the Scope of Work.

### **Process and Timeline**

The four phases of the process include: Discovery, Analysis, Framing, and Launch.

Phase I: Discovery (February- March)-The discovery phase will include extensive stakeholder engagement, such as meetings and interviews with patrons, staff, board,

community partners, elected officials, and other key collaborators. The goal of the discovery phase will be to listen intently to what the stakeholders are saying about CPL, and what they envision for the future.

Phase II: Analysis (March-April)-The analysis phase will entail a thorough review of all the information gathered during the discovery phase, resulting in the identification of key themes that resonated across all of the stakeholder groups. This phase will also include analysis of best practices in the field, with a keen focus on issues of concern or interest for CPL and/or other areas highlighted by the strategic planning committee. This phase will culminate with the consultants and CPL Knowledge Office staff taking the key themes and best practice information back to the strategic planning committee (and some select stakeholders such as the Board or key staff) for feedback and input. This approach will ensure that the analysis of trends, themes and best practices are consistent with what key stakeholders have experienced during the planning process.

Phase III: Framing (April-July)-The framing phase will be aimed at establishing what will ultimately become the high-leverage strategic goals. This will include developing quantitative data to measure performance-based outcomes, action steps, and a multi-year implementation plan (including the alignment of key assignments to key individuals and/or stakeholder groups) and the creation of an outcomes based dashboard. This phase will also entail time with the Knowledge Office staff and strategic planning committee to establish, revise or refine a working mission statement, vision statement and core values.

Phase IV: Launch (July-September)- The launch phase will entail finalizing the draft of the strategic planning document, producing the executive summary and a presentation to the strategic planning committee and other key stakeholders for final input. The final plan may also be presented to the community at-large through a community forum or similar convening that Synchronicity would help to organize and facilitate.

**Scope of Work (SOW)**

The following SOW highlights the key activities for each phase.

Phase	Strategic Plan Key Activities
I. Discovery	<ul style="list-style-type: none"> <li>•Project plan development with Knowledge Office</li> <li>•Information mining</li> <li>•Stakeholder interviews</li> <li>•Formation of the steering committee</li> </ul>
II. Analysis	<ul style="list-style-type: none"> <li>•Organization of key themes</li> <li>•Best and next practice inventory</li> </ul>

III. Framing	<ul style="list-style-type: none"> <li>•Process for plan development (milestones, schedule, and prioritization)</li> <li>•Development of high level strategic goals</li> <li>•Development of outcomes and action steps</li> <li>•Strategic plan draft</li> </ul>
IV. Launch	<ul style="list-style-type: none"> <li>•Finalizing and presenting the strategic plan</li> </ul>

**Fee & Payment Terms**

The fee for the agreed upon deliverables as described above for Synchronicity Consulting is \$75,000 starting February 2018 and concluding September 2018. Hours will meet the needs identified and agreed upon with staff, and not exceed 50 hours per month.

The fee for this project is \$75,000 plus expenses. There is a 50% deposit required to commence work, with the balance paid in monthly installments by the 15th day of each month.

**Organization & Leadership Background**

Synchronicity is a boutique consultancy that delivers facilitation, project management, and research & planning services through a collaborative team of consultants. Sonya Pryor-Jones is the CEO of Synchronicity Consulting LLC, and in 2011 launched Synchronicity, a boutique consultancy, supporting clients in change and innovation efforts. Clients including Big Picture Learning, Cleveland Public Library, Cuyahoga Valley National Park, First Interstate Properties, MAYA, Destination Cleveland, and TIES.

A sought after speaker with past engagements including SXSW, Fab 13, The Moscow Maker Faire, NSBE National Convention, Make: Education Forum, Aspen Ideas Festival, National Governors Association, and the PLTW Innovation Summit, Sonya contributes to the commentary surrounding innovation in education and workforce in today’s global society. In 2016, Sonya was honored by the White House as a Champion for Change. In 2017 she received an American Baptist Association-Cleveland Urban Ministry Award.

Sonya is an educator by training in adult learning and development, a lifelong learner and change agent with over 15 years of experience in educational leadership, community development, and philanthropy. Sonya has been involved in some of Northeast Ohio’s

most high risk and high reward initiatives ranging from the opening of the community's first national Blue Ribbon charter school to the design and launch of a regional education effort for STEM (science, technology, engineering, and math) education with over 50 nonprofit and business partners. Most recently, Sonya served as the Director for a place based neighborhood transformation initiative implementing cradle to career strategies for student success. Currently, Sonya serves as the Chief Implementation Officer for The Fab Foundation. The spin off of the Center for Bits and Atoms at MIT that supports communities all over the world in innovation through personal fabrication and the scale of Fab Labs.

Sonya received a B.A. in International Studies and History from Kenyon College, and a M.Ed. in Education from Cleveland State University. She also holds Certificates in Executive Education and Appreciative Inquiry from The Weatherhead School of Management at Case Western Reserve University.

A community leader, Sonya is a Cleveland Foundation CORO Executive Fellow, and a German Marshall Memorial Fellow. Sonya has also served the community on numerous boards and committees including Invest In Children (co-chair), Church of the Master American Baptist Church (vice-president), Sankofa Fine Arts Plus, ACE Mentor Program, Glenville Development Corporation, South Euclid Neighbors, the Cuyahoga County Workforce Investment Board Youth Council, and 100Kin10.

Sonya is also a fitness enthusiast. She is a certified Zumba instructor and member of Black Girls Run. She and her family are also active members of their church and neighborhood association.