

Bloomington Public Library
Board of Trustees
Planning, Policies, and Programs Committee

Wednesday

July 1, 2015

5:30 p.m.

William C. Wetzel Reading Room
Bloomington Public Library

Agenda

- I. Call to Order
- II. Roll Call
- III. Introductions/Public Comment
- IV. Approval of Minutes
 - A. May 7, 2015
- V. Unfinished Business
 - A. Revision of Strategic Plan
 - B. Bookmobile Routes
- VI. Comments from Committee Members/Future Agendas
- VII. Adjournment

Posted: 6/29/15 1:45 p.m.

Bloomington Public Library
Board of Trustees
Planning, Policies, and Programs Committee

Wednesday
May 7, 2015
5:15 p.m.

William C. Wetzel Reading Room
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Minutes

1. Call to Order
Emily Kelahan, Chair, called the meeting to order at 5:15 p.m.
2. Roll Call
PRESENT: Brittany Cornell, Emily Kelahan, Whitney Thomas (arrived at 5:41 p.m.)

ABSENT: None

OTHERS: Georgia Bouda, Laura Golaszewski, Carol Koos, Karen Moen, Maria Nagle, Susan O'Rourke, Robert Porter, Caprice Prochnow, Danny Rice, Michael Raikes, Charlie Schlenker, Allison Schmid, Adam Studzinski, Carol Torrens, Gayle Tucker, Melissa Waltrip
3. Introductions and Public Comment
Emily Kelahan noted that there were a number of guests, and asked if anyone would like to introduce themselves or make a public comment.
4. Approval of Minutes
Minutes of December 3, 2014 Meeting
Brittany Cornell moved, Emily Kelahan seconded, to approve the minutes from the December 3, 2014 meeting. The motion carried unanimously.
5. Chair's Report
Emily Kelahan stated that according to Robert's Rules of Order that time limits can be applied to agenda items in order to move the meeting along efficiently. She proposed that discussion on each agenda item be limited to 6 minutes, of course this time may be extended if need be.

Brittany Cornell moved, Emily Kelahan seconded, to approve limiting the time for each agenda item to six minutes. The motion carried unanimously.

6. Old Business

There was no old business.

7. New Business

a. Appointment of a Vice Chair

Emily Kelahan will be out of country for both the June and July BPL Board meetings and asked Brittany Cornell to serve as Vice Chair in order to report 3 P's business at both meetings. Brittany agreed to serve as Vice Chair.

b. Presiding Officer for May 19 BPL Board of Trustees Meeting

Emily Kelahan suggested that with the lack of a President and Vice President for the May BPL Board meeting and since she as Secretary currently holds the highest office on the Board that she should Chair the May 19 BPL Board meeting. She went on to say, that at the beginning of the May meeting if there are any objections to her serving, and if there are, a different resolution will be sought out. She went on to say, that with this, she will draft an amendment to the Bylaws that goes beyond "in the absence of the President". It will be reflected something like this: In the absence of the Vice President, the Secretary shall preside. In the absence of the Secretary, the Treasurer will preside. In the absence of the Treasurer, the most senior Trustee shall preside.

Brittany Cornell moved, Emily Kelahan seconded, to approve the Secretary, Emily Kelahan as the next officer in line after the President and Vice President to preside over the May 19 BPL Board meeting. The motion carried unanimously.

c. Filming Presentations

Emily Kelahan proposed that any future presentations made before the BPL Board be filmed so that any Trustees that miss a live presentation will still be able to view it. There was some discussion.

d. Upcoming Meeting with Community Partners

Emily Kelahan will be meeting with B.J. Wilken of the YMCA and Grant Anderson of the Boys and Girls Club tomorrow to discuss mutual interests as the Library and their organizations are looking to expand.

e. Process for Approval of Architect for Library Expansion Project

Emily Kelahan reviewed what has transpired with the voting on the RFQ. She went on to say, that there should be a discussion on how to proceed at the next meeting as there will be two new Trustees.

Brittany Cornell moved, Emily Kelahan seconded, to extend time on this item. The motion carried unanimously.

After some discussion, it was decided that there will be discussion on the qualities of both firms in regards to the RFQ, rankings by vote, and authorizing of the negotiations with the highest-ranked firm.

Director Bouda will contact both firms for additional copies of their proposals to hand out to the new trustees for evaluation prior to the May 19 BPL Board when another vote will take place.

f. Director's Evaluation Tool

i. Implementing the Tool this Year

Emily Kelahan shared the background on the Director Evaluation tool. Emily suggested that perhaps the full Board should go into Executive Session at the May 19 BPL Board meeting to discuss the Director Evaluation tool results. There was much discussion on this.

Emily Kelahan moved, Brittany Cornell seconded, to extend time on this agenda item by 5 minutes.

ii. Revising the Tool for Future Use

Emily Kelahan shared that her thought is that the 3P's Committee should be the committee that works on revising the tool. There was some discussion, and it was decided that this will go to the full Board to discuss at the May 19 meeting.

g. Amending Item f. of the Bylaws to Include Annual Development of Goals

Emily Kelahan stated that this item should be revised, and she will craft some language on this, distribute it to all, and bring it before the full Board at the June meeting.

h. Amending Item f. of the Bylaws to Include Greater Specificity Concerning the Director's Evaluation and Schedule for Evaluation

Emily Kelahan will present a draft of an amendment to the Bylaws, distribute to all, and bring before the full Board at the June meeting.

i. Bookmobile Routes

Emily Kelahan shared that it had come to the Board's attention that the bookmobile routes are somewhat asymmetrical and imbalanced. She went on to say, that she had asked the Director to provide some documents and information to explain as to why it might be the case that there is an imbalance or asymmetry. Emily stated that she has asked the Director to share what the process is for evaluating the bookmobile routes and what principles guide decision making about bookmobile routes.

Director Bouda first stated that she did not know that she was being recorded when she spoke to Charlie Schlenker. Charlie Schlenker replied that he would send her the MP3 file of their conversation where he did state that it was on tape.

Director Bouda directed the Trustees attention to a large map depicting the areas of current bookmobile stops, cancelled bookmobile stops, and current BPL cardholders. She drew their attention to the fact, that there are no bookmobile stops anywhere within a two-mile radius of the Library. Director Bouda shared that the thought pattern has been that two miles is within walking distance of the Library, and the Library is open 68 hours a week as opposed to bookmobile stops that are approximately an hour to an hour and fifteen minutes. She went on to say, that there is nothing on the bookmobile that is not available in much greater depth, variety, etc. than here in the Library from which the bookmobile stock is derived from.

Director Bouda explained that the Library has tried many bookmobile stops both west and east of the Library that were not successful and were not continued. She went on to say, that it does cost money to send the bookmobile out as it is almost always staffed with two staff people, it has to be stocked both before and after a stop, and then there is

the cost of fuel, so cost effectiveness has to be considered when deciding on a stop. Director Bouda shared that when a new stop is going to be established that postcards are sent out, there is advertising on social media, the information is presented to the public in every manner that any other program would be promoted. She went on to say, that when it comes to cancelling a stop, these same things are done as well, along with staff informing the customers at the stop that it is going to be cancelled. Whether a stop is being established or cancelled, it is a process that goes on for several months so that customers are informed.

