

October 15, 2010



County of Lancaster
c/o Commissioners Office
150 North Queen Street, Suite 715
Lancaster, PA 17603
ATTN: Andrea McCue, Chief Clerk

To the members of the Review Committee:

E4 Exchange, Inc. (E4) appreciates the opportunity to provide our proposal to the Lancaster County Board of Commissioners in response to the RFP dated September 22, 2010 related to the development of a comprehensive strategic plan for the Library System of Lancaster County and member libraries.

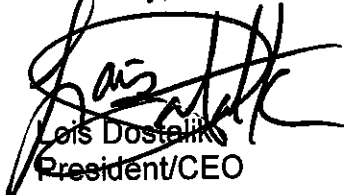
The proposal outlines our qualifications and experience, and most importantly, the specific approach and methodology we would bring to this engagement.

Our proposal includes utilizing strategic planning Best Practices, as well as environmental scanning techniques to garner input from the Library System's key stakeholders.

E4 has significant experience in successfully developing and implementing robust, comprehensive strategic planning processes based on Best Practices. If we have the opportunity to work with the office of the Board of Commissioners on this important initiative, we would propose to finalize the engagement design and deliverables with input from the Library System and other key stakeholders to ensure all needs are met in the most effective and efficient way possible.

Thank you for the opportunity to submit our proposal and we hope to have the chance to discuss it in greater detail with the Review Committee.

Sincerely,



Lois Dostalnik
President/CEO

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Proposal for:

Lancaster County Board of Commissioners

Development of a Comprehensive
Strategic Plan for the Library System of
Lancaster County and Member Libraries

Submitted: October 15, 2010

I. Overview and Qualifications

E4 Exchange, Inc. (E4) is a strategic consultancy located in Lancaster, Pennsylvania. The firm works with non-profit, for-profit, and public sector organizations. The firm's areas of focus are strategic planning, governance, strategic alignment, and facilitation, and over the 20 years we have been in business, we have served both regional and national clientele.

In our work with myriad organizations throughout the country, we are recognized for facilitating complex, difficult, and critical issues and identifying short- and long-term priorities for organizational success.

The "E4" in E4 Exchange, Inc. stands for "energize, elevate, execute and excel." We take great pride in the fact that our clients believe we deliver on this commitment.

Lois Dostalick, President/CEO has owned the company since its inception 20 years ago and will be the lead consultant on this engagement for the Library System of Lancaster County culminating in the development of a 5-year strategic plan for the Library System and member libraries.

Lois has worked with organizations ranging from 55,000 employees to less than 100 on a variety of efforts ranging from short-term consulting assistance to long-term relationships with clients spanning years.

She works with organizations in moving beyond goal setting to posturing for long-term growth and competitive advantage. Lois was instrumental in developing two nationally recognized governance structures for the Pennsylvania Health Care Association and the American Health Care Association, which were seen as groundbreaking in terms of how these organizations are doing business and providing services.



Further results of her varied experience include:

- Conducting scores of strategic planning initiatives for myriad of client types. Lois works with education, non-profits, healthcare, long-term care, insurance, security, manufacturing, and many other industries. In short, her specialty is not a specific market, industry, or sector; her specialty is a depth of strategic expertise.
- Designing numerous governance models for non-profit organizations and institutions that dramatically improved governance, leadership, and decision making; most of these include a strong structural component.
- Is considered especially adept in securing honest, relevant, and valuable feedback from a variety of audiences using various methodologies (focus groups, surveys, etc.) and synthesizing it to assist organizations in posturing themselves for the future.
- Being brought in on a regular basis by clients requiring strategic facilitation skills, dealing with issues that before had not been discussed and addressed in a productive manner.
- Creating an energized, engaging, inclusive environment for strategic planning efforts.

A sampling of clients E4 has worked with can be found at the end of this proposal, along with a list of specific references.

II. E4 Philosophies & Project Understanding

We believe the philosophies we bring to any engagement are extremely important. It is these philosophies, which are based on our consulting experience and original models, that will both drive and guide how the deliverables are executed for the Library System of Lancaster County.

