

monroe  
county  
public library



report submitted by Consensus  
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**Consensus**

"We put the *public* in public policy"

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# monroe county public library



At a pivotal moment in the world of public libraries, when libraries everywhere face massive changes in technology that cause some to question whether they can survive, the Monroe County Public Library held a future search conference. Sixty-four participants worked for 16 hours over three days to identify a future that called forth the energy and enthusiasm of a diverse group of community members. The conference was facilitated by a team from the Kansas City-based nonprofit firm Consensus.

## **About the future search model**

A future search conference isn't about creating a plan. Instead, it is about launching action. Each task at the conference builds on the other, allowing the group to commit to action as we go. A future search is a working conference based on decades of experience in many cultures. There are no speeches, no experts. Instead, a two-and-a-half day future search is a substitute for dozens or even hundreds of meetings. It is based on Marvin Weisbord's theory of involving everybody to improve whole systems. Key components of a future search include:

## **The whole system participates.**

The people in the room are a cross-section of as many interested parties as could be invited. That means more diversity and less hierarchy than is usual in a working meeting, and a chance for each person to be heard and to learn other ways of approaching the task at hand. In the case of the Monroe County conference, the 64 participants included:

- 16 staff members
- A sprinkling of board and Friends members
- 40+ people who reflected eight areas of Monroe County life, including:
  - Arts & Culture
  - Children & Families
  - Civic Engagement
  - Community Well-being
  - Economic Development / Business
  - Education / Life-long Learning
  - Public Sector / Government
  - Technology & Digital Media

**The future is put into historical and global perspective.**

Participants create future scenarios that reflect their greatest hopes for the task at hand. Because of the way the conference is designed, the future scenarios will be put into historical and global perspective. That means thinking globally together before acting locally. This enhances shared understanding and commitment to act.

**People self-manage their work.**

Participants use dialogue rather than problem-solving techniques as the main tool. That means relying on each other for help in doing the tasks and accepting responsibility for their own perceptions and actions.

**It's about common ground.**

It has been said that people spend 90% of their energy working on the 5% of a task on which they disagree. At a future search, the frame of reference is common ground instead of conflict management. This means honoring rather than having to reconcile differences.

**What happened at the conference?**

Each activity is designed to build the action steps the community will take together to answer the question, "What would the best Monroe County Public Library provide five years from now?"

The conference tasks included:

- |          |  |
|----------|--|
| Thursday | Identify milestones and trends over the last decades. Identify patterns and connections that illustrate how we will work together in our community.<br><br>Create a "mind map" of the key factors and trends that are currently having an impact on the Monroe County Public Library. The mind map is the foundation for future action that the group takes together.  |
| Friday   | Identify successes, missed opportunities and areas of needed development. Through this process, people begin making commitments to action.<br><br>Create a scenario describing our preferred future for our community based on how we will work together. By creating the scenario, we identify the systems that must be in place, the key actions that must happen, and the barriers that we must overcome. |
| Saturday | Agree on the common ground around which our action steps will focus. Teams will develop specific steps to initiate action.   |

**About this report**

The future search conference was the first of a three-part project that will end with creation of a detailed five-year strategic plan for Monroe County Public Library. Next, Consensus's survey partner, ETC Institute, will produce a statistically valid survey of Monroe County residents. Then, in October, all library staff members will review the results of the conference and survey, and add detail to the action agenda.

This report is, as much as possible, in the words of participants. It is a complete recounting of what people wrote on giant sheets of butcher paper and on flip charts, and their reporting out to their fellow participants.

day one: thursday,  
may 17, 2012



12:30-1 registration

Participants received name badges with both a number and a letter. The number corresponded to their mixed group, and the letter to their stakeholder group. They started the conference in their mixed groups, working with people from different fields.

1-1:45 welcome, background and introductions

After a welcome from Sara Laughlin, director of the Monroe County Public Library, the Consensus team explained the principles, purpose and agenda of the future search conference.

Before the conference, we asked participants to bring an item that symbolized their connection to the library. They shared their items in their small groups, and each small group selected one person to share his or her item. Here is what people shared:

- “A picture of me working at the library before it was automated.”
- A smart phone connected to the library’s website.
- A C3PO pen, which speaks “6 million” languages.
- An iPad showing the picture of a book her kids just checked out.
- A wallet made out of duct tape that he uses to teach financial literacy to kids in the “It’s your money” program.
- A children’s book, which represents years of going into library. Her son was first to check out book from new library.
- A manuscript. The person is part of children’s author’s book group, and is also writing iPad book.

1:45-3:15 timeline

The purpose of the timeline is to put the history and evolution of the Monroe County Public Library in the broadest context as participants consider what it means to take action. People worked as individuals to add items to timelines labeled Personal, Global and Monroe County Public Library. Here is what they wrote:

Personal	Global	Monroe County Public Library
1960s		
<ul style="list-style-type: none"> <li>• Peace Corps service/Honduras</li> <li>• Political activism</li> <li>• 1967 I was born. Me too</li> <li>• Parents divorced</li> <li>• Big trip to see the country</li> <li>• Civil rights – who can be my friends(s)</li> <li>• Children born</li> <li>• Lake Monroe built</li> <li>• Explosion downtown Richmond</li> <li>• College degree – thinking skills developed</li> <li>• Awareness of political and cultural differences</li> <li>• Morrison Reeve library</li> <li>• Married in 66</li> <li>• Born (good day)</li> </ul>	<ul style="list-style-type: none"> <li>• Cold war</li> <li>• Berlin Wall 1961</li> <li>• The pill</li> <li>• Civil rights movement</li> <li>• Kennedy assassinated</li> <li>• King, Bobby Kennedy</li> <li>• The Beatles</li> <li>• The Rolling Stones</li> <li>• Vietnam War – defined by generation</li> <li>• Kent State</li> <li>• Anti War</li> <li>• Generation gap</li> <li>• Civil rights</li> <li>• Medical changes – worldwide health</li> <li>• Peace Corps</li> <li>• Population growth</li> <li>• Many wars</li> <li>• Political strife</li> </ul>	<ul style="list-style-type: none"> <li>• Charles Hunsberger director 1965-1971</li> <li>• Bob Trinkle director 1971</li> </ul>
1970s		
<ul style="list-style-type: none"> <li>• Started school 1972</li> <li>• Graduated high school and college (3)</li> <li>• Used library for consumer information</li> <li>• Into University – was I a hippie?</li> <li>• Moved to Bloomington for school, stayed forever</li> <li>• Grad school</li> <li>• First job (academia)</li> <li>• First child born</li> <li>• First earth day</li> <li>• Recycling began</li> <li>• Goods Inc.</li> <li>• Moved to area and found MCPL – kids got their first library cards</li> <li>• Ran for Congress</li> <li>• Moved to Bloomington</li> <li>• Married in 72 – still (40 years)</li> </ul>	<ul style="list-style-type: none"> <li>• Draft</li> <li>• 16mm</li> <li>• Vietnam War ends</li> <li>• VHS</li> <li>• Roe versus Wade</li> <li>• Watergate</li> <li>• Nixon</li> <li>• 1971- -seismic political shift in Bloomington</li> <li>• Iran Hostage crisis</li> <li>• More women in the workforce (US)</li> <li>• Cheapish video tech available</li> <li>• First world self realization movement</li> <li>• Strip mines</li> <li>• Changes in family structure</li> <li>• Title X</li> <li>• Population growth</li> <li>• Bloomfield farmer's</li> </ul>	<ul style="list-style-type: none"> <li>• 1970-moved from Carnegie library to 303</li> <li>• Randtreiver subsidiary grants helped pay for building</li> <li>• VITAL began as New Readers in Bloomington</li> <li>• CATS started</li> <li>• Library cards were kept in a drawer</li> <li>• I never had to tell librarian my name to check out books</li> <li>• CLSI automated system</li> <li>• 1974 WTIU started televising public meetings</li> <li>• 16 MM film circulates</li> <li>• First H?? School program</li> </ul>

<ul style="list-style-type: none"> <li>• Peace corps</li> <li>• Grad school</li> <li>• Discovered MCPL</li> <li>• Saw Star Wars the first time</li> </ul>	<p>market</p> <ul style="list-style-type: none"> <li>• IDEA</li> <li>• Punk and reggae invade usa</li> <li>• Civil war Guatemala</li> <li>• Jimmy Carter</li> <li>• Cassette tapes in use</li> <li>• Bicentennial</li> <li>• Star Wars</li> </ul>	
1980s		
<ul style="list-style-type: none"> <li>• Teaching – BCLC Bloomington Montessori collaboration with children's department</li> <li>• Retract from revolution – family (internal)</li> <li>• First car – Camero</li> <li>• Married</li> <li>• Driver's license</li> <li>• Widowed</li> <li>• Switched from academia to industry – required focus change</li> <li>• Kids in middle and high school</li> <li>• Driver's license 1983</li> <li>• College</li> <li>• Had children, used library constantly</li> <li>• County commission</li> <li>• MTV</li> <li>• 1981 – moved to Bloomington, grad school</li> <li>• Learned a bunch of computer languages that are now useless</li> <li>• Moved to Bloomington, US</li> <li>• Children</li> <li>• United Way \$1.2 million goal reached</li> <li>• 1980 – old Carnegie library became MC History Center</li> <li>• Moved to Bloomington</li> <li>• Go to film school in LA</li> <li>• Marriage (2)</li> </ul>	<ul style="list-style-type: none"> <li>• Audio books gain popularity</li> <li>• Ronald Reagan elected president</li> <li>• Parents Music resource center (PMRC)</li> <li>• Political reaction to social changes (US)</li> <li>• Cold War</li> <li>• Iran revolution</li> <li>• Contra War – Nicaragua</li> <li>• Personal computer growing more popular</li> <li>• No more computer punch cards</li> <li>• Population growth</li> <li>• Reagan</li> <li>• Perestroika</li> <li>• Dismantling the Great Society</li> <li>• 1983 PR China opens up</li> <li>• AIDS</li> <li>• Growth of cable television</li> <li>• Working moms, career and family promoted</li> <li>• Many wars</li> <li>• Atari</li> <li>• Apple Macintosh PC</li> <li>• Recession</li> <li>• The Walkman</li> <li>• Manufacturers leave for the developing world</li> <li>• Berlin Wall Comes Down</li> <li>• Compact discs</li> <li>• PCB incinerator averted</li> <li>• President Reagan shot</li> </ul>	<ul style="list-style-type: none"> <li>• PCB file</li> <li>• Growth policies plan – importance of library downtown</li> <li>• Stop circulating 16 mm film</li> <li>• Jail library service started</li> <li>• Late 80s, home access to MCPL catalogue through modem?</li> </ul>