Director Bouda stated that she had suggested the Mt. Pisgah stop that was in place from 2009 – 2012 as she too thought there should be more stops on the west side. She went on to say, that she wanted a visible, easily accessible stop for customers, but the stop just was not successful. Director Bouda stated that the Library is simply in too close a proximity to some areas that one wouldn't want to wait three weeks for the bookmobile to come by rather than going to the Library and have access to all of the collections and resources. Director Bouda pointed out on the map that the most successful stops are those that are the furthest distance from the Library. A Golden Prairie stop at the Freedom Oil station out on Highway 150 is very busy, as are several stops that are located at apartment complexes.

Director Bouda stated that statistics are kept for each stop as far as how many people are at each stop along with circulation numbers.

Director Bouda stated that there is a lot to consider when planning on a new stop, such as the availability of the staff, the resources to stock it, and the proximity to existing stops. She went on to say, that customers sometimes request a bookmobile stop in their neighborhood, and these requests are considered very carefully based on the criteria included on the sheet, "Determining the location of bookmobile stops" that was in the packet.

Director Bouda stated that the policy that is being complained about was put in place prior to her becoming the Director. She went on to say, that she has no problem with it as it is based on nationally recognized American Library Association standards of how bookmobile stops should be determined, located, and service provided.

Along with what Director Bouda presented, there was input on the topic from both Carol Torrens, Adult Services Manager (formerly the Outreach Manager) and Laura Golaszewski, Circulation & Outreach Services Manager.

There was much discussion on what Director Bouda and the professional staff presented, and there are a number of factors that may require further consideration, such as the library card policy and outreach, the visibility of the bookmobile in all neighborhoods, marketing plans, bookmobile vision statement, media relations, and evaluating the best procedures for fair division of resources from other libraries and other public services.

Brittany Cornell moved, Whitney Thomas seconded to extend this agenda item discussion another 20 minutes. The motion carried unanimously.

Emily Kelahan moved, Brittany Cornell seconded to extend this agenda item discussion an additional 15 minutes. The motion carried unanimously.

j. AFSCME Local 699's Invitation for the Board to Take on a Greater Role in Union Contract Negotiations

Emily Kelahan shared that Renee Nestler had requested that the Board take on a more active role in Union Negotiations in 2017. Emily suggested that Renee Nestler be invited to make a presentation on the collective bargaining and the contract negotiation process in the future. There were no objections to this.

8. Future Agendas/Comments from Trustees

Susan O'Rourke suggested that security in the Library be discussed.

9. Adjournment

Emily Kelahan adjourned the meeting at 6:52 p.m..

Bloomington Public Library

Strategic Plan

2011 – 2021



Books are just the beginning....

Our Mission

We provide our diverse community with a helpful and welcoming place that offers equal access to the world of ideas and information and supports lifelong learning.

Executive Summary

For the sake of brevity and clarity, we begin by identifying five recommendations in this Executive Summary. Each of these recommendations will receive substantial elaboration in the remaining pages of this proposal.

1. We strongly recommend the construction and staffing of a branch of Bloomington Public Library, approximately 10,000 square feet in size, on the east side of Bloomington, at a location to be determined in partnership with the City of Bloomington, along the lines articulated by Library staff later in this proposal.
2. We strongly recommend that the development of this branch be carried out **in close cooperation and coordination with the City of Bloomington** in an effort to take advantage of a number of powerful synergies which will be identified later in this proposal.
3. We strongly recommend that in order to effectively countenance the paradigm shifts happening in public library systems around the nation, the Board of Trustees and the Director continue using the approach that is known in planning literature as *Scenario Planning*,¹ and the management approach called *Lean Library Management*.²
4. We strongly recommend that in order to maintain adequate library services, the Library Tax Levy be increased annually. It is important to note that Bloomington Public Library has the **lowest** Library Tax Rate among peer public libraries³ in Central Illinois. The Library Tax Rate in Bloomington is 32 percent less than the Central Illinois peer group average of 37.6 cents. With the proposed branch the Library would have 20 percent more space serving a 20 percent larger population with more services and more staff. We recommend a Library Tax Rate in the future of 30.6 cents per \$100 of Equalized Assessed Valuation which would **still** be 18.6 percent below **today's** average of 37.6 cents for peer libraries in Central Illinois.
5. We recommend that the Board of Trustees increase efforts to seek private donations and grant funding to supplement our tax revenues.

¹ One example: *Imagine Your Library's Future: Scenario Planning for Libraries and Information Organizations* by Steve O'Connor and Peter Sidorko; Woodhead Publishing (2010)

² *Lean Library Management: Eleven Strategies for Reducing Costs and Improving Customer Services* by John J. Huber; Neal-Schuman Publishers (2011)

³ Chart titled "FY09 Library Tax Rate Comparison" on page 13 of this document, compiled by Library staff

Strategic Planning Considerations

Rapidly Changing Environment

The public library community has been abuzz over the past year or so with conversations about the historic, radical, and imminent paradigm shifts concerning the role, value, and structure of public libraries. To wit:

Recent Articles

- What if There is a Google Book Search Terminal in Every Public Library? ⁴
- What if the Price of e-Readers Drops to Zero? ⁴
- What if the DRM (Digital Rights Management) Issue Went Away Tomorrow? ⁴
- Which Future for Libraries? ⁵
- Public Libraries' Policies are Evolving with e-Books. ⁶
- The Future of Libraries in the e-Book Age ⁷
- How are Libraries Defining and Redefining their Role and Mission in their Communities? ⁸

Such rapid and radical changes make the task of long-term planning of public libraries extraordinarily challenging. The Library's Board of Trustees has worked with energy, excitement, humility, and apprehension to propose a long-range plan (2011-2021).

Difficulty in Planning

This draft proposal is based upon rather rich discussions during seven meetings (October 20, 2010 - May 22, 2011) of the Library's Planning, Policy and Programs Committee, two long meetings of this committee with the Library's director and Department Managers, written vision statements submitted by each of the Department Managers, field visits to the Chicago Public Library, numerous suggestions by the Library's Board of Trustees, extremely valuable and pertinent operational data for the Library provided by staff, and one strategic meeting of the Library's Planning, Policy and Programs Committee with City Manager David Hales. We are grateful to all these stakeholders for sharing their thoughts with us.