Strategic planning has evolved from an emphasis on planning to an emphasis on environmental scanning, strategic visioning, and strategic thinking. It has become much more of an integrated process. More times than not, what organizations call "strategic plans" are actually business plans or two to three year rolling plans that guide budget allocations. These plans are designed to ensure the completion of activities, rather than to achieve specific outcomes and results.



We emphasize the need to think in terms of strategic thinking, strategy, and strategic positioning. Developing a strategic plan is not the first step; being able to articulate your organization's strategy succinctly and clearly is the starting point.

E4's strategic planning process is designed to ask the right questions in the right order, ensuring that the outcome is the result of innovative thinking, challenging the status quo, and articulating a clear organizational strategy.

We also see governance and particularly structure review as being an important component of this project. Because E4 is committed to the precept that strong foundational philosophy should guide the engagement design, we have included our philosophy regarding the role of structure, a key component of governance as an indicator of the mindset with which we would approach this project.

Interestingly, addressing governance structure many times evokes polar opposite effects on leadership of an entity and the community at large. Leadership has high ownership and consequently can have more of an emotionally charged response, while the community typically don't think about structure or feel its impact in a meaningful way. Given this reality, E4 has learned to be sensitive to the legitimate concerns regarding any recommended structural changes. That is why great care is given to developing the implementation strategies for making such changes. Additionally we bring the following guiding principles to any engagement we undertake that involves structure:

- Structure change should never occur for the sake of change, but rather to enhance the effectiveness of the entity and increase the likelihood of achieving strategic objectives.
- With every suggested structure modification, the impact must be considered and addressed.
- Structure should be viewed in an integrated fashion, along with the other key components of governance (leadership, culture and process).
- Governing documents are the blueprint of structure and accordingly must be reviewed and modified with great care.



Clearly today public libraries are operating in a challenging environment that is characterized by change, great technological advances, an explosive increase in use, and declining funding. Add to that the current economic environment and all but the heartiest of constitution may waver.

The relationship between library use and economic conditions has been discussed for over 100 years. And during that time, librarians have accepted the "Librarians Axiom" that public libraries see tremendous use when the country is experiencing tough economic times. A 2002 study by the American Library Association put statistical evidence to that long-held belief. The challenge is to ensure current conditions are considered, while at the same time ensuring that "snapshot" doesn't cloud the vision of a thorough, far-reaching strategic planning process. Clearly, a balance must be achieved.

We believe that libraries in general and the Library System specifically have a great opportunity to live up to and exceed the great responsibility they carry for the future. This opportunity must be viewed strategically.

Ideas abound regarding the "future of libraries". There are those who believe that with the ease of obtaining information today, learning to take intellectual initiative becomes more important. In their minds, an important role for libraries may be teaching the community how to be more aggressive in finding and using information and in connecting with and leading others in doing so. Others speak of the libraries serving as the "people's R&D department," searching for new methods and tools to make citizens' access faster, easier, and more effective. In that way, the library ensures that public dollars provide the most efficient and effective access to information and that no ideological or economic barriers are imposed in the "transaction".

E4's goal is to ensure that the Library System is focused and moving forward to meet the challenges with the purpose and strength that a meaningful integrated strategic planning process provides. This includes a practical balance of the reality and constraints that may exist at this point in time and the needs of the future.



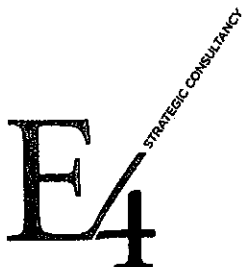
Project Understanding

Based on several conversations with individuals who are familiar with the Library System and with the Lancaster County Public Library Task Force report, E4 has noted that the following learnings must be considered in the design and implementation of the engagement.