<ul style="list-style-type: none"> <li>• Began working at MCPL</li> <li>• Grad, high school</li> </ul>	<ul style="list-style-type: none"> <li>• Pope John Paul shot</li> <li>• 1986 Challenger Shuttle tragedy</li> <li>• Nuclear freeze movement</li> <li>• “We are the world”</li> <li>• Voice Mail</li> <li>• Me Generation</li> </ul>	
1990s		
<ul style="list-style-type: none"> <li>• Arrived</li> <li>• Began teaching career</li> <li>• Focused on major volunteer projects</li> <li>• Children</li> <li>• Grad from IU</li> <li>• Irish Lion – grad school</li> <li>• 1991 – moved to Bloomington</li> <li>• Got PhD</li> <li>• Graduated high school and college</li> <li>• Educational trend – interdisciplinary teamwork</li> <li>• Made babies, started using children’s library (me too)(me too)</li> <li>• Started B.A.B.S.</li> <li>• Began working at MCPL</li> <li>• Moved back to Bloomington</li> <li>• Used the library for email, travel, books, taxes and resume</li> <li>• Met playgroup at library every week</li> <li>• IU started putting information on computer but I can’t access it</li> <li>• Worked as human rights accompanier in Guatemala</li> <li>• Joined book club</li> <li>• Moved to Monroe County</li> <li>• Moved to Santa Claus Indiana</li> <li>• Used school library to program a version of a book I wrote called the</li> </ul>	<ul style="list-style-type: none"> <li>• The Internet – Worldwide web</li> <li>• ADA</li> <li>• Grunge music/alt rock</li> <li>• Growing gay pride/mainstream acceptance</li> <li>• New World Order, without USSR</li> <li>• Clinton years – feeling of unlimited consumerism</li> <li>• Population growth</li> <li>• Tree huggers are out</li> <li>• Many wars</li> <li>• Apartheid</li> <li>• Fall of the Berlin Wall – 1989</li> <li>• Community Foundation Movement begins in earnest thanks to Endowment</li> <li>• Yugoslavia ex or implodes</li> <li>• MP3s</li> <li>• NAFTA</li> <li>• Reduce, reuse, recycle</li> <li>• Russian not dealing well with freedom, some want Stalin back</li> <li>• Haley’s comet</li> <li>• Dave Bucove</li> <li>• Glasnost and Perestroika</li> <li>• Presidential impeachment hearing and trial</li> <li>• Cell phones</li> <li>• Farmer’s Market – Showeis Plaza</li> </ul>	<ul style="list-style-type: none"> <li>• 1995- MCLP focus groups to determine location</li> <li>• Dave Bucove 1995-2001?</li> <li>• 1990 New Ellettsville Branch opens</li> <li>• MCPL website</li> <li>• Meadows family genealogy</li> <li>• VITAL quiz bowl opens</li> <li>• 1997 moved into addition</li> <li>• 1990s Sunny, Lon and Snowdrop (Bears)</li> <li>• Discussion about library moving- remaining city center representing cultural richness of Monroe County</li> <li>• Internet at MCPL</li> <li>• J &amp; B on the Rox – CATS</li> <li>• Innovative interfaces – new ILS</li> <li>• HoosierNet opens office at MCPL</li> <li>• “Learn and play space” opens in “new” library</li> <li>• MCPL focus groups to determine location</li> <li>• Library board considers banning books</li> <li>• Wi-Fi at MCPL</li> <li>• Open access to DVD</li> <li>• Homework help</li> </ul>

<p>Death Touch</p> <ul style="list-style-type: none"> <li>• 6 visits to Russia 1992-1996- it changed every six months</li> <li>• Co-produced EYES TV show for 5 years on CATS</li> <li>• Born and raised in library, XDi</li> </ul>		
2000s		
<ul style="list-style-type: none"> <li>• Advocacy for Spanish-speaking immigrants</li> <li>• School</li> <li>• Moved to Indianapolis</li> <li>• Toured the world in rock band</li> <li>• Moved into politics</li> <li>• Remixed Superbowl video on cats</li> <li>• extensive travel opportunities – intellectual stimulation</li> <li>• My son born</li> <li>• Used library for youth programs, summer reading program and simply pleasure</li> <li>• Relocated to Bloomington</li> <li>• Moved to Bloomington</li> <li>• My daughter born</li> <li>• Moved to Bloomington</li> <li>• Got an iPhone (me too)</li> </ul>	<ul style="list-style-type: none"> <li>• More internet</li> <li>• No child left behind</li> <li>• Big tech crash</li> <li>• Irrational exuberance</li> <li>• Global warming/sustainability awareness</li> <li>• Vinyl resurgence</li> <li>• New wave of Spanish immigration in Bloomington and country</li> <li>• Bush elected by Supreme Court</li> <li>• Population growth in Bloomington</li> <li>• Education becomes a factor in work life development</li> <li>• Patriot Act</li> <li>• Digital social networks</li> <li>• Ideological shifts- who is “them,” who is “us”</li> <li>• Bobby Knight fired</li> <li>• 2007-8 Great recession – US leaders did not act with awareness of global economy and connectedness</li> <li>• War on Terror</li> <li>• iPhone</li> <li>• eReaders</li> <li>• Nintendo Wii</li> <li>• MP3 players</li> <li>• Texting</li> <li>• Facebook</li> <li>• Tea Party</li> <li>• iPad</li> <li>• Green is in</li> </ul>	<ul style="list-style-type: none"> <li>• S.A.M. Polaris</li> <li>• MCPL helps to organize Bloomington Lifelong Learning Coalition</li> <li>• Van service</li> <li>• TPS public hearing before ? Charter, the Project School, first curriculum summit</li> <li>• Permanent friends bookstore opens</li> <li>• Library capital project created</li> <li>• 2006- Library opens BEAD</li> <li>• 2006 HoosierNet ceases operation</li> <li>• Ended video and audio cassettes</li> <li>• Viewing room closed</li> <li>• Winter reading program for teens and adults</li> <li>• Collaboration with Latino community to establish Spanish collection – library process</li> </ul>

	<ul style="list-style-type: none"> <li>• 9/11</li> <li>• p2p music sharing /DL</li> <li>• War</li> </ul>	
2010s		
<ul style="list-style-type: none"> <li>• 9/11</li> <li>• High school</li> <li>• Moved to Bloomington</li> <li>• Succeeded in borrowing eBooks from library on Nook</li> <li>• Greatest mothers day ever</li> <li>• Facebook</li> <li>• Moved to Bloomington</li> <li>• Recorded with Jack Watie</li> <li>• Explored other libraries</li> <li>• Retired and went back to working at history center</li> <li>• Got an iPod as a bd gift</li> </ul>	<ul style="list-style-type: none"> <li>• Even more internet</li> <li>• iPad introduced</li> <li>• 9/11</li> <li>• Recession</li> <li>• Occupy and protest movement</li> <li>• Tea party</li> <li>• Global climate change continues</li> <li>• Population growth</li> <li>• Many wars</li> <li>• Nook and Kindle</li> <li>• Afghanistan</li> <li>• Castro retired</li> <li>• Digital divide widening</li> <li>• Citizens united</li> <li>• Kids more focus on texting and tweeting</li> </ul>	<ul style="list-style-type: none"> <li>• BPS flash mob</li> <li>• New colorful carpet in children's department</li> <li>• New MCPL website</li> <li>• County Council approves \$1.8 bonds and averts service reduction</li> <li>• Started MCPL library blogs for public</li> <li>• Increased issues with homeless</li> <li>• New behavioral rules</li> <li>• Collaboration possible – global issues community programs, children, language and world</li> <li>• Challenges and opportunities of technology</li> </ul>

Participants worked in self-managed small groups to tell the story of the timeline.

### personal timeline

Groups #1 and 2 used the personal timeline to tell a story about the experiences people bring into this future search. They put the main points on a flip chart and then reported out to the large group. Here are their stories:

#### Group 1

- Title: "Passages"
- Trends in birth, graduations from high school and college
- Divorces, widows, also notes some 40-year marriages. Yeah!
- Parenting, children & children's children still using the library.
- People moving away and returning to Bloomington.
- CATS: volunteering
- Volunteering at the library as well as in the community
- Education: study @ the library.
- We are a community of immigrants, who learn English at the library. When we go through job changes, we go to the library. Immigrants from other parts of the country come to the library.

- All this made them think about social capital and the social role of the library. It's an organization that facilitates transition.
- Moving into technology: 1<sup>st</sup> e-reader, iPhone
- Exploring the world and bringing back experiences
- Growth of our city. How do we maintain or make better the things that draw people here?
- Passages: All are experiencing many of the same things only at different times. People are born, go to school, travel, have kids and volunteer in every decade.
- Change in lifestyle, culturally and technologically
- First Earth Day & recycling

## Group 2

Across all decades:

- Moved to Bloomington
- Marriage
- Kids – kids grow up
- Indiana University / MCPL
- Careers
- Travel

1960s: political and social activist; community and global awareness

1970s: continuing community connections

1980s: Music! Movies!

1990s: “born in the library”

2000-2010s: Email communications; social networks; emerging technologies integrated

- The city and county is a community of immigrants, including educational immigrants, who came to retire or for school and stayed forever
- Themes of circles and round things – loop that repeats every decade. People come to town, discover library, find mates, get babies, retire.
- The library is a hub, but while it is ever at the center, it is never in the same place. The Library is ever changing, as we are.

## global timeline

Groups 3 and 4 used the global timeline to tell a story about how the world has changed in the recent past.