⁴ <http://librarianinblack.net/librarianinblack/2010/09/whatifs.html>

⁵ <http://www.metafuture.org/articles/which-future-for-libraries.htm>

⁶ <http://www.joplinglobe.com/dailybusiness/x775920953/Public-libraries-policies-are-evolving-with-e-books>

⁷ <http://www.npr.org/2011/04/04/135117829/the-future-of-libraries-in-the-e-bookage?sc=emaf>

⁸ ILA Reporter, February 2010, p5

Argument I

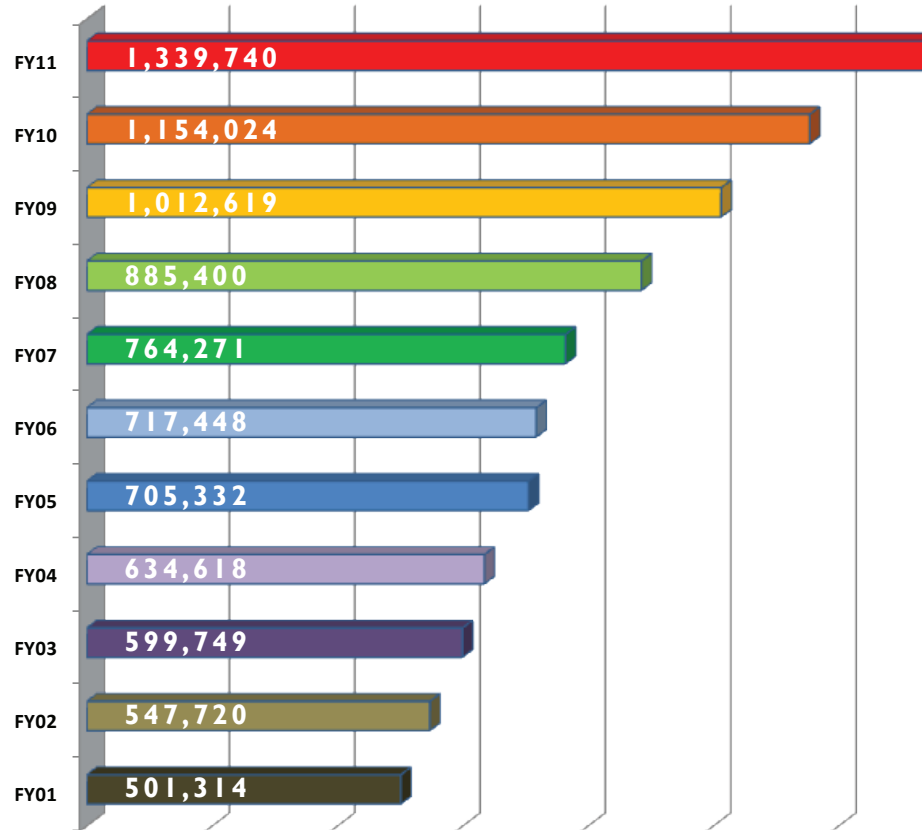
Disproportionate & Explosive Growth

Circulation Growth

The Annual Circulation⁹ chart below represents the annual circulation of all items (books and audio visual materials) from FY01 to FY11. During these 10 years, the Library saw an increase in circulation by an astounding 167 percent.

Annual Circulation

Bloomington Public Library's circulation has seen a 167 percent increase in the past 10 fiscal years.



⁹ [http://www.bloomingtonlibrary.org/find/state of the library/annual stats/](http://www.bloomingtonlibrary.org/find/state%20of%20the%20library/annual%20stats/)

Argument I Continued

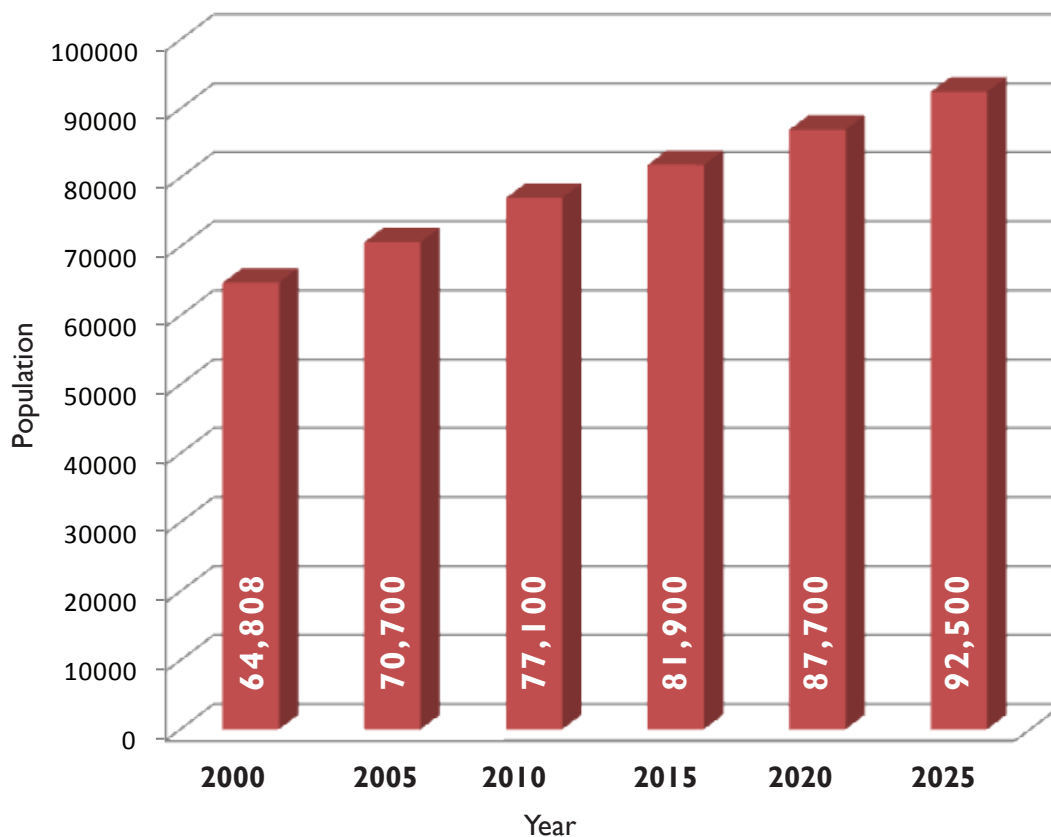
Disproportionate & Explosive Growth

Population Growth

Compare the chart below which shows the projected population growth of the City of Bloomington¹⁰ during the same time frame as is shown in the Circulation Growth chart on page 4. The chart below corresponds to a projected growth of 19 percent between fiscal years 2000 and 2010 compared to the 167 percent increase seen in circulation at Bloomington Public Library. This projection was quite on the mark, as was borne out by the 2010 census.¹¹ Bloomington's population is now 76,610, making it 12th largest city in the state.

