EXPERIENCE JOHNSON COUNTY LIBRARY

Strategic Plan 2008 – 2012

March 19, 2008

Donna Lauffer
County Librarian

Introduction

Johnson County Library is composed of a Central Resource Library and 12 neighborhood libraries. Established in 1952 by volunteers, the Library has developed into an important and popular county service; Johnson County Library will check out more than six million items this year. Each year, Johnson County Library has more visitors than the Kansas City Royals, the Kansas City Chiefs, and the Nelson-Atkins Museum of Art … combined. Johnson County Library is rated as *the best* service in a survey of county services. Citizens and taxpayers love this library!

WHERE WE'VE BEEN

The current strategic plan, ***Connections: Enriching Lives – Building Community, 2001 – 2007*** ended in December, 2007. The new Library Director, Donna Lauffer, sought a process that would go directly to the Johnson County community to ascertain needs and expectations, and to include staff perspectives as they are the face of the library to our customers. In order to identify changing customer expectations, we needed to look into our crystal ball at the trends impacting our work and our world; and in order to determine how we could meet those expectations, we looked inside at the Library's own strengths, weaknesses, opportunities and threats.

Connections took JCL to a new and highly regarded place. We built civic engagement by holding regular forums and strengthening partnerships. We are the founding partner in OneKCVoice and hold the Local Government Made Easy class series in conjunction with League of Women Voters. We reorganized our adult programming services to make civic engagement programming a focus, while continuing to develop a variety of other popular programs for adults.

We provided a complete range of youth services from infant to teen at all locations; assigned a school liaison to public, private, parochial and home school communities; and greatly increased our services to youth at risk.

JCL built a web content team and revamped our website, making local information and library services more accessible to the community. Government information and services, business services, local history and genealogy, and readers' services all have dedicated web pages, and many are developed in conjunction with community partners. We introduced virtual services such as blogs, rss feeds, and web pages where patrons could submit stories, poems, and other content. We even have an interactive webpage where constituents can use IM (instant messaging) to ask questions … and get answers. We retooled staff to provide these virtual services, and offered training for patrons as the rapid advances in computer technology changed us all.

And that's not all.

We increased self service to speed patron checkout at all locations; implemented wireless service at all branches; implemented a federated search software that enables one patron query to produce results across all databases; increased outreach to corrections, daycares, assisted living and disabled communities.

We broadened our emphasis on diversity by celebrating cultures in the county and greatly deepened our commitment and services to the literary community. We introduced regular author visits, collaborated with the KS Center for the Book, and participated in programs such as Notable Books of Kansas, Writer's Place, Young Writers Contest, and elementia publication for teens. JCL now features an Artist-in-Residence, and hosts Art In the Stacks which display local artist creations at 6 locations.

To help sustain these and other ongoing changes, we created a leadership initiative to strengthen staff at all levels and to enhance communication.

In short, we restructured, reallocated staff, set up the technology and web infrastructure and brought reference services into the electronic setting that positions us for the future. *And we won a number of national awards along the way.*

Process

In preparing a new strategic plan, a Staff Steering Committee (see Appendix A) was organized and met six times to collect and analyze data gathered through interviews, focus groups and surveys. The perceived strengths, weaknesses, opportunities, and threats (SWOT's) to the growth of JCL were investigated in the context of current trends, operating environment, and community composition.

Data was collected from people in the following demographic groups: JCL Board members, staff at all levels, community leaders, community library users, teens, and young adults.

Findings

Johnson County 2008*

The current estimated population of Johnson County is 520,000, of which the Johnson County Library District holds 405,200.   By 2020, the population of the county is predicted by Mid-America Regional Council to reach 654,774 and by 2030 it will reach, 744,057. In 2030, Johnson County will have surpassed Jackson County, Missouri by about 30,000 persons.

A rising median age in the population is occurring but does not necessarily mean fewer children. The proportion of children in the population may diminish, but the numbers may actually increase as population increases.   Families will continue to be attracted to Johnson County, as in the past, by the low crime, job opportunities, and good public schools.   We may expect larger proportions of children in developing areas, but re-development in older areas of the district will attract young families as well.

Johnson County is becoming more diverse in terms of ethnicity, race, and language. The numbers, although still small, are growing.   Children will continue to be a necessary factor in planning. There are a growing number of persons who do not speak English well or at all. And in county stereotyped for its wealthy residents, there is poverty and its attendant issues. 3.1% of families were found in 2006 to have incomes below the poverty level, accounting for 4.9% of individuals. For families with children under age 5, this rises to 6.1%.   Among families with a female householder, with no husband present, with children under five the number rises to 19.0%.