1. The strategic planning process must include critical stakeholders including at least one member of the Lancaster County Public Library Task Force, critical staff from the System, System directors, members from the Directors' Council; and a County Commissioner.
2. The Library System appears to be managed from a directive, top-down perspective which can impact results and outcomes in less than desirable ways.
3. The mission appears to be rather broad-based, making it difficult to prioritize, say "no," and/or appropriately resource.
4. It is not clear what the Library System's core competencies and services are or what they should be.
5. There is not a collaborative or productive relationship between the Library System and the 14 member libraries. In fact, the relationship appears to be somewhat antagonistic and territorial.
6. The member libraries' strategic plans are established in isolation and there is no consideration given to ensuring their plans are consistent and/or congruent with the Library System's strategic plan.
7. It must be accepted that public funding for libraries will remain the same or decrease in upcoming years; more important is the need to ensure this reality is incorporated into the planning process.
8. Because there are no formal communication strategies, consistently inconsistent messages, and different message being sent, the Library System and its member libraries are unable to pursue some creative, new funding strategies.
9. While librarians sincerely believe all library-related services should be provided at no cost, this philosophy must be discussed and consideration should be given to charging for select services.

10. The librarians' commitment to the philosophy of free libraries and the criticality and importance of libraries to a democracy, a community, and its citizens can make it challenging for these professionals to: a) consider different organizational structures; b) think in terms of a *business model* for libraries; c) understand that however noble the cause, public funding is not guaranteed, nor should it be; and d) accept that different ideas and constructs must be considered.
11. Several of the member libraries are in dire straits, with legitimate concerns regarding how long they can hold on.
12. It appears the member libraries focus on their particular library, rather than thinking more globally about the full System, i.e., how they can partner with one another to address challenges, etc.
13. Libraries are a part of the PA Department of Education and as such PDE's culture and mindset appear to filter down to the libraries. There are times when this becomes an impediment to creativity, "big picture" thinking, the ability to thinking strategically vs. operationally, and the ability to rethink the "givens." Many times libraries' culture mirror the bureaucratic culture and maintain the status quo mindset found at the Commonwealth level.
15. Funding is critical, but the Lancaster County Public Library Task Force believes that the future of the Library System; the System's structure; library customers' needs and desires; rethinking the mission; providing focus; and bringing a new way of discussing the Library System are what this engagement needs to address.

We believe strongly that the design of an engagement must address the realities of the situation so that they are either addressed or in some cases, minimized. This is where E4's reputation for bringing outstanding facilitation skills to engagements is an asset. When various stakeholders bring strongly held value sets, beliefs, and agendas it is important that the appropriate facilitation skills are used to help stakeholders listen, be respectful, and acknowledge other perspectives.



Based on the learnings listed, the Task Force report, and our experience, E4 has designed the engagement to address the following realities and considerations.

1. Most of the staffs of the member libraries are territorial.
2. The Library System, to the extent possible, must participate as an **equal** team member.
3. If the member libraries are not part of the planning process, it will not be effective in the long run.
4. Redefining the relationship between the Library System and the member libraries is critical if the engagement outcomes are to be successfully implemented.
5. It is important that the Boards of the member libraries understand the process; how the member libraries will be involved; how decisions will be approved and communicated; and what outcomes will result.
6. Communications is critical, so messaging and communiqués need to be handled by the consultant.
7. A set of "realities" must be developed that will guide the discussion and decisions throughout the planning process.
8. There must be an agreed upon process as to how differences and difficult issues will be discussed.

III. Methodology and Approach: A Community Process

In developing the Library System's strategic plan, E4 is committed to using a stakeholder-oriented process that is both inclusive and reflective of strategic planning best practices.

To that end, we have developed six specific criteria that serve as the foundation for this strategic planning process:

1. Be inclusive
2. Incorporate the appropriate stakeholders throughout the process
3. Ensure the process is one of *listening*, soliciting input and ideas
4. Design a process that revolves around collaboration and teamwork
5. Provide direction ensuring the use of strategic planning best practices
6. Difficult issues will be discussed and addressed rather than working around them

The member libraries will be an integral part of the planning process. While the Member Agreement stipulates their involvement, our design would include substantial involvement regardless, as they are a critical stakeholder in the process, and the effectiveness of any outcomes depend upon their participation and active, positive involvement.