Population Forecast 2000-2025

City of Bloomington



Source: 2000 Census; McLean County Regional Planning Commission

¹⁰ City of Bloomington Comprehensive Plan, October 2005, p55

¹¹ http://www.pantagraph.com/news/local/article_607d76fa-3959-11e0-8e3b-001cc4c03286.html

Argument I Continued

Disproportionate & Explosive Growth

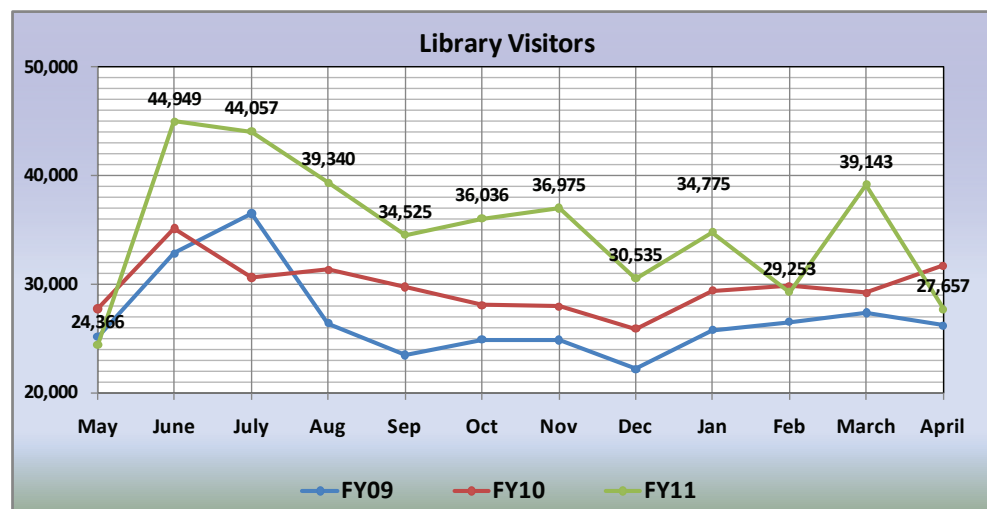
Patron Growth

This then is the essence of what we are faced with. While the population of Bloomington during these 10 years increased by a reasonable, and anticipated 19 percent, the demands placed upon and use of Bloomington Public Library exploded by a whopping and unanticipated 167 percent.

Further, the increase in the number of physical Library patrons¹² shows an equally astounding growth; the Library is now averaging just over 35,000 visitors each month¹³, placing extraordinary constraints on the physical space (including parking) and the staff. Of equal importance is that fact that when one looks at the trend of the data, there is no sign that this demand is near saturation.

Many decisions are already being forced by the tremendous number of users and the space constraints in the existing building and the issues will only continue to grow.

- Older shelving in the AV area has been replaced by new flexible shelving that holds more items in the same footprint.
- Our public access computers are busy during all open hours. The demand forces us to limit patrons to 90 minutes of daily use. Because we lack space to add more computers, we are lending laptops for use within the Library.
- The length of time that we will hold a requested item has been shortened from 7 days to 5 days because the number of items being held exceeded the shelving available to hold them, and there was no space available to add shelving.
- Parking is a continuous problem. Additional parking is needed.
- Children's programs are well attended. Programs we anticipate to draw a large crowd are now held twice on the day they are offered in an attempt to accommodate all those who want to attend. Two performances increase the cost of bringing puppet shows and other special performers to the Library.
- The Adult area will be rearranged in August to get the maximum amount of shelf space and seating in the area. In some areas of the collection, one book must be weeded for each book added because of lack of space.
- Computer assistance open labs will soon move to the Quiet Room because of space constraints.
- Self check machines both at the front desk and now upstairs have helped to alleviate the long lines of customers waiting to check out on Sundays and other busy times.



This evidence makes a prima-facie case, and a rather strong one, for an expansion of the Library at the earliest possible opportunity, both in terms of additional space and materials.

¹² The qualifier "physical" is meant to distinguish them from virtual/online visitors.

¹³ Comparison of Circulation Statistics (Library staff, June 2011)

Argument 2

Underserved Families

Population

The total population that we intend to serve is 83,360. (This number is comprised of 76,610 Bloomington residents and an additional 6,750 residents who reside in the Golden Prairie Public Library District). The actual number of households in Bloomington,¹⁴ as of 2010 was 26,642. The number of households in the Golden Prairie Public Library District¹⁵ can be estimated at approximately 2,150 households. This brings the total households being served to 28,792.

Patron Distribution

Please note that the total number of Bloomington Public Library cardholders, as of June 2011, is approximately 29,305.¹⁶ (Please view the map¹⁷ on page 8 of this document which shows the number of unexpired library cards possessed in three different Bloomington area codes: 61701, 61704 and 61705). This map was designed to give a sense of the geographical distribution of our patrons. These add up to 25,733 cardholders, consistent with the total of 29,305.

Use of a More Accessible Branch

In short, there are **29,305 cardholders among 83,360 potential clients organized in 28,792 families.**

Depending upon how one chooses to think about it, this can be considered an accomplishment; or it can be seen as an opportunity to do a better job. It's possible that neither answer is incorrect.

Like many small public libraries, Bloomington Public Library issues **individual** library cards, not family cards. We know from indirect evidence — hard data on this is more difficult to track down — many families who use Bloomington Public Library hold **multiple** library cards for very good reason, e.g. to be able to borrow a larger number of items at a time, to give children in the family an opportunity to hold their own card, etc. Therefore, it is quite likely that our 29,305 cardholders correspond to only about 14,500 families who are currently served by Bloomington Public Library. This implies that an equal number of households do not use our Library at all. On an average, there is indeed one card per family. But this average is very deceptive; it is composed from families with two or more cards and families with no cards — families who might be better served by a **more accessible library branch**.

This evidence suggests rather strongly the presence of an underserved clientele that might respond positively to a more accessible library branch.

There is no easily available data about the **typical** cardholder/total population ratio for comparable small public libraries around the state. But some specific examples strongly suggest that our analysis is on the right track. For example, consider the public library in the Village of Addison, IL. The population of the village is 36,346, and the number of cardholders¹⁸ is 25,927. Approximately 71 percent of the potential patrons in Addison are cardholders. When one combines Bloomington and GPPLD, that ratio here is 35 percent. This corresponds 29,305 cardholders to 83,360 residents. On average, libraries saturate about 63 percent of their population.¹⁹