## Group 3

Technology

- Nightly news and newspapers in '60s & '70s. Shared experience. Transistor radio only mobile device.
- Cable TV, personal computers, video games, Walkman, VHS, compact discs – 1980s.
- Internet, email, mobile phones – 1990s

- Social networks, self-publishing on web, e-reading

#### Social change

- Decline of two-parent families
- Environmental awareness increases
- Population growth
- Online communities

#### What it means

- Through span of time, technology widens and so does technology gap
- 1960s and 70s transistor radios, to the Walkman and cable TV, the whole time, the library is trying to keep up.
- We move into internet email social networks, and there is greater global awareness, more chance to communicate with people across the world.
- We are able to choose what information you want to get – get multiple “sides.”
- Library fits into all of that. We have the opportunity to use technology to connect us in a better way.

#### Group 4

- Media is book-based in the ‘60s and transforms to tech-based, digital-based now. As this shift happens, there is also a change in our economic paradigm moving from a manufacturing base to a knowledge-based economy. World becomes smaller and more interdependent with technology. Rise of Russia and eastern Europe and then China and Japan and Asia as global competitors. Oil becomes higher in demand, more scarce as a resource. Minority and women’s voices rise – technology empowers us and enables us to demand more. Internet makes more connections, broadens community.
- Changes in media – from physical print materials to digital
- Changes in economic from place based manufacturing to global
- Changes in tech – connect us but concerns about isolating us from one another
- Changes in political front – cold war to countries with ability to wipe out planet
- Changes in civil rights movement – facilitated by technology
- What means to library
  - 1. Library service as way to provide access to info and technology. People who can’t afford iPads. Role there.
  - 2. Great benefit from technology – vast amount of info. Library needs to play a role in helping people filter through information, evaluate

## monroe county public library timeline

Groups 5 and 6 used the library's timeline to tell a story about what's been happening since the 1960s.

### Group 5

- Story of recognizing, responding and managing change
- Evolution of change and response to people
- 1960s – expansion and constant change in space
- 1980s explosion of technology – HoosierNet, things coming in, decided library belonged to downtown, responsiveness to tech and people
- 2000s – new set of tech came in, AV and VHS stopped, children's books were online, second wave of technology
- Library uses what is new to serve clientele
- Responsive to Latino community
- Management destabilization
- 2010 – management stabilizes, tech has power to destabilize unlike before
- New types of funding, balance of public use and public behavior policy

### Group 6

- Adapting to technology gets more challenging as tech changes
- Expanding outreach to serve community, new collaborations every decade.
- Library as representation of community and lightning rod of what is happening in the community.
  - 1960s: Expansion / Outreach
    - City & county
  - 1970s: New spaces and new technologies
  - 1980s: Community info repository. (PCBs – growth plan.)
    - Outreach expansion.
    - Technology changes (media).
  - 1990s: Turning point.
    - Values (censorship)
    - Downtown location debated
  - 2000s: Challenge of capital project fund
  - 2010s: Challenge of technology
    - Lightning rod – social issues in the community
- Every decade – different, changing technology and increased outreach
- Issues today – fiscal responsibility, creative financing, homelessness, smoking bans – library is focal point.

## connections among the three timelines

Groups 7 and 8 used all the timelines to tell a story about the connections among them over the last five decades.

### Group 7

- We did 1960s through 1980s.
- Technology changes.
- Personal changes – like regular life cycles, happens over and over again.
- In spite of cycles, also saw a trend in awareness and activism – “during this time our sense of community was redefined”.
- Sense of home redefined – divorce
  - Redefined by community.
- Library has kept up with challenges or stayed just behind changes.
- Technology – did it drive the change? Yes and was also result of change.
- Growth of personal technology in 1980s was isolating trend but also a growing sense of world citizenship – tug of war factors.
- Library is in a desperate race to keep up with technology.
- Library also made decisions – building of film rooms etc. – were obsolete right away.
- Also kept up with social activism trends – PCB files, growth files, kept up.
- Go from relying on experts to relying on everyone contributing to conversation.

### Group 8

- Library has responded to changes well
  - Examples of programs and outreach
- Leader in digital public libraries
- Dealing with disruptive technologies
  - With eBooks, will there be paper books in 10 years?
- Changes in economy – changed way library thinks about what it does
  - We have less money, demand to buy services
  - Taxing the library resources as demand increases
  - Library workers say you see different types of people come in as economy worsens
- Globalization – population has changed – services to Asian students at the university – changes in services and nature of the collection
- Personal timeline – people’s use patterns have changed greatly since 1990s – the library is trying to accommodate changes

## large group discussion

After hearing from the small groups, the large group reflected on what it had heard. Observations included:

- Really didn't learn anything new – tech changes was a theme in all.
- Library has continued to change, whether serving people or technology.
- Two questions. Who does library compete with? People can get info from other sources. What is library's territory? Has to be some focus on local information. Competition for delivering info is global.
- Info comes from many directions now – who vets that info and helps us to understand what is true and not true?
- Physical location of library is key to what it means to community – can't imagine Bloomington without a library.
- Library serves as a major gathering place.
- Beyond what it does, the library IS something.
- Studies shows that as people are physically farther from library, they use the library less.
- Technology changes in 1960-1980s were seen as positive, and now technology changes are seen as disruptive.
- Library is place for people to come together around problems – in past place to repository of knowledge – now people coming together to construct responses to huge changes.
- Sharing – it all kind of comes down to sharing.
- Maybe too much info on knowledge – library also has a lot to do with entertainment. Recognizing this role is important. Music is not included in information but it's an important part of the library.

3:20-3:35 break

3:35-4:55 mind map of present trends

The purpose of the mind map is to create a context for decision-making about the Monroe County Public Library that is as broad and relevant as possible.

Prior to the conference, participants received information about the library that included:

- The report of the library's Futures Committee, which considered trends in library services and their implication for the Monroe County Public Library.
- A report on how the library stacks up against similar libraries regionally and nationally, produced for Consensus by Tom Hennen, author of the HAPLR Index.
- Data on demographic trends in Monroe County.

Consensus invited people to draw from that information as well as from their own knowledge of the community and social, economic and technological trends.

### **Large group brainstorms trends**

The group turned its attention to a large piece of butcher paper with a circle at the center that said “Monroe County Public Library in 5 years.” We asked group members to suggest trends that should be considered during planning, with trends defined as situations that have movement, from more to less, greater to smaller, etc.

The person who named a trend decided its physical location on the mind map, including whether it received a new line radiating from the center or was a branch of an existing trend. After listing trends as a large group, each individual had the chance to use six sticky dots to vote on the trends he or she considered most significant. Each of the eight stakeholder groups had a different color of dot, so people could tell which groups felt most strongly about which trends.

The following shows the trends and the votes that they received. Trends or clusters of trends that received eight or more votes are underlined. Participants identified and agreed on the clusters.

#### More demand for civil dialogue – [related to use of space] (37 for all)

- Increased need for study / performing / work space
- More need for play space
- More need for library as Third Place
- More need for meeting space
- Increased diversity of expectations for the space
- And other space-related issues included
  - Pressure for parking (2)
  - More need for space for institutional child care (4)

#### Increased need for digital literacy services (24)

- Increase in digital media in work (0)

#### Decreased library funding (21)

- Increased funding for library technology (20)
- Increased need for free access (10)
- Decreased funding for school libraries
- Increased competition among nonprofits for the same pot of money (2)
- Increase in young people saddled with debt (0)

#### More diversity (17 for the cluster of trends)

- More languages spoken
- More undocumented children

- More Hispanic immigration

Increased demand for educated workforce (17 for this cluster of topics)

- Higher cost of education
- More differentiation in the way we educate people
- More demand for continuing education
- Increased cost of higher education

Increase in population with disabilities (12)

- More children with ADHD (1)

Increased role of librarians as curators (15)

Increase in family-friendly places (9)

- Decrease in tolerance for kids (0)

More challenges to profession of librarianship (8)

More user-generated entertainment content (8)

Increased used of personal mobile technology (6)

- More corporate control of content (4)
- More information not owned
- More cloud-based media (9)
- Increased understanding of personal environmental impact
- Increased distrust of digital media (1)
- Decreased use of books for homework
- Decreased use of textbooks (1)
- Increased flexibility in where we work (3)
- Increased disintermediated access to information (1)

Other trends connected to “more diversity”...

- Increase in LGBT parents (1)
- Increased need for the library to represent the reality of America (2)
- More censorship (0)
- More need for experiences that bridge groups (2)

Increased density downtown (3)

- Increased pace of change, like building, in the physical environment (1)
- Increased arts downtown (1)
- More walking and cycling (3)
- More residential south and west of Bloomington (3)

More interest in sustainability (7)

More options for educating children (2)

Decrease in big-box stores (0)

Increase in aging population (5)

- Bloomington is retirement destination (3)

Increased reputation of Bloomington in terms of innovation, particularly with life sciences and technology. (6)

More need for information on healthy living (1)

More people changing jobs (6)

- Decreased tenure at the job (0)

More need for physical and data security (3)

More people come to Bloomington for services (0)

- Increase in Bloomington as a regional employment center (2)

Increased visibility of homeless (7)

Increased confidence in Google (3)

- Decreased ability to analyze information (7)
- User-generated nonfiction content (5)

More need for personalized service (3)

Increased need for emergency services (1)

More networking (No one group does it alone) (3)

More need for financial literacy services (6)

Decrease in privacy (1)

More children in Monroe County in poverty (7)

- Increase in kids without two parents (1)
  - Challenges to early literacy (2)

Increase in women breadwinners (0)

day two: friday,  
may 18, 2012



8:30-10:30 group reviews mind-map trends

After volunteers identified clusters of trends with the most dots, they divided into small groups, this time with people from similar fields or areas of interest. We asked each stakeholder group to identify the three to five trends that are of greatest concern to their group and to draw their own mind map showing how they trends are related. Then, we asked them to answer two questions: What are you doing right now to anticipate or respond to these trends? and, What new actions do you want to take in the future?

Each group reported out to the large group, and posted their flip charts on the wall.

group a: arts & culture

#### **Report out**

The four areas they focused on were money, critical thinking, investment in the community and workforce development.

Investment. Two people in the group working with high schools. Talked about what we're doing now. With local content and access, we are forging connections with groups in the community.