E4's proposed engagement revolves around the following major components:

- Conduct Library System review.
- Select a variety of reach out methodologies to incorporate critical stakeholder input and feedback into the process and strategic plan.
- Conduct an abbreviated environmental scanning process to incorporate trends and new strategies for libraries of the 21st Century.
- Review the System's structure.
- Work with a strategic planning task force to develop a strategic plan.
- Review the System's governance.
- Prepare a final list of "E4 Observations & Recommendations" for Board Consideration.



E4 will partner with The Melior Group, a full-service market research firm based in Philadelphia, to design and implement a comprehensive telephone survey program as part of obtaining stakeholder input. The Melior Group has worked with The Philadelphia Library; has done considerable survey work with Fulton Bank; and recently worked with the Lancaster General School of Nursing and Health Sciences.

Library System Review

1. Interview the System Administrator, Susan Hauer.
2. Interview the Board President, John Havilla.
3. Review Library System budgets, organization charts, Board minutes, planning documents, annual reports, user surveys, website, etc.
4. Review past strategic plans and the related processes. Identify what in the process has served the System well and what has not.
5. Meet with the Lancaster County Public Library Task Force to gain an additional level of detail regarding their work which culminated in the report of September 8, 2010.

Solicit Stakeholder Input & Feedback

Stakeholder input and feedback is critical to any type of strategic planning process, but it is especially important in this engagement because of the lack of trust and teamwork and existing silo mentality between the System and the various member libraries. A significant portion of our engagement will involve gathering input and feedback from the key players.

1. With the help of the System Administrator, Board, and Lancaster County Public Library Task Force finalize the identification of the stakeholders. We are assuming that critical stakeholders will include the County Commissioners, the System Board, System staff, Directors Council, Board Chairs of the 14 member libraries, and users.
2. Conduct a focus group with the System Board of Directors.



3. Design and administer a web-based survey to be completed by the members of the Directors Council.
4. Based on the survey findings, conduct a focus group with the Directors Council.
6. Interview each of the County Commissioners.
7. Conduct a focus group with the System staff.
8. Design and administer a web-based survey to be completed by each Board of the member libraries.
9. Based on the survey findings, conduct a focus group with the Board Chairs of the 14 member libraries.
10. Design and conduct a telephone survey program using random dialing. Geographic distribution will be rural, suburban, and urban.

Four hundred (400) surveys will be conducted as noted below:

- 100 interviews with frequent library users
- 100 interviews with "sometimes" library users
- 100 interviews with infrequent library users
- 100 interviews with individuals who would use the library if it better met their needs

Note: The category of users or interviewees will be reviewed and modified if necessary.

11. Once it is developed, review the draft strategic plan with the System staff, Directors Council, member library Board Chairs, and the original Lancaster County Public Library Task Force to gain their feedback.
12. Once finalized, review the final strategic plan with the Directors Council, as well as the Board Chairs of the member libraries in a group setting.

The various focus groups that will be conducted will enable us to probe more deeply into specific areas, but more importantly it will allow for a more strategic look at the information gathered to this point of the project.

As the focus groups are designed, if the Commissioners prefer, other constituencies can be substituted for those listed. However we believe these represent a critical cross-section of stakeholders.

E4 will provide parameters to assist in the selection of a cross-section of participants for each focus group, ensuring there are various perspectives and a robust conversation.

E4 will develop both a core set of questions asked at each focus group and a select, distinct set of questions for each group. Each focus group will last 1.5 hours and include 15-20 individuals.

E4 assumes the related administrative details associated with scheduling and inviting participants for each focus group will be handled by County staff, however if that is not possible, that function can be incorporated as a modification to this work scope. To ensure strong participation, some of the focus groups should be held in the evening or on a Saturday.

Environmental Scanning Process

The world is experiencing a pace of change previously unprecedented. Understanding the forces of change is an imperative and environmental scanning is a key tool to this understanding. Any organization attempting to succeed in the face of an uncertain future must adjust its strategy as its environment changes.

For effective strategic management, the real need is for leadership to gain a foreknowledge of what is going to happen so that they can properly prepare for it. Exact foreknowledge of specific future events is out of reach, but "strategic issues management" tells us that the pattern of most likely future events is not impossible to detect and interpret. In fact, more often than one would think, significant shifts and changes announce their approach clearly and well in advance. The question is whether they are responded to and/or capitalized on or not.