¹⁴ http://en.wikipedia.org/wiki/Bloomington,_Illinois

¹⁵ http://factfinder.census.gov/servlet/SAFFacts?_event=Search

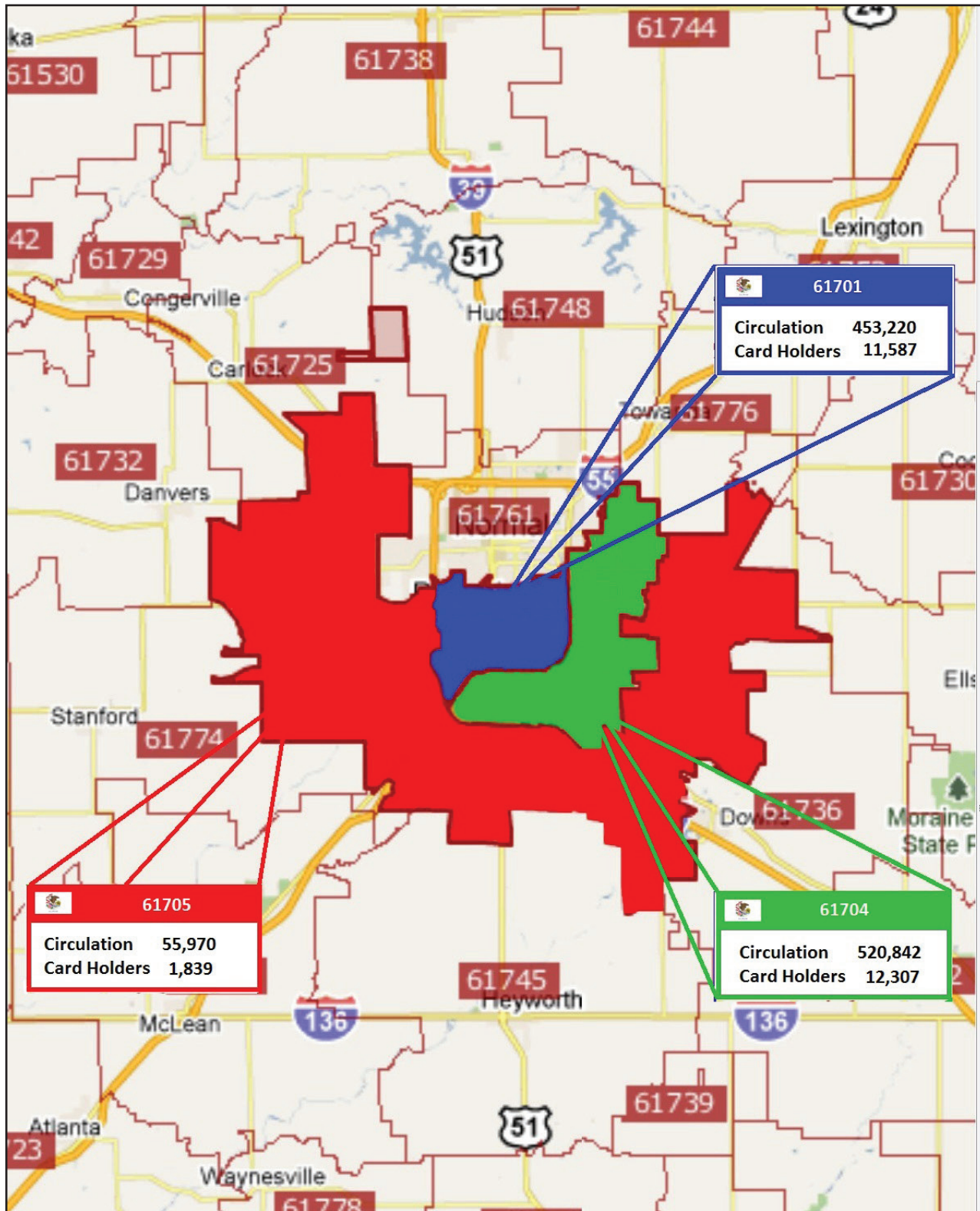
¹⁶ [http://www.bloomingtonlibrary.org/find/state of the library/annual stats/](http://www.bloomingtonlibrary.org/find/state%20of%20the%20library/annual%20stats/)

¹⁷ Data provided by Library staff, May 2011

¹⁸ <http://www.addisonlibrary.org/about/librarystats.aspx>

¹⁹ Public Library Association's Public Library Data Service Statistical Report 2009

Active cardholders & circulation numbers by zip code



Equal Geographical Distribution of Patrons

The graphics on the next three pages present information derived using the GoogleMap tool to overlay clusters of clients whose cards are either current or have expired within the past year atop a map of the area.²⁰ The three pages show, in succession, the distribution of all customers, all teens, and all juveniles and the graphics are labeled as such on the bottom of each page.

The following three aspects may be pertinent:

1. **The density of current cardholders on the east side (both northeast and southeast) is essentially the same as the corresponding density in older and more established regions of the library district.** This is numerically confirmed by the zip code distribution of cardholders presented on page 8.

This information is in fact reassuring. It is also diametrically opposed to the dire warnings issued by a paid library consultant ²¹ in 1998. To wit: “... the single greatest detriment to higher levels of use is the Library’s unappealing location” and “... expanding the library on its current site would probably be a misuse of funds.” It is fair to say that the renovation of the Olive Street facility in 2006, coupled with some other actions taken by the Library, have resulted in unprecedented and explosive growth in the use of the Library as has been articulated in previous pages.

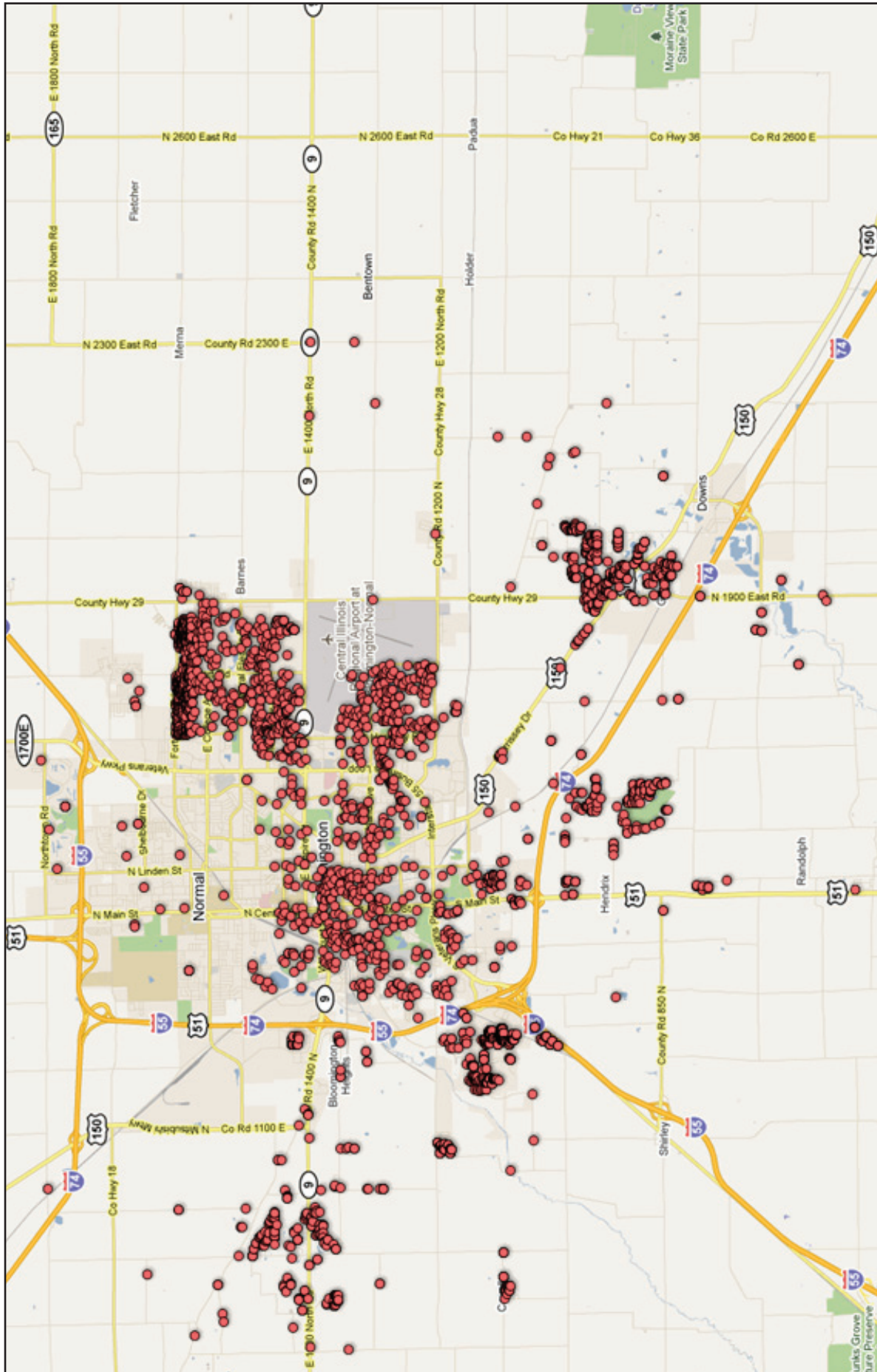
2. **There are no significant differences between the distribution of all customers, teens and juveniles.**
3. **One can readily identify two large clusters, one in the northeast and the other in the southeast, corresponding to the growth of Bloomington over the past two decades.** We have computed the average round-trip distance from the center of these clusters to the Library’s 205 E. Olive Street location. From the center of the northeast cluster (GE Road & Airport Avenue), the round trip distance is 10.6 miles. The corresponding distance from the center of the southeast cluster is 9.4 miles.