Interchanging of money. There is support for local artists. The library supports it and part of the process is to decide who to put on the list. "We chose an organization, and we did it for xyz reason." Lot of connections.

What to do next. Continuous dialogue between library and the community working to create a total type of job so people can do it themselves. Managing connections for two groups to get together for a trading post of resources. Promoting the library itself.

#### **Flip charts**

Center = Keywords: community, cultural stuff, partnering, funding/support

- Critical thinking
  - Evaluation skills
  - "Curators," shapers, selectors, self-publishers – libraries ↔ patron (arrows reflect negotiation)
- "Community" → library \$
  - Digital infrastructure: show its importance; fun; relevance; impact
- NOW
  - 1) cultural investment
  - 2) MCPL ↔ community

- 3) time, \$, thought
- Workforce development
  - Tech center
  - Early childhood education / workforce
  - Vision – innovation
- Invest in community #
  - \$
  - Attention on local content
  - Library → community outlet
  - Two-way investment. Our piece of this: local arts, cultural history & innovation.
  - Investment: \$, time, thought

## group b: children and families

### Report out

Meeting spaces and public spaces got the greatest number of votes from our group. We saw the library as common space – one of the last places where people can come together for dialogue. For children and families, security and comfort would be an issue to address.

Immigrant communities: Form new partnerships and strengthen what we already have.

Literacy: two directions – interacting with focus on poverty. 1. Literacy for children and 2. People changing jobs or taking two jobs.

Library isn't doing well on coordinating programming. Need to provide child care opportunity. Also felt the learning play space for children birth to age 7, saw that as very effective, people from all walks of life can come together – could we not expand that for school-age children and for teens and reach some of these harder-to-get ages? Want to create what we're hoping is a kind of sandbox area where partly it's led, but also where kids can come together and collaborate with their peers and older people.

We thought of moving from the grocery store model to the kitchen model where you create stuff.

Parking – that's the number one complaint. Also, auditorium space, and that younger people can't reserve meeting space until 18 years of age.

### Flip charts

Center – Family & children

- The Commons: public commonality all walks of life come together to share
- “Coming Together” Meeting & play space (various ages)
  - Security
  - Comfort
  - Perception
  - PARKING
- “Poverty & Internationals” Institutional partnerships to form connections.
- Actions:

- Children's space for school age/ teen
- Contained safe space for education, instructor led and free time learning space. (Collaborate & create.)
- Digital literacy
  - Parenting & job training
  - Children's programming to coincide at same time
  - Education
  - Access

## group c: civic engagement

### Report out

We looked at the trends we thought were important and how the library operates. It seemed to us that the library of the future would be a convener of other agencies, and that its focus would be on providing local information. We thought about that role relative to the important trends we identified, like seniors and aging – health care. We saw the role of convener: engaging other agencies that provide health care services, and the library as portal to info about those other agencies. Also could be events-driven. Library as virtual and physical space for personal and community problem-solving, so it could have events like health care day where people could provide info about agency services.

Also thought about the library related to workforce development and education. Saw digital literacy subsumed under heading of workforce development. Library could operate as convener – bringing agencies in on ways you can get post-secondary training, what's available at Ivy Tech – serving as a central location where people who want better job skills can find info they need to do that. Could also be events there.

See library as bringing people together, but also providing direct services, like adult literacy – could provide digital literacy services, as well. Also important – library makes sure that it is prioritizing activities it will be directly involved in.

See library as portal of information and that focus is what will make the library unique. Also – fun!

### Flip chart

Center = Library as center of community information

- Without walls outside and inside
- Convener of local organizations
  - Aging services
  - Workforce development
  - Civic engagement
  - Digital library services
- Local information portal
- Physical & virtual spaces for community and personal problem solving & FUN

## group d: community well-being

### Report out

Major trends: access to technology – getting in and learning how to use these items; increase in need for social services and library services; increase in languages spoken in the area; cost associated with library funding; decrease in physical media.

What we're doing now: We looked at pressure in the system. Free access and technology classes are ongoing. Decreasing the size of the underserved population through our organizations. Interpreting video in many languages. Jail services and bookmobile.

In the future, we're interested in broadening our strategic partnerships within our organizations and with library itself. Bringing technology to the community like providing tech classes to kids in particular. Meeting people where they are rather than having them come to the library. We mentioned going to Walmart, but in hushed tones.

### Flip charts

Center = underserved population & the library. All these factors equal change for the library:

- Access to technology: skills, economics, physical access, assistive technology
  - Working on decreasing the underserved population
  - Promoting financial stability
  - Broaden strategic partnerships
- Increase in number of languages spoken in Monroe County
  - Spanish/English interpreting
  - Phone/Video interpreting
  - 211 spoken in many languages
- Decrease in physical media = increase in digital media. Cost involved → library funding.
- Increases in need for social services → Increase in need for library services
  - Bringing technology training to the community
  - Technology classes for children
  - Meeting people where they are
    - Jail service
    - Bookmobile
    - Outreach service

## group e: economic development / business

### Report out

Looked at how items were interconnected. Funding was the overlying aspect of this, the trunk of our tree. We have a role as curators with access to specialized databases. We don't want to curate the web, but we want to combat the Google-ization. We think it is our role to guide people to the web. Connected to diversity and disabilities – something we have to keep in mind regarding how do we support these populations? Looked at digital and print – things we're doing now and what we'll need to do in the future to help the diverse and disabled populations. Funding – Partnerships, grants and Friends

activities will be important. Digital literacy will be a big part of educated workforce because there are a lot of changes here and nationwide. It will be really different five years from now. Can't have workforce diversity without technology. Computer skills, capacity and training.

How do we create these new skills, get people to think about creating music and video and games, not just for entertainment but as things that will support people in new roles? How do we get new people in the workforce and how do we sustain them?

### **Flip chart page**

The leaves of the tree: Monroe County Educated Workforce New! Sustained!

- Librarians as curators
  - Access to specialized databases
  - Evaluating / guiding
  - Complex resources (combat Googleization)
- Diversity
  - ESL
  - Special collections (digital & print)
- Disabilities
  - Specialized technology
- Technology
  - Computer skills (classes/training)
  - Technology plan infrastructure
- Digital literacy
  - Digital creativity lab

Trunk of the tree: Funding

- Grants
- Taxes / Alternate funding
- Partnerships
- Friends of the library

group f: education / life-long learning

### **Report out**

The needs are changing. Funding is a disaster and the typical response has been to reduce staff. Not a lot of money for these kinds of services. Hope people in Indianapolis (state government) will make better decisions. We need to think creatively about how we can use other resources to help us out.

Big issue is the readiness and access to library services continues to change. The number of people who don't speak English and people with disabilities are increasingly accessing the library and schools. The library is taking action through universal design.

We talked about an employment world that requires ongoing education. You have to keep learning new skills. Impact of laws and now we have inmates coming into

the community. How do we allow the library to be part of educational system? Advocacy – providing space for people to have partnerships with one another, and lobbying, making sure they're providing resources.

We didn't come to consensus: How does the library become a truly educational space? The idea that the library can receive knowledge as well. We talked about diversity yesterday but it's not like this group is diverse. How can we get those voices in the room and have them be part of the services we provide, so we're omnidirectional? We need to continue conversations like this. And what does it mean for the library as a place, physically and virtually, and what kind of access people have so they can become literate and educated?

### **Flip charts**

3-5 trends:

1. Meeting an increasing variety of literacy needs (disabilities, immigrant, poverty, homeless, low socioeconomic, ESL, ex-offenders.)
2. Increasing variety of ways by which people access information (digital divide)
3. Increasing diversity of library customers (potential)
4. Decreased funding

Center: Meeting shifting and changing needs

- Advocacy
  - State-wide lobbying
  - Jail
  - Special issues meetings
  - Partnerships
  - Communication
- Employment
  - Jobs / Resources
  - VITAL
  - \$ literacy
- Bloomington health as a community
- Readiness / Access
  - Targeted outreach
  - Universal design
  - ECR
  - Connection
- \$\$\$
  - Bond
  - Reduce staff hours
  - Friends of the library
  - Alternate community resources

## group g: public sector / government

### Report out

Library funding has been called the black hole. We talked about where library funding comes from, government money and Friends funding. There is an emphasis on taxes, with property tax cuts recently. Hard to have control over taxes, but if we can increase economic growth, we can increase income tax, and that ties into educating the workforce. Also library is committed to free access, but might be some opportunities for fees to businesses, like for meeting rooms.

We are interested in having a digital lab, with a program run by Workforce Development, where people can get their business card designed and connect with someone who is learning how to design business cards. Help people get experience and provide a free service at the same time. Also talked about how this could be an opportunity for staff members. Circulation clerks could teach classes and share knowledge that isn't related to their day jobs.

Space for different activities – so many requests – hard to know how to allocate the spaces people want. Physical; space for library is important for our disabled community and different groups, like people with mental illness, it's a safe place where they're respected and can interact socially. The library is doing well in terms of physical access for the disabled, but there are opportunities to increase understanding of how to interact with different folks. Civic dialogue is also key.

### Flip charts

Center = Library Funding

- $\leftrightarrow$  increased business growth = increased library income from taxes
- Educated workforce  $\leftrightarrow$  staff opportunities to teach; workforce training
- Digital literacy – potential source of income?
- Space for activities – potential rental income?
  - Services related to diversity, the disabled and civil dialogue
  - Space can also support education and business meetings and family and community needs

## group h: technology & digital media

### Report out

Technology funding is a need, not something we're getting. Increasing mobile media. Library funding goes toward operating costs. Regarding bandwidth, public computers get used, and people use wireless with their own computers. Public computers are fine, but wireless usage is not. What are people using the internet for when they come in? The amount of usage has been going up, but it's possible that just one or two users are using it a lot. How do we assure everyone has access? How much bandwidth is being used? Looking into ways we can poll how much is being used by individuals.

Digital literacy – in context of the focus of the library. The term library is about books, but more abstractly, books represent information. Literacy goes two ways. It's not just reading, it's producing and creating information. We talked about search technology,

and people getting access to technology they can use to create. CATS is a learning space. Digital literacy is an issue we've already started looking into about what kind of digital media could the library produce.