Scanning can provide early warning signals for the organization related to emerging issues, threats, and opportunities. Scanning helps organizations develop and modify strategy to meet changing external circumstances, thereby helping the organization succeed. Scanning can help shape the internal structure of the organization and sensitize managers to the needs and



benefits of adaptive strategies. In short, environmental scanning helps the organization adapt its behavior to the changing reality of the external world by increasing its responsiveness and improving the adaptability of its decision-making systems.

If done well, environmental scanning processes assist organizations in creating their future versus responding to the current environment which forever keeps them in the now, rather than setting themselves apart to succeed.

Our process is to review as many varied sources as possible. Environmental scanning is about different perspectives, various opinions, and different mindsets. So to the extent possible based on time and budgetary constraints, we have incorporated this into our design.

The various scanning methodologies we will use include: interviews, a review of publications and articles from "think tank" organizations and futurists, periodicals, magazines, reports, speeches, pod casts, and websites, etc.

Our scanning process will begin with our understanding of the Library System as outlined in our first component. A critical component of the scanning process is the numerous interviews, focus groups and surveys outlined in component two. From that point, the following will be completed.

1. Analyze the synthesis of the user telephone interviews to determine needs.
2. Conduct a literature search regarding what libraries in the future should/will look like. Due to time and budget constraints, this will be a major element of the scanning process.
3. Conduct two round table discussions to discuss the Library System and member libraries from a community and business perspective. Based on geography, business, and community leaders will be invited to one of the 1.5 hour round table discussions to discuss the needs of business and the community. The impact of the libraries will be discussed along with the role of business and the overall community in supporting the Library System.
4. Interview two to three thought leaders regarding libraries of the future. We will request that stakeholders assist us in selecting these individuals.

5. Based on the outcomes from our outreach efforts and the scan, develop a few "What if Scenarios" for consideration by the System Board and the strategic planning Task Force.
6. Develop a Cross Impact Analysis to determine the impact of the scanning findings on the System's strategic issues, organizational challenges, and its culture.

Review the System's Structure

Based on the Lancaster Public Library Task Force's report, a look at the System's structure is critical. Interestingly, many of E4's strategic planning engagements involve a review of the structure.

We understand the importance of structure and have worked with numerous for- and not-for-profit organizations to redesign their structures. We have worked with scores of organizations that operate within a federation structure; and we are quite familiar with the strengths and shortcomings of this structure.

Our process will involve the following steps.

1. Review the Lancaster Public Library Task Force's research and findings regarding library structures. Based on the existing research, determine whether additional information must be collected and/or further interviews are needed.
2. Develop a White Paper listing the strengths and shortcomings of the Federated Library System and the Consolidated Library System structures.
3. Determine if there are "accepted" library systems used in other states for consideration.
4. Conduct a work session with the Planning Task Force to review our findings and to discuss the options presented for consideration. These options may include a hybrid structure.



Develop a Strategic Plan

E4 believe that the best strategic plan design revolves around a series of discussions that address prioritized issues and questions in a focused, collaborative and disciplined fashion. Consequently, our planning does not involve one or two marathon planning sessions where participants become fatigued and begin to mentally disengage.

Instead, we design a series of 2 – 3 hour meetings that fully engage all of the planning task force members with specific goals and outcomes to be accomplished at each session. These sessions also allow time for the planning participants to think about the conversation and ideas between meetings. Our experience has been there are always changes and shifts as the planning members consider different perspectives.

While it requires more dates on the calendar, without exception our clients tell us this design is far more productive and engaging. Based on schedules, E4 can conduct these sessions in early morning, evenings and on weekends as needed.

It is during the strategic planning process that E4 will synthesize its various inputs, findings, and research to specifically address two Task Force recommendations:

- a. Determine whether the current facility occupied by the Library System is appropriate and/or whether other options are available, specifically in the county of Lancaster offices at 150 North Queen Street.
- b. Determine whether the Administrator of the Library System of Lancaster County should remain an employee of the System and be accountable to the System Board, or should become a County employee accountable to the County Commissioners.

Deliverables related to the development of a strategic plan will be as follows.