An east side branch would reduce travel distance and time. Item No. 3 above could be restated as follows: A bit less than half of our current clients have to drive approximately 10 miles round trip to use the Library. This fact, in and of itself, is **not** a major concern, but it has a bearing on desirable locations for the proposed branch. (Some might, however, argue that, given the Library’s commitment to modeling environmentally sustainable behavior, it would indeed be great if this heavily frequented civic facility required less commuting). It is also possible to guess some reasons why some of our potential clients may not undertake a 10-mile round trip to the Olive Street facility as often as they might like to, e.g. physical ability, time, parking, cost and even environmental concerns.

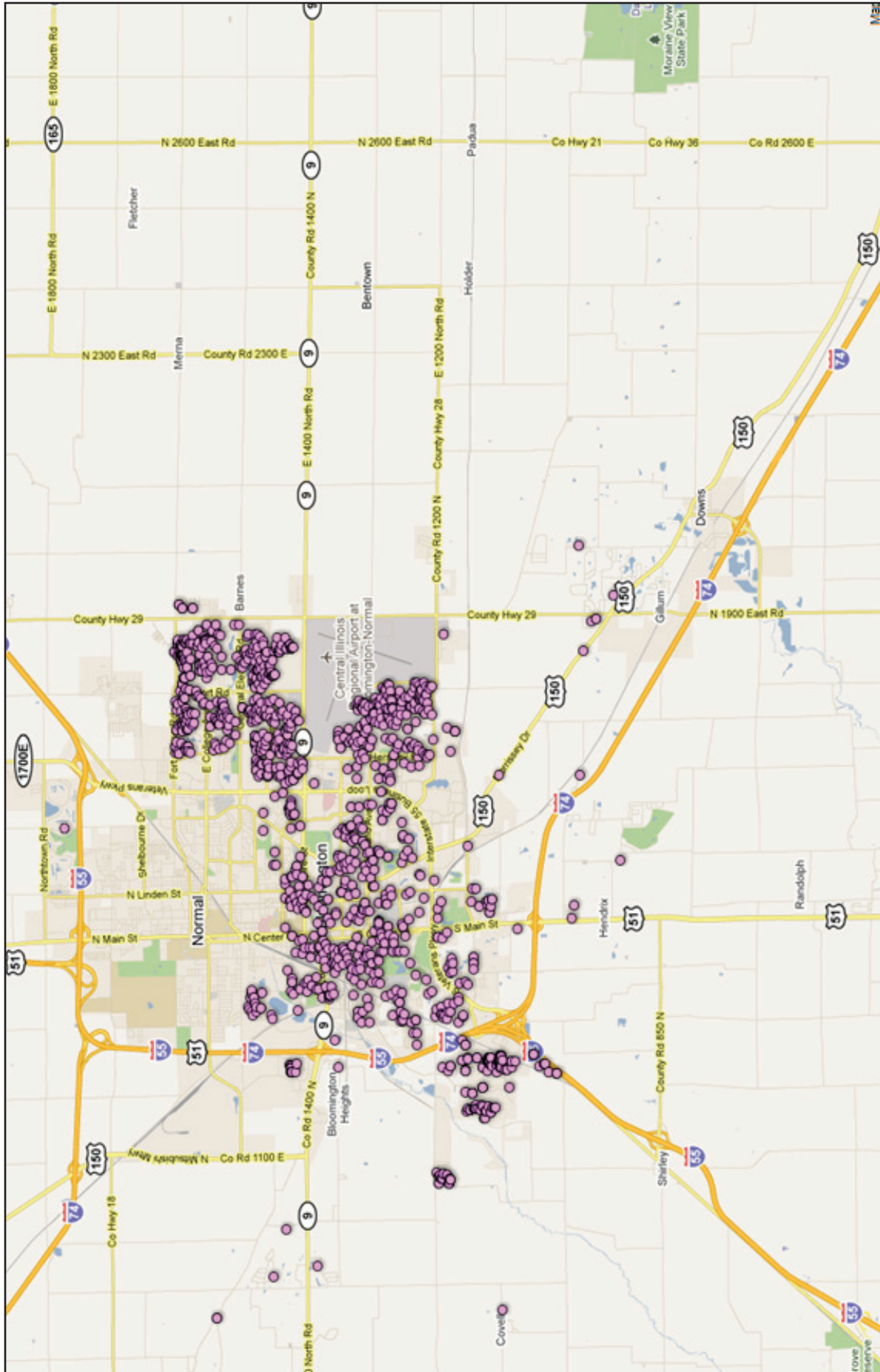
Given the relatively uniform distribution of our current clients, the known distribution of our population, and the multiple advantages of reducing the driving distance for as many as possible, a location somewhere on the east side seems desirable.