Library as curator is biggest for me. It's curating books versus curating content on the internet. We don't want to be a censor or to say this is the truth or this is not the truth. Some curatorship is automatic, like bestseller lists, versus doing things to enhance the ability for staff to improve curation.

### Flip charts

Center = Technology funding ?

- Staff efficiency – operations efficiency – RFID / AMH / Catalog
- Internet bandwidth – terms of service (amount per user)
- Hand-held / Mobile media
- Library as curation
  - Trust anon
  - Enhanced content
  - Automation / Efficient
- Digital literacy
  - CATS – literacy = writing too
  - Open-source technology

### large-group discussion

What jumped out at you?

- Definitional thing: curation. Curators do two things: collections management and collections access (and selecting what we show off and the meaning of it).
- Digital literacy – what is it? Ability to deal with digital content? Both ability to use it AND to create it. Everyone will be a creator of content. The good jobs in the future will include digital creativity, that everyone can make a movie. We will no longer go to the record company. Also the life sciences. Also being able to analyze and put to use what you find. Like we do when we read – we analyze and consider what we're trying to learn and think critically.
- Concerned that we all forget that there are lots of people who don't know how to use digital at all. Don't know what a URL is and how to use a computer. A basic turning point is to explain what the information is based on. If you don't know, you'll be lost. Not everybody has a phone that can make a movie. The digital divide is real.
- Not just a matter of digital literacy but also digital fluency.
- Also about ethics – we don't often think of authors cutting up other people's works to create works of their own, but digital media is often cut up to create new works. The ethics of using work to create other content.

- What are the digital technologies that are unintentionally maintaining the status quo, the inequities. What if it became critical literacy? How can the library give me access to change and social capital to help me make change in my own life? The library is a responsive institution, but are we responding to the trends or taking a leadership role in responding to communities affected by those trends. How can the library bridge the divide?

10:30-10:45 break

10:45-11:35 prouds and sorries

Prouds and sorries are an opportunity for individuals to take responsibility for their actions, both positive and negative, related to the library. The developers of the future search process have found that when people examine why they are proud or sorry about their role, it engages their emotions and gives them something at stake beyond just talking about the topic.

Still working in stakeholder groups, people listed what they are doing right now as individuals or as a group that they are proud of with respects to the Monroe County Public Library, and what they are doing that they are sorry about. The groups selected the three items about which they were most proud and most sorry and reported out to the large group.

A = Arts & Culture

B = Children & Families

C = Civic Engagement

D = Community Well-being

E = Economic Development / Business

F = Education / Life-long Learning

G = Public Sector / Government

H = Technology & Digital Media

group a: arts & culture

We answered this as individuals - artists

Prouds

- Of the content we create
- Of connecting the library to the community
- Of the personal transformative experience we facilitate

Sorries

- We don't promote the library as we think we should
- We're not better mission "caretakers" of the library
- We haven't created enough beneficial synergies that would contribute more to the library – both interlibrary and intralibrary)

### group b: children & families

#### Prouds

- That we take out children to library and they have great experiences there.
- That library is good at responding to what community needs.
- Personal service the staff provides.

#### Sorries

- Library is not better at programs for older teens and high school students.
- Haven't been better at state and county advocacy.
- Sorry we haven't educated patrons about how to support library.
- Haven't educated patrons about what needs of library are.

### group c: civic engagement

We don't like the idea of sorries; we looked at them as opportunities. We have a wish list instead:

1. Increase access – more branches, more bookmobiles, more social media.
2. Increase friends of library membership.
3. More networking with community agencies – library can't do it alone.

#### Prouds

4. We are proud of our library outreach, bookmobile, website, van.
5. We are proud of our beautiful building that's the heart of community, and staff that is always helpful and never rude.
6. We are proud that the library encourages civic engagement and critical thinking.

### group d: community well-being

#### Prouds

- Library is very welcoming to different age groups and populations.
- The library is responsive to community needs.
- It offers downtown location, outreach sites, bookmobile, virtual sites.

Rather than "Sorries" this group called it "Oops"

- Missing some marketing opportunities. Could do more to reach more of community.
- Helping with resources
- Expectations of behaviors – do people know what the expectations are and can we do more to help people understand?

### group e: economic development / business

#### Prouds

- At least half of us volunteer at the library
- Partnerships with other organizations
- Expertise and friendliness of staff

- Locations – main library is a magnet, draws people into city, go to restaurants. It does not ignore rest of community, but also provides the Ellettsville branch and virtual library.

#### Sorries

- We are not taking full advantage of library – don't use website etc.
- Not fully aware of what library provides.
- Not enough multi-lingual services both in library and on website.
- Remote use is good, but negative, too. It's just you and the machine – lose the interplay of talking face to face.

### group f: education / life-long learning

#### Prouds

- That little kids aren't fined. When they are of age, they get fined under a "read it off" program.
- Proud of programming – lots going on
- Diverse collection of materials
- Response to patron requests
- Every child ready to read program
- Outreach programs
- A safe and productive place to be
- Inclusive setting
- Staff, Bookmobile

#### Sorries

- That there is not more diversity in this group – need to provide child care so others can participate
- Haven't met all community needs
- Not representative of the county through our board – very well-connected board
- Parking will be a sorry forever – could be partnership with landowners to get more land
- Sorry marketing hasn't brought in more of the underserved population

### group g: public sector / government

#### Prouds

- Quality of variety of collections
- So many fun and free things to do
- Environment is inclusive and respectful

#### Sorries

- Have not solved the parking problem
- The perception that the library may not be family friendly, especially at the entrance

- CATS is not so user friendly – access to archives only available for government meetings. It's not so easy to get help making your own film at CATS.

## group h: technology & digital media

### Prouds

- MCPL website
- Public internet access at library
- Unfiltered internet access
- Automation services, RFID system
- Tech training services in place right now

### Sorries

- Digital offerings are not more diverse, to meet needs of more people.
- Sorry we are not more sure what those needs really are. We are missing metrics about what kinds of services people want and we don't have metrics of what people are doing and what they need right now.
- Library service called Overdrive – sorry more people don't know about and that it doesn't have a larger capacity.

Everyone to move to their mixed groups for the rest of the day.

## 11:35-3 future scenarios

We asked people to put themselves ten years into the future, to May 18, 2022. Imagine, we said, that Monroe County Public Library is providing exactly what this community needs and wants. Picture the library, and look for what is different from today that makes you proud.

Each small group developed a scenario of the Monroe County Public Library of 2022, and how it got there from the library of 2012. We invited groups to use props assembled by library staff and to present their scenarios in a creative manner, as a song, story, drama or news report – whatever works for them. We asked them to use the present tense, as if the future was happening now. We also asked that the scenarios be feasible, with no leaping of tall buildings with a single bound.

Each group had 7 minutes to present its scenario. They also provided flip charts that described notable policies, programs and structures that exist in 2022, how stakeholders interact, and how they sustain progress. Before the presentations, we asked everyone to listen for and make note of common themes that reappeared from group to group.

## group 1

### Report out

2 days in the life of the Monroe County Public Library in May 2022...

- A family visits the MC public library. The parents are doing research to increase their job skills by going to class on thermodynamics. Kids going to green room – have activity potting plants. Family learns there's a multigenerational program the next day.
- The next day – multigenerational program on gardening. Parents are discussing a book – learning about bio dome. Little kids – are acting out as bees in program designed to show how bees travel a neighborhood. Teens – building a game app on killer bees. It's "Angry Birds" but scientifically accurate.
- On the way out – adults visit librarians, check out books and eBooks, pick up the schedule for activity bus formerly known as bookmobile. When they leave, they leave info behind, like the killer bees app.
- The family walked to the library, helping solve the parking problem.
- A roof garden part of library's push for sustainability, to have zero carbon footprint.
- The library is a community place where you still have a human connection.

### Flip chart

Space less to shelve collections →

- Collaborative activities and programs
- Fun, educational and free
- Partnerships with other community groups and resources
- Within the library and outside the library

Community center – community connections

Repository for locally produced goods

Enhanced mobile services – activity bus

Sustainable environmental building

Electronic resources

## group 2

### Report out

A commentator is offering a live TV broadcast from the library.

- Here to talk about milestones to get to where we are today.
- 9 years ago, we started the digital creativity lab. This depended on partnerships with other community groups, to see what their needs are. For example, the library heard it was hard for new parents to get out and see new movies, so the library started screening movies and allow children to attend. Another example relates to how it expanded on literacy skills
- Development director started in 2014 and launched a public library foundation. It has reached its goal of \$100 million dollars.

- There is more room now because the library has expanded. There is a roof garden on top. On 5<sup>th</sup> floor, there are rental office spaces and conference rooms that are available to consultants, nonprofits and entrepreneurs. One office is for telepresence, permanently set up. Have studio space for musicians and dancers. Also, space for small business development.
- The library provides education for people in small business. Get continuing education credits and adjuncts can teach there. The library is working with university to be the center of education for business community.
- It also offers a local government policy institute – living lab in archive of CATS, 35 years of recording of public meetings, can use for students for real time policy studies.
- Solved parking by offering a shuttle bus service from grocery store parking lots. The parking lot behind library is now a garden.

### **Flip chart**

- In our LEED certified building
- ECRR – teen partnership
- 2 - Partner with SPEA – local government policy institute
- Digitize CATS archive, license education content
- Parking issues resolved by shuttle service and sharing of robot cars sponsored by Google
- Digital Creativity Lab with instructional component in 2013
- Library bookshelves / Wifi port – increasing accessibility for remote access
- MCPL recognized as educational institute – skills verifications – partnering with other organizations. Library provides continuing education credits.
- Family-friendly daytime movies
- Telecommuters can rent office space
- Telepresence with small-business development or local nonprofits, etc., managed by business (can't read)
- 1 - Development director for library foundation / library advocacy
- Branch in southeast strip mall

### group 3

#### **Report out**

(This group preferred a five-year time frame)

The setting: Nonprofit integration workshop

- We had future search 5 years ago. As a result...
- We have started community bike service – can check out and bring back on time. The campus bus service runs by library now, and you can use your library card to get a reduced-price bus pass.
- The library is still offering the same services as 2012. The new mission – see what's in front of us.