The greatest growth areas in the district are in the "Monticello" Neighborhood Library service area in western Shawnee, which is projected to grow from 14,766 in 2000 to about 60,000 in 2020, and on to a 2030 population of about 75,000. A close second is the Blue Valley Neighborhood Library service area south of I-435 down to Aubry Township. The total Blue Valley population is projected to increase from 71,677 in 2000 to about 135,000 by 2020. Gardner Neighborhood Library will also have significant growth. Modest growth in Desoto and Spring Hill is projected.   The northeast sections of the county, including the Corinth, Central Resource Library, Cedar Roe, and Antioch branch service areas will see slight declines.

A total of about 9.5% of the district population speak a language other than English at home, or 35,612 persons. Of these, 12,705 speak Spanish, and of these about 4,740 speak English less than well.   An estimated total of 12,027 speak English less than well. About 7,300 speak other languages.   The number of persons who did not speak English well grew 165% between 2000 and 2006 from 4,534 to 12,027.

Author, Jerry Roy

Board of Trustees and Community Leaders

The JCL Board of Trustees shared their vision for the future including increasing the overall use of the Library, strengthening its role as the cultural and intellectual center of the community, and balancing technological improvements with human interaction. As a steward of community resources, the Library Board supports creative partnering efforts to enhance the Library's efficiency and effectiveness. Learning to "do more with less" provides the opportunity to model innovative practices for others in the metropolitan area.

The community was represented by a Community Steering Committee (see Appendix B) and by interviews with over 30 community leaders (see Appendix C). While lauding the accomplishments, strength and staff of JCL, several key elements were identified for consideration as areas in need of improvement. They suggested strengthening partnerships and collaborations with community institutions, such as schools, to encourage long term use and stronger growth. The successful recruitment, retention and development of staff, volunteers, and Board members was seen as the foundation on which a community library thrives; maintaining a strong, positive workforce is critical to providing quality customer service.

It is also important that JCL maintain a notable physical civic presence within the community. JCL is seen as an accessible and irreplaceable community resource, but aggressive competition for funding coupled with a lack of awareness of many library services make stronger marketing and public relations efforts critical to the Library's continued success.   And in order to serve the entire community effectively, it is also essential that the Library ensure it has appropriate resources for English-language learners and other minority groups within the community, and that these residents are aware of them.

Adults and Teens

Six focus groups concentrating on adults and teenagers identified significant areas that affect library use. The adults (mostly older) acknowledged generational differences in the using information; and while they want the library to continue to meet the needs of adults, they were emphatic that the needs of teens and younger generations ('digital natives') be met, too.   One frequently-mentioned need was the need to make library materials available more quickly, since many people do not want to wait on long reserve lists for the books they want to read. They acknowledged that some library patrons need more technological training and support in order to use library services. In providing such support, an emphasis was placed on customer service and the recruitment and retention of quality staff. In addition, many adults indicated a desire for the library to meet the needs of a changing and diverse community in such a way that JCL could become an even stronger community center rich with culture and diversity.

Teens similarly emphasized the importance of fast and convenient customer service, including shorter waiting times for the materials they want. Many teens shared that, similar to retail stores, it is the experience of the library that is the most influential; providing a vibrant, interesting physical environment coupled with an inventory of desirable items and a rewards system for loyal patrons were their main areas of interest. They also mentioned that working more closely with schools would enhance teen use of the library.

Staff

A search conference of 104 participants including both members of the staff and larger community produced six major themes of importance regarding the library experience. The participants reported the facilities should be 'user friendly', comfortable, convenient, and environmentally friendly (green). More efficient handling of library materials, improved marketing and the ability to respond to the needs of changing community demographics were also noted.
Staff members emphasized the need for all programs to be strategically planned and implemented correctly to appropriate target groups so that staff resources could be used most effectively. Staff recommended that current programs and services, such as adult programs be examined for efficiencies and streamlined or eliminated where appropriate. Staff also reported that print reference collections could be reduced in order to provide collections and spaces that respond accurately to the community's needs.

Public Survey

To supplement the interviews and focus groups, a public, survey was emailed to patrons whose library cards had not been used within the previous year. Survey parameters were set by staff members and 2100 responses were received. A sample of this size yielded a margin of error + or – 2.5%, with a 95% confidence level. Surprisingly, 85% of the surveyed individuals had, in fact, used the library in the previous year. Half of the respondents reported use of the library web-site and at least half visited in person.

Respondents generally were satisfied or very satisfied with the Library, but noted that the library did not always have what they wanted- when they wanted it They shared that having busy lives kept them from utilizing more resources. Convenience was a key factor for many, and some suggested expanding the collection, shortening waiting times and offering a home delivery service.

Strategic Plan 2008-2012   <u>Experience Johnson County Library</u>

Service, Place, and Reaching Underserved Populations with opportunities for all were identified as the three most influential focus areas likely to inspire positive change. Our major areas of focus, or strategic outcomes, going forward are about the **experience** - service to customers, place, and targeted services to members of the community who are underserved or not currently served.