²⁰ Data provided by Bloomington Public Library staff, May 2011

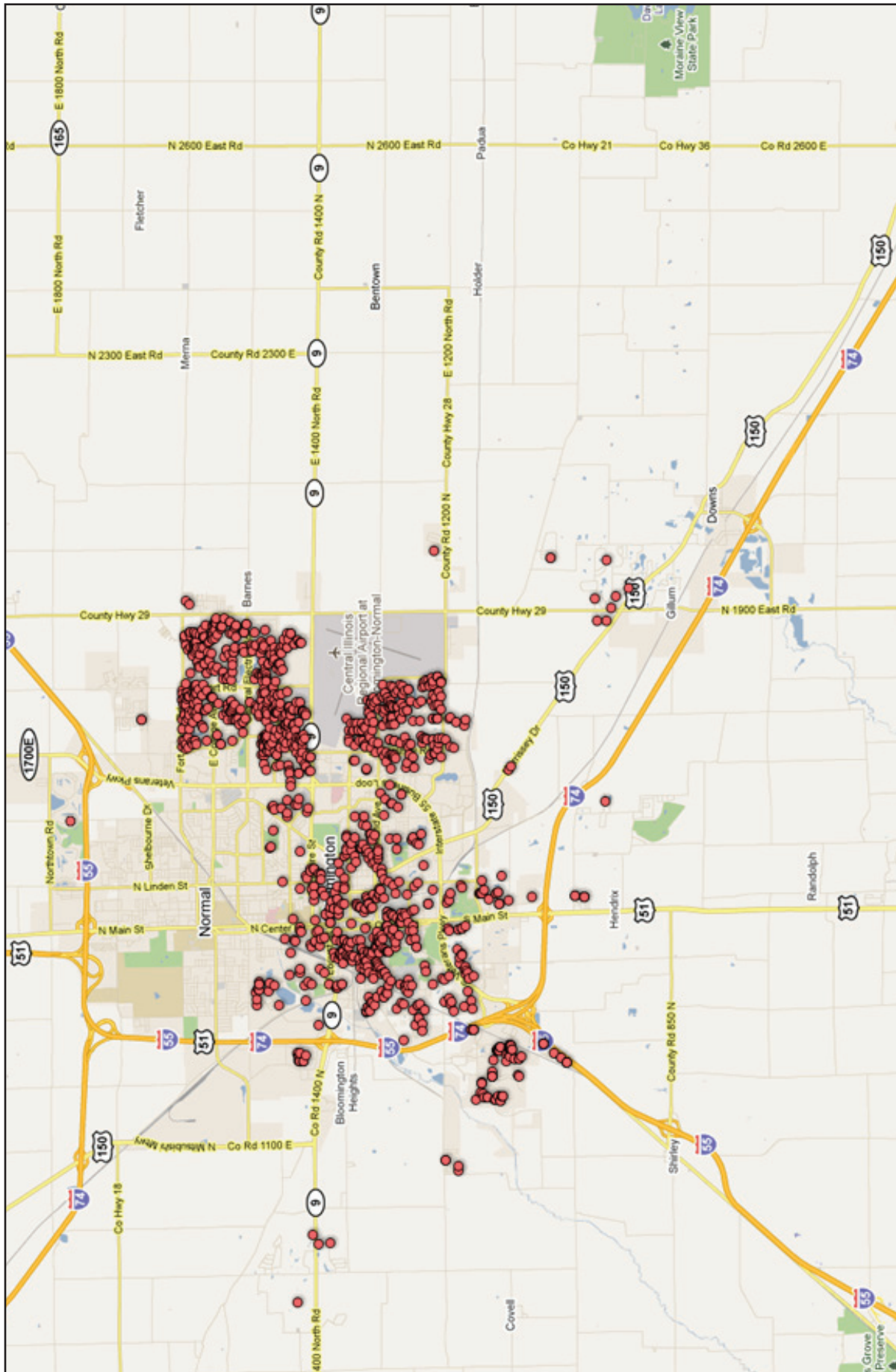
²¹ Schlipf Space Study, 1998, by Frederick A. Schlipf, Library Consultant, p5 and p12



All customers have current Library cards or Library cards which have expired within the past year. This map represents all Bloomington Public Library cardholders — children, teens and adults — who have had a library card in the past year.



All customers have current Library cards or Library cards which have expired within the past year. This map represents all the children who hold library cards issued by Bloomington Public Library.



All customers have current Library cards or Library cards which have expired within the past year. This map represents all the teen-age residents who hold library cards issued by Bloomington Public Library.

City/Library Partnership

Synergies That Serve Our Citizens

The Bloomington Public Library Board of Trustees hopes to work closely with the City of Bloomington — in particular with the City Council, the Mayor, the City Manager and the Parks and Recreation Department — to take advantage of some wonderful opportunities for synergetic planning that we draw attention to.

FY09 Library Tax Rate Comparison

This chart²² shows that our Library Tax Rate of 25.47 cents per \$100 of Equalized Assessed Valuation is the lowest Library Tax Rate among peer public libraries in Central Illinois. It is 32 percent less than the peer group average of 37.6 cents per \$100 of Equalized Assessed Valuation.

Municipality	FY2001 Tax Rate (Cents)	FY2009 Tax Rate (Cents)
Urbana	52.5	50.0
Champaign	36.1	42.2
Galesburg	35.5	40.3
Danville	40.3	40.2
<i>Average</i>	<i>36.6</i>	<i>37.6</i>
Normal	36.5	36.5
Peoria	28.5	34.2
Decatur	40.0	32.3
Bloomington	23.6	25.5

²² Chart titled “FY09 Library Tax Rate Comparison,” compiled by Bloomington Public Library staff from online sources

City/Library Partnership

Synergies That Serve Our Citizens

Benefits of Partnership

In these difficult economic times, it behooves all of us, the Library's Board of Trustees and the Bloomington City Council, to think of constructive ways to stretch our tax dollars and take advantage of any significant opportunities for synergies that might present themselves, thus keeping the Tax Rate as low as possible for as long as possible.

It seems to us that our proposed branch of approximately 10,000 square feet on the east side lends itself in a natural way to being integrated with one of the city's parks on the east side. Below, we identify a number of synergies that we can see:

- Avoids duplication of development costs.
- When weather turns bad, citizens in the park can move, rather easily, from a leisurely life of the body (the park) to a leisurely life of the mind (the Library).
- Some family members can enjoy all the things that the park has to offer while other members of the same family (who might be less inclined to outdoors and more to the mind-nourishment available in the Library) can be in the Library.
- Coupled with a picnic in the park, this is an extraordinarily innovative way for families to have authentic, quality family time that is simultaneously fun, educational (offering access to nature and knowledge at the same time), and affordable. The setting would have the potential to nurture and bond families, particularly young families and families with limited financial means.
- The collocation of the branch library with a park on the east side will drastically reduce the driving distance for many families. Indeed, the reduction in driving for many families will be of such a magnitude that they might walk rather than drive. Others who bike to/through/near parks may combine their library visits with their bike rides.
- Educational leaders often lament the compartmentalization, in our culture, of formal classroom learning which is portrayed as "play." Note however that children today often "play" with digital media. The proposed model with a library and a park right next to each other attempts to integrate learning and playing in a seamless fashion within the same geographical environment. There is pioneering anthropological research²³ which points to the value of creating such informal learning cultures.

²³ "Kids' Informal Learning with Digital Media: An Ethnographic Investigation of Innovative Knowledge Cultures"

<http://digitalyouth.ischool.berkeley.edu/node/1>

Flourishing in the New Environment of Library Planning and Management

*Lean Library Management and Scenario Planning*²⁴

Anyone who has paid any attention to the world of public libraries in the past year or so knows that public libraries are right in the middle of historic and radical transformations — e-books, e-music, e-videos, e-readers and e-commerce — which are extremely difficult to put one's arms around, let alone make reliable predictions about where the future is headed. Coupled with the difficult economic times that many cities find themselves in, increased expectations of savvy customers (sometimes from staff members entrenched in old ways of doing business), tough competition from alternate sources, and a political climate that is not particularly conducive to nurturing the public good, many librarians and library board directors around the country are challenged to negotiate these revolutionary and rapid-fire advances in technologies and business models. The staff at Bloomington Public Library and the Library's Board of Trustees are no exceptions to this.

We acknowledge that much work remains to be done so the Library Director, with the support of a fully informed Board, can identify and address organizational and operational challenges stemming from these historic transformations.