- If you have clients who are artist and musicians, you can ask to look at stockpile of local music and art, or if want to make a record or video, can go to digital arts lab. The library also has a kitchen, where you can learn to make food, food budgeting, film cooking by local chefs.
- You can use your mobile device while walking around library
- The library no longer duplicates services and instead partners with nonprofits.
- It offers expanded modular space.
- A new community librarian helps connect people within community, without having to put people through an interface with bureaucracy.
- The new tag line: “Everyone knows what’s going on at the library.”
- Digital literacy lab was formed to close digital gap.
- The library took what already doing and made it more accessible.
- It’s “not just a hub but a router” to everything in the county.

### **Flip chart**

#### **In 2017**

1. There is an increased local focus in program content and services. More programs are built upon the model of tax help, etc. Multilingual.
2. There is expanded space / flexible space for a variety of needs (performance, technology, other collaboration) and there is more economic use of space. Partnership brain hub.
3. There are more creative transportation alternatives. (bus pass)
4. Everyone knows what is going on at the library. Increased advocacy opportunities through face-to-face interactions. There is an incredible list of partnerships to counter a lack of funding. Jason’s kiosk! Bookmobile-focused outreach.

#### group 4

#### **Report out**

- Librarians are mobile now and will come to customer. A librarian has gone to see a homeless guy who wants to tell story. The person has been transgendered for a while. Mobile library worker takes him to library to do an assessment.

#### What it means

- There are certain core values the library should retain:
  - Services should be free.
  - Personal connection you can’t get with computer.
  - Text should never be replaced with technology.
  - May be fewer books.
  - Library as evolving but still having access for everyone.
  - Interpersonal connection keeps people coming back.
  - Makes people feel invested in library.

#### What could be done now to make it happen?

- Library renovation project this year – space for patrons to create content.

- Experiment with mobility of librarians – used bookmobile in past, experiment with mobility inside library with iPads.
- Library as a physical and virtual space for community and personal problem solving.
- Librarians can carry virtual space with them – help people solve problems using info in and outside the library, with iPad.
- Portal into the other information that’s available.
- Sort through information that is available.

group 5

**Report out**

- It’s the 2022 annual meeting.
- Corporate sponsors support programs, and there is a library foundation.
- The library matches and connects people to resources.
- What makes the library relevant? We keep asking the question.
- Strategic pillars are diversity, access, public relations, sustainable resources, talent at library.
- Looked at policies, programs and structures:
  - Interrelated in ways we can’t look at individually.
  - Developed diversity council.
- Stakeholders are part of the solution.
- Partnerships with corporate world – bringing in organizations and individuals who believe in library, physical and virtual.
- Have an extraordinary story to tell – public relations and marketing has helped bring in corporate dollars and partnerships
- Library positioned as leader and expert in educational resources.
- Connecting people, resources and engaging the community.
- Images: Sailboat, compass, lighthouse, boat – represent idea some things don’t have to change to be beautiful and elegant and meaningful to a community. Few people sail but it is a great skill, has everything to do with leadership.

**Flip chart**

2022 – A MCPL Odyssey

	How stakeholders (customers, employees, community) interact	How to sustain
Policies 1. Tech-specific adaptive process (pro-active) 2. Partnership MOUs 3. Expectations of behavior	Develop and implement and comply with community	1. Communication 2. Enforcement and collaboration
Programs	1. Participate in groups	1. Leadership PODS

<ol style="list-style-type: none"> <li>1. Office/Virtual communities</li> <li>2. External designed</li> <li>3. Site-based learning information facilitation</li> </ol>	<p>(i.e. book clubs, discussions)</p> <ol style="list-style-type: none"> <li>2. Customer driven virtual or in-house</li> </ol>	<ol style="list-style-type: none"> <li>2. Enhanced recommender systems</li> </ol>
<p>Structure</p> <ol style="list-style-type: none"> <li>1. Diversity council</li> <li>2. User groups</li> <li>3. Staff re-direct / shift in core competencies</li> <li>4. Board of trustees</li> <li>5. Corporate collaboration and partnerships</li> </ol>	<ol style="list-style-type: none"> <li>1. Community demographic</li> <li>2. Participation</li> <li>3. Inc. tech interface</li> <li>4. Engaged connectivity via e-dashboard</li> <li>5. (blank)</li> </ol>	<ol style="list-style-type: none"> <li>1. Survey / Research</li> <li>2. Evolve based on needs and community composition</li> <li>3. (blank)</li> <li>4. Tech platform</li> <li>5. (blank)</li> </ol>
<p><u>Pillars</u></p> <p>Diversity</p> <p>Access</p> <p>PR</p> <p>\$\$ resources</p> <p>People resources</p>	<p><u>Strategic platforms</u></p> <ul style="list-style-type: none"> <li>• Communication</li> <li>• Value proposition at MCPL</li> <li>• Match people to resources</li> <li>• Connecting people to people</li> <li>• What makes the MCPL relevant now in 2022?</li> </ul>	

group 6

**Report out**

- It is now a regional, multi-county library system.
- Plasma panels on front of library are streaming content created in labs.
- Gardens are in bloom; the library took out parking lot and made garden.
- A new coffee bar downstairs is sustainable.
- There are more volunteers and the library is open 24 hours a day
- Went from idea of librarians to learning docents. We took out all desks and librarians now are mobile. All learning docents are multilingual and multi technological, and there is ongoing staff training to keep up with technology.
- There is a lab upstairs and the meeting spaces are technologically tricked out.
- Fab Lab technology, invented by a high school student involved in a library program, means that any object, even a table knife, can be reader.
- We have eliminated the stacks. Instead, we have 35 interactive meeting spaces, infinity spaces, for seniors, for toddlers. There is a very stringent meeting room policy.
- New policies – everything is free, all green.
- Using kiosks, staff members ask people if they need help rather than waiting for patrons to come to them. Librarians suggest books, reading and classes.

- There are policies regarding privacy, and the library helps educate people about copyright and trademark policy.
- Library is autonomous of other government agencies; it operates independently.
- An advocacy coordinator makes sure library is connected to community
- Tagline “On Kirkwood, online and on the road”

## **Flip chart**

### **“On Kirkwood, online and on the road”**

#### Physical space

- Building exterior is largely unchanged – addition of native landscaping
- Coffee bar / hours extended
- Fewer stacks
- Sculpture and garden/public art
- Older kid area
- Variety of defined workspaces equipped with technology and categorized by affinity. Flowing – encourage collaboration.
- A strong volunteer base
- Staff as “learning docents” – unchained from the counter
- Digital Ink
- Desks are gone – kiosks replace them
- Meeting spaces fully tech “tricked out”
- “Fab Lab”
- Improved performance space

#### Policies in 2022

- Welcoming and inclusive
- Free
- Green – policy and practice
- Healthy
- Multi-lingual
- “point of puzzlement” service
- Kiosks for service
- Multi-modal (can’t read word) experience
- Privacy policy
- Copyright and trademark policy
- Independent
- Skill set of staff
- Meeting room policy

#### Programs

- Affinity/Loyalty
- On-demand programming
- Digital literacy and fluency
- VITAL

- Satellite
- Untethered by physical space
- Civic engagement
- Programming by age & affinity
- Learning labs
- Marketing / Communication
- Different lending hardware

#### Structure for implementation

- Staff training – continual on multiple platforms
- Commitment to (something) skill set
- Technology support
- Hours
- Volunteer utilization
- Advocacy structure

#### Progress

- Advocacy
- Communication
- Partnerships
- Charge for services

### group 7

#### Report out

- In May of 2022, two patrons of the library pass the local YMCA. They are riding bicycles, have digital literacy lab.
- The library has a scholarship program for people who can't afford to download eBooks.
- A woman shows her daughter reading a poem she wrote on her iPad. The daughter thinks it is awesome to be able to record her self – can't afford to do at home. Her aunt has an iPad but doesn't know what to do with it.
- The library now has pods around the country, and they provide physical and digital space.
- Librarians can help people sort through stuff online
- A sponsor heard about single moms who can't afford eBooks, and now you can sponsor a child for \$10 a month.
- The digital lab is real in-house as third space as well as virtual place. It is sustained by outside donors. Digital media lab helps people change jobs.

#### Flip chart

- All in-house AND outreach programs are sponsored by MCPL as multiple “3<sup>rd</sup> Places” for our community.
- Digital Fluency Space: an interconnectedness across interests, groups, abilities, ages. A real lab with virtual support.
- Marketing: transparent, explicit about costs.

- Staff shifts to collection managing, IT experts and fundraising/marketing.
- Funding and support:
  - More work-study and student involvement well-managed by savvy staff.
  - More non-tax revenue – company sponsorships, gifts, use limits
  - More info for patrons about how to support

## group 8 (Super-8)

### Report out

- Team Super 8 used the flip chart, the “Primitive Persons PowerPoint” (4P).
- Notable structures, programs and policies in 2022:
- Library is still downtown.
- Library building is LEED certified, at least silver.
- Parts of the library are used 24-7. Meeting space and auditorium are walled off so library can close but meeting space can be used past 9 p.m.
- Structures
  - There are partner buildings.
  - South B-Line space, third space, coffee shop or even pub.
  - Pop-up sites bring essential functions to people.
- Programs in 2022
  - Service for helping patrons create content modeled after Kickstarter.
  - When people want to create, the library helps - books, video, new events, services, organizations – with funds or resources.
  - Multilingual program on demand – whenever people ask for it.
  - Separate org from CATS called MCPL-TV – the library generates content, not just records it.
    - Library is doing programming.
    - Librarians are experts in process more than content – they don’t just know things but know how to go about getting things.
- Policies
  - 24/7 access to some physical spaces.
  - 24/7 access to content – to programs or user generated content.
  - Employees can be taken to foreign teams to solve problems of library.
  - Copyright policy based on Creative Commons license.
  - Sustainability policy.
  - Policy for making partnerships with outside entities.