1. Select the members of the Planning Task Force, ensuring it includes a good cross-section of individuals. These individuals will not be solely selected based on position; criteria will be established regarding expectations and necessary behaviors (e.g., the ability to listen, etc.). The Planning Task Force will be organized early in the process, so information can be shared with them throughout the outreach and scanning components of the engagement.



2. Assimilate all the inputs from the various outreach efforts and share critical outcomes with the Planning Task Force. This will be done during a 3-hour introductory session with the Planning Task Force to outline the planning process; review critical outcomes of the scanning process; and review the following three White Papers which E4 will prepare: a) "Realities to Acknowledge"; b) "Issues Requiring Attention"; and c) "Strategic Issues to Consider."
3. Conduct a planning session with the Planning Task Force to discuss the System's mission, vision, and core purpose. Determine whether revisions and refinements are needed based on the changing landscape and positioning the library for success in an environment with funding challenges and an understanding of 21st century expectations and realities. This is a critical conversation and the outcomes will serve as the foundation for the planning process.
4. Conduct a planning session with the Planning Task Force to discuss E4's findings and recommendations for consideration regarding the location of the current facility and possible options, and discussion regarding to whom the Library Administrator should report.
5. Conduct a planning session with the Planning Task Force to develop draft strategic focus areas and strategic priorities. Based on this work session, E4 will begin to frame a draft strategic plan.
6. Conduct a planning session with the Planning Task Force to come to agreement on the final strategic focus areas and strategic priorities, and frame the discussion to develop success indicators.
7. Conduct a planning session with the Planning Task Force to finalize the success indicators. While this is the final component of the planning process, it is one of the most important, second only to the visioning process. It is the success indicators (i.e., performance measurements and results) that the Board will be holding the Administrator and the staff accountable to achieving.



It is difficult to develop appropriate and solid success indicators for three reasons:

- a. The success indicators are what indicate how the Board will define success; and success can be defined in very different ways. This process is where the Planning Task Force really determines what will be different, changed, solved and better.
 - b. Success indicators must be about results and outcomes, not about completed projects, tasks and initiatives.
 - c. Success indicators must be measurable.
8. Develop the final Strategic Plan in a user-friendly format that can be easily read and understood by the Library System's various constituencies. The Plan should serve as a strategic tool and consequently must be practical and manageable in both content and design, with focus, clarity, and brevity being the hallmarks.
 9. Conduct a final session with the Planning Task Force to formally accept the plan. Will also discuss how to close out the process, ensuring there is appropriate conversations with the stakeholders.
 10. Present the Strategic Plan to the Lancaster County Commissioners.

Note: This planning process will involve 8 meetings and 17 hours from the Task Force members during a four month process. This averages two, 2-hr sessions each month.

Definitions:

E4 uses the following terms and thought definitions may be helpful to the Review Committee.

Strategic Focus Area (SFA): An over-arching area on which an organization or entity plans to focus. SFAs may be accomplished within the Strategic Plan's 5-year timeframe or it may require more time to fully complete.

Strategic priority: These further define and fine-tune exactly what issue, area or initiative will be addressed as part of the Strategic Focus Area. There are typically several strategic priorities for each Strategic Focus Area, and all strategic priorities must be accomplished within the Plan's 5-year timeframe.

Success indicators: These are the Strategic Plan's performance measurement and ensure accountability for execution of the Strategic Plan.

Review the System's Governance

We understand that the Lancaster County Public Library Task Force has already recommended at least one governance change that is being put in place (i.e., reconfiguring the Board). However, at the conclusion of the engagement, we will submit a memo outlining our observations and if appropriate, our recommendations for additional governance considerations and modifications.

We are including this component in our engagement because more times than not, governance issues are a factor in less than excellent outputs and outcomes. In addition, weak or counter-productive governance can negatively impact an organization's ability to develop an excellent strategic plan and/or its ability to successfully execute it.

In addition, as structure is reviewed and the strategic plan is developed, it may become evident that governance changes are indeed needed to establish a library system that is capable of dealing with current challenges and is able to reinvent itself if necessary to succeed in its mission.