The Board of Trustees feels good having supported Staff Development Day which was held on February 28, 2011. A consulting firm which was aware of the importance of the Scenario Planning approach was brought in to facilitate the day. Similarly, many members of the Board of Trustees and the Library staff have worked hard to follow and analyze the impact of emerging advances in the area of e-books, e-music, e-videos, e-readers and e-commerce. The Board of Trustees recommends that in the coming months the Director and the Department Managers **use a shared language and a shared resource** for concrete and focused conversations about these challenging management issues. The Trustees recommend a highly acclaimed and recent resource²⁴ on library management. Similarly, the Trustees and the Director may also benefit from shared readings²⁵ about library planning.

²⁴ Lean Library Management: Eleven Strategies for Reducing Costs and Improving Customer Services, by John J Huber; Neal-Schuman Publishers (2011)

²⁵ One example: "Imagine Your Library's Future: Scenario Planning for Libraries and Information Organizations" by Steve O'Connor and Peter Sidorko; Woodhead Publishing (2010)

Department Managers Look Ahead to 2021

Following substantive and helpful discussions between members of the Board of Trustees, the Library Director and the Library's Department Managers, the Department Managers were invited to submit short **qualitative** summaries of the significant changes they **foresaw**, over the next 10 years, in **their own area** of operations, budgets and staffing patterns/levels. It was acknowledged from the outset that these would not be construed as actual operational or staffing plans for the next 10 years. We acknowledge that such detailed department-level planning during these times of revolutionary change must be done using new tools and new approaches. These summaries are meant to serve a dual purpose:

- They inform the Board of Trustees of the current thinking of the Department Managers and the Director.
- As the impact of e-books, e-music, e-videos, e-readers, e-commerce and Digital Rights Management on public library budgets and operations becomes clearer over the next year, these can serve as a starting point for a rigorous process of operational reorganization as might be deemed necessary by the Director and the Board of Trustees.

The Library in 10 Years – a Summary of Staff Vision

The Library must continue to provide free and equal access to its resources and services for all. While we foresee a great deal of change in the next 10 years, it is crucial that the Library remain a place where all are welcome regardless of economic circumstances or social status, that we are not charging admission or trying to sell anything, and where we are providing an attractive place to gather and receive assistance.

Services

The Library will continue to offer many traditional services and programs such as story times, lapsits, and book club discussions. The love of reading that can be fostered in young children will continue throughout their entire lives. The Library plays an important role in that development and will continue to do so in the future.

Partnerships with literacy groups, the school districts, economic development groups, and others will continue, but strategic partnerships with other community organizations that complement the Library's mission will also exist. The Library will continue to serve as the melting pot of the community where diverse groups are welcomed and served. Programs such as El Dia de los Ninos and A Tale for Two Cities will continue to promote literacy and celebration of other cultures. The Library will offer a plethora of programs catering to increasing numbers of retired "boomers" on current topics, promoting lifelong learning.

The Library will be a place where customers will come for training in new technology. It will serve as a place where people will connect to the internet to download music, movies, and personal documents stored in the cloud.

Materials

The Library will continue to be a primary provider for books in the community. However, the shift from paper to digital will have continued. Some formats such as magazines and newspapers will no longer exist in print. Music CDs and movie DVDs are formats that are not likely to be around in ten years. The Library is already offering free music downloads via Freegal. Instead of coming to the Library for materials, many customers will download more from home via the Library's website or future portal. Customers will come to the Library to interact with others, discuss books and topics of interest, attend programs, learn new things, and discuss ideas and current issues. The Library will also remain an important resource for customers unable to afford their own personal equipment and electronic resources.

Staffing

Some departments will likely have fewer staff, but others will need more. An increased number of staff with more IT knowledge and technical skills will be needed to assist customers with access to content in a variety of formats. The Library is an important bridge between the latest gadgets and devices and “how to use” them. The Library will use social media tools to reach out into the community and to promote the Library. Instead of waiting for the community to come to us, the Library will reach out to them. This will require staff to create this content and to assist our marketing department in promoting the Library and its resources.

As librarians direct and plan the work, others will cover the public service areas. As is already happening at the reference desks, professional librarians are not needed to answer the level of question that is being asked. This is likely to mean that more part-time, non-professional level staff will be able to cover service desks in the future. The librarians’ time will be used to organize materials, create content for social media, blog, plan programs and events, partner with community organizations, etc. The Library’s website will play an important role in content delivery. The website will have staff assigned to interact with customers through chat, blogs, etc.

Staffing will need to increase and be relocated to accommodate additional Library locations.

Facilities

Due to the continued growth of Bloomington, an additional fixed outlet, possibly two, will be needed. As customers’ usage changes, as the importance of the Library as a gathering place grows, and as the need to access the free electronic equipment available only at the Library increases, a branch or two will be vital. These locations will also provide more meeting room space for Library activities and for use by outside groups.

Summarizing Thoughts

As we articulated earlier, the public library is about much more than just circulating books, movies, and music. At this time, a nuanced and rigorous analysis of budget specifics must wait. For now, some overall trends can be identified with confidence.

On one hand, the advent of e-books and e-readers will likely increase circulation even further and require repurposing of staff. Other staff areas are also likely to witness reassignments, e.g., those committed to selecting and ordering materials, cataloging, bills processing, advertising, etc.

On the other hand, with the new branch, our total space will expand from the current 51,000 square feet to a minimum of 61,000 square feet (and possibly more in the future). This facility would represent a 20 percent increase in space and a corresponding increase in materials and holdings. Our range of service, given the diversity of our citizenry, will expand, not shrink. Our population will also increase another 10 percent.

All of these factors considered together lead us to recommend the soft-planning target of a 20-percent increase in staff level and a corresponding 20 percent increase in the Library Tax Levy as mentioned in the Executive Summary on page 2.

Fine-grained and detailed budget planning is beyond the scope of a Long Term Strategic Plan of this nature. It is our expectation that the Budget Planning Committee and the Planning, Policy, and Programs Committee will, during the next year, work closely with the Library Director, the Library's Department Managers, and hopefully with the cooperation of the Bloomington City Council, to lay out concrete budget plans in an effort to make this Strategic Plan a reality.

The Libraries Didn't Burn

A Poem by Elaine Equi, May 3, 2011

despite books kindled in electronic flames.

The locket of bookish love
still opens and shuts.

But its words have migrated
to a luminous elsewhere.

Neither completely oral nor written -
a somewhere in between.

Then will oak, willow,
birch, and olive poets return
to their digital tribes -

trees wander back to the forest?

Appendix

Comparison of Circulation Statistics

	FY2009	FY2010	FY2011
Visitors to the Library	321,885	335,579	408,304
Visitors to the Bookmobile	14,109	20,822	14,401
Items in the Collection	261,340	274,647	299,296
Items Circulated	1,012,619	1,154,024	1,339,740
Cardholders	28,564	29,305	29,589
Questions Answered	85,435	69,219	79,443
Children's Programs	202	205	200
Attendance	5,189	10,331	9,166
Teen Programs	43	46	85
Attendance	1,620	1,323	1,860
Adult Programs	148	186	150
Attendance	1,911	2,872	2,704
Summer Reading Program (SRP)			
Participants	5,241	7,273	7,458
Completed	2,686	4,436	4,085