### Flip chart

The Monroe County Public Library in 2022:

- The library is downtown.
- The library building is LEED-certified.
- Parts of it are used 24/7.
- There are partner buildings:

- The South B-Line Branch (contains 3<sup>rd</sup> place: café, pub, etc.)
- Pop-up libraries (YMCA, College Mall)
- Kickstarter-like service for helping patrons create content, events and services.
- Provides multi-lingual programming on demand.
- Policies:
  - 24/7 access to physical space
    - Content
    - Library-generated programs
  - Ad hoc team formation
  - Copyright (creative commons licenses)
  - Sustainability
  - Partnershipping with outside entities

### large group discussion

What common themes did you hear?

- 24-7 access is a big theme.
- More emphasis on service – borrowing models from hotels.
- Personal contact is still very important.
- Got to have that roof garden.
- The coffee shop or pub is important.
- Need some supporting funds from outside library – sponsors from outside.
- Staff flexibility.
- Multilingual thing came up a lot.
- Creative lab was brought up the most.
- Digital and actual mixed.
- Library moving out to other place.
- Bookmobile becomes fun bus.
- Creation of content.
- Working with other community organization.
- Reimagining the physical space of library.
- Responsibilities of staff and volunteers are shifting.

3:15-3:30 break

3:30-5 discovering common ground

We asked small groups to list the common themes, defined as what they believe every person in this room wants based on the scenarios. They cut the lists into strips and brought the flip chart easels to the front of the room. After that, the group created what is basically an affinity diagram. After participants had grouped the common themes into

similar groups, we worked with the large group to review the groups, make sure everything was where it belonged, and move anything that was not agreed to another list. On Saturday, the group gave the common themes another look. The final groupings:

### **24/7 access**

- 24/7 access to some spaces / services
- 24/7 access to some services and spaces
- Extended hours
- Extended and flexible hours
- Extended library hours

### **Changing demographics**

- Free services
- Technology – more bandwidth / storage / funding
- Providing multilingual services
- Free & accessible
- Multi-lingual (2)
- Multi-lingual – more Korean, Mandarin, Arabic
- Local information resource
- Inclusive, welcoming environment to diverse populations
- Commitment to free services
- Reach out to new, underserved populations

### **Digital literacy**

- Digital literacy
- Digital literacy support
- Increased focus on digital resources
- Facilitation of digital literacy
- ~~Unfiltered~~ Internet access
- Bridging the technological divide

### **Funding**

- Expanding funding sources
- Diversified income streams (i.e. coffee shop)
- Stabilizing funding sources
- Supporting funds beyond taxes
- Additional funding from private sources

### **Local content**

- Content creation
- Labs – digital creativity
- Digital creativity lab – “Fab Lab”
- Creation / Curation of local content

- Space to create content – equipped – collaboration – supported by staff
- Repository of local content
- Creativity labs
- Library generator of original content
- Content creation

### **Marketing**

- Expanded marketing

### **Partnerships**

- Partnership with outside organizations
- Need to share resources with others
- Partnerships – collaborations e.g. Workforce One
- Recognize parking is a problem and continue to brainstorm solutions
- Increased partnerships
- Transportation – advocate for – parking options

### **Programs**

- Services to kids & families
- Library programs
- Fun, educational & free
- Multi-generational programs
- Library is center for information and access to workforce development and education / digital literacy
- Continue to offer family-friendly programming

### **Service**

- Face-to-face connection
- More service-oriented
- Continued personal connection
- Human connection and interaction
- Concierge – high customer service

### **Space and location**

#### Inside

- Extending our virtual presence
- Multiple delivery options = physical + virtual
- More spaces / inside and offsite (3<sup>rd</sup> Space)
- Flexible spaces
- More multi-use spaces

#### Outside

- Well-maintained building
- New kinds of locations and services

- More services offered outside of library buildings
- Improved access – buildings 24/7 service at multiple locations
- Alternative locations (pods, shacks, etc.)
- Branches & pop-ups
- Library stays downtown
- Satellite facilities
- Need to maintain a downtown presence
- Changing transportation expectations & attitudes (Not expecting parking near door)
- Recreating spaces – Bean bags – a bunch of old guys are sitting in the chairs

### **Staff**

- Multi-lingual services & programs
- Changing skills for staff
- Keep staff at forefront of technology as funding allows
- Multi-lingual services
- Ad hoc team formation / staff autonomy
- Staff flexibility
- Librarians experts in process, not content
- The mobile librarian
- Staff flexibility and changing roles
- Reduction of barriers between librarians and patrons (mobility)

### **Sustainability**

- Greening the library
- Sustainability – LEED certified – gardens – rooftop
- LEED – EB (silver)
- Sustainability – rooftop garden – LEED
- Library as model of sustainability
- Sustainability

### **Not agreed**

- Funding challenge: Alternative sources; NO corporate sponsorship
- Coffee bar / snacks / comfort / convenience
- Coffeeshop “better snacks, not just honey buns”
- Café / Pub – 3<sup>rd</sup> spaces
- Dill pickles (kosher)
- Uncensored library: No censorship
- Waning presence of printed material

day three: saturday,  
may 19, 2012



8:30-12 common ground statements & action plans

We asked for one volunteer to lead the process of developing a statement for each common theme, speaking in present tense as if the goal had already been achieved. Other participants could choose whichever theme to work on. Theme groups presented to the large group, and people had the chance to request changes.

After that, people worked in small groups to create short-term and long-term action plans for each theme.

### 24/7 library

<p>MCPL expanded access to library services in three ways:</p> <ol style="list-style-type: none"> <li>1. Extended full-service library hours in response to patron demand.</li> <li>2. Certain spaces (e.g. meeting rooms, performance areas) are now accessible after full-service library hours.</li> <li>3. Added offerings online, most of which are available 24 hours a day.</li> </ol>	
<p>Short-term and long-term</p>	<ul style="list-style-type: none"> <li>• Survey patrons to find out demand for extended hours. Help from strategic planning committee. (12/1/12)</li> <li>• Performance and meeting rooms available after hours for a fee. Measures: Do they get booked? Does the money work out? Request help from staff. (9/15/12)</li> <li>• Web implementation team (WIT) to study additional online services. Ideas include: Expand hours of chat, video offerings, and book production, and putting more local stuff online. (First meeting 7/31/12)</li> <li>• Study survey results and decide on full service hours. Help needed from the strategic planning committee. (3/1/13)</li> </ul>

## changing demographics

<p>The library is a local resource for free information, providing access to increased and enhanced services to populations reflecting changing demographics, with special emphasis on:</p> <ul style="list-style-type: none"> <li>• Multilingual</li> <li>• Diverse</li> <li>• New</li> <li>• Underserved</li> </ul>	
<p>Short-term (with help from advocacy groups)</p>	<ol style="list-style-type: none"> <li>1. Revise job postings to reflect multi-lingual skills. Measure success by larger number of multi-lingual staff. (3 months)</li> <li>2. Refine program evaluation instrument to gather user demographics (6 months)</li> <li>3. Plan diversity council. (6 months)</li> </ol>
<p>Long-term (with help from the diversity council, staff and community)</p>	<ol style="list-style-type: none"> <li>1. Meetings of diversity council and staff (to review stats and trends; community versus user demographics; responsiveness of programming) (annual)</li> <li>2. Implement revised program evaluations. Gather more statistical data. (January 1, 2013, and annually)</li> <li>3. Revise programming and collection to reflect demographic trends Progress measured by closer agreement between community demographics and program and collection users. (January 1, 2013)</li> <li>4. Publicize (January 1, 2014, then annual)</li> </ol>

## customer service

<p>The library is committed to providing high touch services in the face of increasing challenges, as well as to developing new, personalized services throughout the library.</p>	
<p>Short-term actions (6 months) and long-term actions (3-5 years)</p>	<p>“Book” a staff member</p> <ul style="list-style-type: none"> <li>• Inside and outside the library</li> <li>• On library topics, services</li> <li>• Lead book clubs</li> <li>• Help groups with research</li> </ul> <p>One-on-one consultations with information specialists</p> <ul style="list-style-type: none"> <li>• Inside the library (could be digital/electronic)</li> <li>• By appointment</li> </ul> <p>New (library) member orientation or welcome</p> <ul style="list-style-type: none"> <li>• Introductory information package and new program on behavior, volunteering, reference, etc.</li> </ul>

## digital literacy

<p>MCPL teaches and supports the learning of tools and skills for people to work and enjoy their lives in the digital world. MCPL adapts and adopts the models and techniques of traditional literacy teaching and learning to “digital literacy.” MCPL expands the VITAL program to include all literacy (including “digital”). MCPL understands and treats digital literacy as workforce development.</p>	
<p>Short-term</p>	<p>Planning phase (cheap and fast)</p> <ol style="list-style-type: none"> <li>1. Identify local resources e.g. IU language and literacy program. Connect and begin planning with them.</li> <li>2. Research of best practices in digital literacy. Find and adopt/borrow/leverage existing digital literacy programs in libraries and community groups.</li> <li>3. Research and identify workforce development resources (i.e. funding) for digital literacy education.</li> </ol> <p>Measure of success</p> <ol style="list-style-type: none"> <li>1. Two-to-four real, planned initial digital literacy classes <ul style="list-style-type: none"> <li>• Child</li> <li>• Young adult / Teen</li> <li>• Adult (workforce)</li> <li>• Recreational adult</li> </ul> </li> <li>2. Written digital literacy policy statement for presentation / adoption by MCPL board.</li> </ol>
<p>Long-term</p>	<ol style="list-style-type: none"> <li>1. Measure demand/user/consumer needs for digital literacy additional curricula.</li> <li>2. Identify, recruit and develop core volunteer digital literacy instructors.</li> <li>3. Coordinate with community partners also working on or offering digital literacy instruction. (Avoid competition with other offerers, e.g. the Center for Lifelong Learning. Establish synergies with community partners.</li> </ol> <p>Measures of success:</p> <ul style="list-style-type: none"> <li>• Survey results for demand / need</li> <li>• Number of courses and classes; number of participants</li> </ul>