E4 Observations & Recommendations

One of the deliverables that E4 routinely provides at the close of engagements of this scope and magnitude is a memo outlining our observations and recommendations for consideration by staff leadership and the Board.

Certainly the comments include areas that were reviewed as part of the engagement, but many times it includes areas and general observations outside the context of the initiative.

Clients have told us that this honest, unencumbered viewpoint is one of the most useful deliverables we provide. And all believe it is an excellent way to bring closure to the engagement.



IV. Timetable

E4 is prepared to begin this engagement immediately upon approval of our proposal, with delivery of the completed 5-year Strategic Plan to the County Commissioners by March 25, 2011.

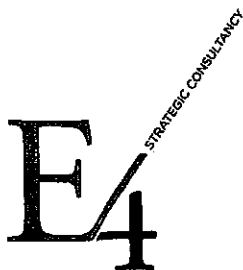
V. Roles and Responsibilities

E4 will provide all design, facilitation, and consulting services as described on the previous pages, and will provide the final strategic plan in electronic format. The Office of the Lancaster County Commissioners is responsible for mass production of copies of the final Strategic Plan. The Office is also assumed responsible for administrative coordination of focus groups, and community and business round table meetings. If this is not the case, a work scope modification may be made upon your request.

VI. Fee and Expense Structure

The fee for this engagement is \$54,700 and reflects our understanding of both time and budgetary constraints. This fee includes the listed engagement deliverables and activities, and all associated consulting and facilitation services. It does not include expenses such as travel, materials, copies, phone charges, etc. which will be invoiced in addition to the consulting fee. For planning purposes, expenses, which will be billed at face value (i.e., no mark-up), are not anticipated to exceed 7% of the engagement fee.

Our philosophy is to design an engagement to comprehensively address the prospective client's needs. Should budget constraints be such that the engagement fee exceeds the resources, E4 will review and adjust the scope accordingly if requested. The first area that would most likely be reviewed for a reduction in scope is the user survey process.



VII. Representative Clients & References

E4 has conducted scores of strategic planning processes. The representative listing of clients below all had unique, demanding, sophisticated challenges, as have the majority of organizations with which we have worked. In every case, E4 successfully navigated working with Executive Staffs, Boards, and various constituencies; addressed critical issues that were important to the organizations' success including those related to structure; and identified strategic focus areas and strategic priorities that set a clear course. On the following page are additional specific references.

- American Health Care Association
- Benchmark Construction Company, Inc.
- Brethren Village
- City of Lancaster, Pennsylvania
- Conestoga School District
- James Street Improvement District
- Lancaster Chamber of Business and Industry
- Lancaster County Community Foundation
- Lancaster Family YMCA
- Lancaster Recreation Commission
- Manheim Township Educational Foundation
- Massachusetts Aging Services Association
- Moravian Manor
- North Museum of Science and Natural History
- Pennsylvania Association of REALTORS®
- Pennsylvania College of Art and Design
- Pennsylvania Dutch Convention and Visitors Bureau
- Philadelphia University
- Roanoke City Public Schools
- School District of Lancaster



References

We hope the Review Committee will contact these individuals with regard to their knowledge of our expertise and the direct, inclusive, and honest approach we bring to achieving the goals of our clients.

Mr. Tom Baldrige President & CEO Lancaster Chamber of Business & Industry (717) 397-3531 Ext 140	Strategic planning
Ms. Mary Colleen Heil President Pennsylvania College of Art and Design (717) 396-7833	Strategic planning, focus groups
Mr. Jeff Kenderdine Chief Executive Officer Lancaster Family YMCA (717) 397-7474 Ext 109	Strategic planning, focus groups governance,
Ms. Sue Landes Executive Director Lancaster Recreation Commission (717) 392-2115	Strategic planning, focus groups
Mr. Jim Martin Commissioner Manheim Township (717) 291-4702	Organizational development
Mr. Randy Patterson Director, Economic Development and Neighborhood Revitalization City of Lancaster (717) 291-4760	Strategic planning
Mr. Matt Przywara Chief Financial Officer School District of Lancaster (717) 735-879	Strategic planning