## expanded marketing

MCPL seeks to carry out its mission by leveraging and extending its brand presence through community and customer engagement. (Explanation: Move potential user to become a fully engaged customer of the library. What do customers say the library is? We need to know. Outcome will be increased community engagement and advocacy.)			
What	Measure	Help	Due
Understand our customer.	Survey	Outside	Q2
Identify largest customer base	Data	MCPL	Q2
Confirm & clarify & test brand	Focus group	Outside	Q3
Develop message – external and internal	Statement	MCPL/Outside	Q3
Activate staff	Engage staff	MCPL	Q3
Engage organization that will extend brand (2 ways)	Outreach	Outside / MCPL	LT
Confirm channels and segments	Data		LT
Measure, evaluate and adjust			LT

## funding

Funding strategy is focused on supporting equitable and free access to information, technology, and services. Taxes continue to be a primary revenue source. We use innovative and diversified income-generating activities to support programming and capital needs, including: public/private partnerships; development/fundraising; grants.	
Short-term	<ol style="list-style-type: none"> <li>1. Secure naming opportunities to support planned renovations.</li> <li>2. Identify the development and grant-writing duties of director and assistant director.</li> <li>3. Develop a joint fundraising strategy with the community foundation.</li> <li>4. Monitor and rebalance investments (Friends and library).</li> </ol>
Long-term	<ol style="list-style-type: none"> <li>1. Create a creative services department and implement agency model to recover costs.</li> <li>2. Major Friends 50<sup>th</sup> anniversary fundraiser.</li> <li>3. Reconsider policy of not allowing admission for auditorium events.</li> <li>4. Advocate and plan for next bond.</li> <li>5. Explore licensing (IP-?) from library-created content.</li> </ol>

	<ol style="list-style-type: none"> <li>6. Develop new Friends revenue stream beyond bookstore and direct giving (e.g. coffee shop, child care)</li> <li>7. Provide fee-based education (e.g. workforce development, veterans)</li> <li>8. Reassess fees and fines schedule.</li> <li>9. Develop cadre of retired professional volunteers to support fundraising activities (Friends &amp; creative activities).</li> </ol>
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### local content

<p>MCPL's digital creativity lab offers space, tools, and coaching to facilitate the development of original content. By tapping into the vibrant local community of artists, musicians, entrepreneurs and innovators, we improve community digital literacy and cultivate a new generation of content creators. MCPL curates and presents our unique history and culture. MCPL – together with partners – is ideally positioned to take on this role.</p>	
Short-term	<ul style="list-style-type: none"> <li>• Develop an advisory council –technical expertise, external members, legal, recording studios, content creators.</li> <li>• Assessment of infrastructure – already do a lot of creativity, some infrastructure already in place.</li> <li>• Specific proposal – not grant proposal, funded by variety of sources, to pitch to board and community to get buy-in for expansion.</li> </ul>
Long-term	<ul style="list-style-type: none"> <li>• Identify funding sources.</li> <li>• Come up with staffing plan.</li> <li>• Write specs for hardware and software.</li> <li>• Gradient – expand what current doing but eventually let people access created content, marketing to let people know about.</li> <li>• Have facilities to create.</li> <li>• Have distribution system.</li> <li>• Have training for use.</li> <li>• Classroom for all ages.</li> <li>• Digital literacy for all age groups.</li> <li>• Get community more engaged in local content and more digitally literate.</li> </ul>

location and space

There IS a well-maintained main library building in downtown Bloomington, with a flexible arrangement of points of service. We reallocate space in the main library building for varied uses in response to community needs. We utilize satellite services and/or locations such as the bookmobile, branches, pop-ups or shared community locations.			
<b>Short-term: Information gathering</b>			
What	Measure	Help	Due
Community needs survey <ul style="list-style-type: none"> <li>• Patrons</li> <li>• Unserved</li> <li>• Random</li> <li>• Partners</li> </ul>	Responses, information	Director and staff, social services, consultant	12/31/12
Peer library survey & research <ul style="list-style-type: none"> <li>• Space needs, temporary spaces</li> </ul>	Information	Director and staff, peer libraries	12/31/12
Research other existing community spaces – schools, parks, shopping centers, hospitals, etc.	Map and info of what’s available	Community spaces staff	12/31/12
Set up temporary spaces to gauge need & interest	Info about what’s used, how and why	Staff, patrons	12/31/12
<b>Long-term: Prioritization &amp; Action</b>			
Prioritize space needs and financial feasibility	Feasible, what’s needed	Board, director, staff	12/31/13
Creative funding, capital campaign	\$	Dev. Dir., staff, dir., private corps., citizens	12/31/16
Build or create space	Well used space, needs are met – survey	Director, staff, contractor	12/31/17

## partnerships

<p>We actively partner with other organizations in order to address community needs relevant to the MCPL mission. Partnerships leverage library expertise and resources, and are mutually beneficial and locally-focused. Partnerships can be ongoing, project-centered or event based. Examples are partnerships that address solutions to transportation and parking, and partnerships that provide resources and expertise to support education and nonprofit agencies.</p>	
<p>Short-term</p>	<ol style="list-style-type: none"> <li>1. Develop assessment tool and protocols for partnerships, and commit resources for process, engagement plan for staff.</li> <li>2. Inventory and assessment of current partnerships, inter and intra.</li> <li>3. Analyze resources relative to partnerships, such as staffing, technology and space.</li> <li>4. Create priorities for partnerships, both continuing and new.</li> </ol>
<p>Long-term</p>	<ol style="list-style-type: none"> <li>1. Begin reaching out to organizations that align with priorities identified.</li> <li>2. Invite organizations to propose partnerships, not limited to: <ul style="list-style-type: none"> <li>• Space-based projects and events</li> <li>• Development and delivery of media/message</li> <li>• Transportation / Parking</li> <li>• Digital literacy</li> <li>• Funding and financial resources</li> <li>• Education</li> </ul> </li> <li>3. Assess opportunity for current and proposed partnerships for feasibility. (RSF)</li> <li>4. Develop an implementation plan.</li> <li>5. Develop evaluations protocol – performance measures.</li> <li>6. Reassess as needed.</li> </ol>

programs

<p>The Monroe County Public Library offers a wide array of free multi-age, multi-generational, educational and entertaining programs. These services cater to the interests reflected in our county and its cultural diversity. The library often works in conjunction with local groups and agencies.</p>	
<p>Short-term</p>	<p>Identify potential partners</p> <ul style="list-style-type: none"> <li>• Measure: Contact 4 potential partners</li> <li>• Help: Local experts</li> <li>• Date: Fall 2012</li> </ul> <p>Assess community needs</p> <ul style="list-style-type: none"> <li>• Measure: Identify 3 underserved target groups</li> <li>• Help: Local experts</li> <li>• Date: Fall 2012</li> </ul> <p>Share information with local organizations</p> <ul style="list-style-type: none"> <li>• Measure: Program attendance increases</li> <li>• Help: Time to connect; tools including social media, email, presentations</li> <li>• Date: Fall 2012</li> </ul>
<p>Long-term (Explanation: We are staying the course. What we are doing now will be working in 10 years. Will be new partnerships and new ways of connecting with people.)</p>	<p>Offer annually two programs that serve two different age groups simultaneously</p> <ul style="list-style-type: none"> <li>• Measure: Program evaluations; program attendance</li> <li>• Help: Local organization; multiple library departments</li> <li>• Date: Fall 2013</li> </ul> <p>Develop two new programs based on assessed need</p> <ul style="list-style-type: none"> <li>• Measure: NEW patron attendance; program evaluations; attendance</li> <li>• Need: Time</li> <li>• Date: Winter 2013</li> </ul>

staff

<p>The staff members at MCPL work within flexible, interchangeable and untethered teams to engage their evolving skills and capacities to support a diverse community in accessing and generating information through multiple modalities. As experts in process as well as content, MCPL staff can “tell,” “show,” “guide practice,” and/or “coach” according to customer needs.</p>	
<p>Short-term</p>	<ol style="list-style-type: none"> <li>1. Identify and develop multi-lingual (and other challenges like autism, etc.) resources, such as personnel, training and materials. <ul style="list-style-type: none"> <li>• Metrics: staff completion of training modules; inventory of materials</li> <li>• Help: IU, International Studies, MCCSC</li> </ul> </li> <li>2. Define skills, practices and beliefs that foster a flexible work environment, such as ad hoc teams, staff needs assessment, and that staff should be able to learn rather than hiring for needs. <ul style="list-style-type: none"> <li>• Metrics: Policy proposal written to describe new work environment; identify core competencies, complete staff needs assessment</li> <li>• Help: Professional development trainers (Joyce &amp; Showers “levels of impact”); online learning</li> </ul> </li> </ol>
<p>Long-term</p>	<ol style="list-style-type: none"> <li>1. Rewrite job descriptions to reflect preference for multi-lingual (tech, etc.) competency <ul style="list-style-type: none"> <li>• Metrics: Job descriptions written, approved</li> </ul> </li> <li>2. Create a flexible learning environment in which staff and customers nimbly engage with information processing and content. When people get new technology, they turn to the library for help in using it. <ul style="list-style-type: none"> <li>• Metric: surveys; self-assessment rubrics</li> <li>• Help: IU, community</li> </ul> </li> </ol>

## sustainability

<p>The library is a model of sustainability for our community. LEED guidelines inform our process of greening the library. Areas of focus include energy efficiency, water savings, use of local materials, and improving indoor and outdoor environmental quality. More specifics include rooftop gardens, native landscaping, solar panels, low-flush toilets and encouraging alternative transportation.</p>	
<p>Short-term</p>	<ul style="list-style-type: none"> <li>• Identify and celebrate greening activities to date. Library green committee. Due 10/01/12.</li> <li>• Hold educational event about LEED guidelines for library green committee and public and other interested library staff. City, LEED specialists help. Due 11/15/12.</li> <li>• Identify resources for developing library sustainability plan. Help from City, IV Business. Due 12/15/12.</li> <li>• Introduce sustainability concepts to renovation planning process. Measure success by “green” evaluation of renovation. Due 12/15/12.</li> </ul>
<p>Long-term</p>	<ul style="list-style-type: none"> <li>• Unveil integrated sustainability plan, with help from City office of sustainability and library green committee, volunteers, and maybe green consultant. Held Earth Day 2013.</li> <li>• Implement sustainability projects following the plan and goals. Could include (to be researched and evaluated): solar panels; green roof. Due: TBD.</li> <li>• Continue evaluation every year, perhaps on Earth Day.</li> </ul>