The outcome of this new strategic plan, ***Experience Johnson County Library***, isn't about doing more. The strategic planning process showed us that we are doing many wonderful things efficiently and effectively; there is nothing more we need to add *at this time*. Indeed, to be more directed, we will downsize activities that do not fit into our focused areas. But in many areas we are doing too many things to provide consistent excellence and without sufficient collaboration with area agencies and potential partners.

This strategic plan is about making what we do even better – for the customer. This strategic plan is about the customer experience--about how patrons, other constituents, and staff experience the Library and its services.   It includes providing convenient, delightful, and targeted services in inviting spaces. This strategic plan is about YOU!

> We heard this story from a children's librarian *from the perspective of the library shelf*:
>
> *I've seen newborns, watched them grow, watched them move away and come back, looking for college and career information, preparing to travel. I've heard different languages, and helped people become citizens. Kids have looked up the words deployment, divorce, Afghanistan, and the distance to the moon. Teary adults have looked up baby names, place names and funeral information. I saw all these people yesterday, 10 years ago, and 30 years ago, and I will see them again tomorrow.**

*The story and haiku poems were written at the JCL Staff and Community Search Conference held in December, 2007

Outcome 1   **Patrons will experience convenient, delightful and rewarding library service.**

Strategies

- Library services are easy and convenient to use.
- Patrons of all ages report their library experience is delightful
- Patrons learn about library services from staff who are well-informed and proactive in promoting appropriate library resources.
- Patrons are able to find and obtain the library resources they want in the shortest possible time.
- Technology support will be improved by conducting a technology assessment and developing a technology master plan.

Focusing on Service will create an easy, convenient, and rewarding experience for patrons and staff. The library atmosphere and customer experience must be evaluated and designed for library members of all ages. Library greeters may help direct patrons or reduce the amount of time it takes to get help from a staff person or online. Extended hours of support are available online and if technical support systems are made more clear and user-friendly, they might reduce the strain on human resources.

Another important element of service is the ability to provide more materials at a faster pace. Housing more copies of popular materials will reduce waiting periods and increase patron satisfaction. Increasing usability of the catalog and providing clear signage will help patrons locate materials that they may now assume the Library doesn't own.   In addition, the process of 'materials handling' needs to be re-evaluated and restructured such that materials and resources are easier and quicker to obtain.

Articles and More Bliss
Patrons love and use
So many databases*

Providing online services or the ability to use self-service to complete registration, fine collection, and check-outs will increase convenience and make the library experience more enjoyable. Other online tools such as tutorials, library orientations, and services designed by customer profiling/data mining to anticipate needs will make library services more exciting and user-friendly, as well as accessible for those patrons without time or transportation. Many members of the public who would rather utilize a home delivery service, may be willing to pay fees for the added convenience of such services and transactions, that otherwise would be free of charge if done in person. Others may be willing to pay a fee for a shorter hold period.   The JCL staff and Board will need to determine whether and in what circumstances such 'convenience fees' would be in the public interest.

*The story and haiku poems were written at the JCL Staff and Community Search Conference held in December, 2007

The use of "service fees" rather than "fines" is a more positive method of maintaining fair boundaries and limits in regards to library resources. Requiring a deposit when placing an item on hold, then redeeming the deposit at the time of pick-up for credits at the Friends' book sales are more attractive ways of implementing limits on library resources.

Reward systems are crucial for library patrons and staff and a way of recognizing loyal patrons. Staff support and empowerment is an essential element of good service and growth. Effective internal communication that encourages staff participation helps foster a positive work culture that will flourish under word of mouth marketing from satisfied employees and the patrons they served.

Outcome 2   Patrons will experience inviting, comfortable spaces that facilitate lifelong learning and civic engagement.

Strategies
- Patrons and staff report that libraries are welcoming comfortable, and safe places.
- Sustainable practices are implemented in overall library operations.
- Johnson County is served by a library system with adequate facilities that have been planned in accordance with community growth.
- Develop a new long term facilities master plan for the next 15-20 years.
- Patrons find opportunities to engage in civic and community life at the library or via the library.

The Place to Be
Food and drink allowed
Fireplaces and comfy chairs
Community space*

Creating a **sense of Place** with a strong presence and inviting spaces were the developmental concerns for this outcome. Promoting the library as an intellectual center and a place where everyone is welcome will help cultivate a diverse and intergenerational community hub. Similar to the environment cultivated at coffeehouses, offering comfortable social spaces will draw patrons to the library. At the same time, providing quiet areas and study rooms will satisfy library patrons who appreciate a quiet place to read or study, and help staff to ensure that the diverse needs of library users can be met. An inviting atmosphere not only draws people in but also provides an attractive way to showcase the collection and interest other institutions to hold meetings and events in the space.

*The story and haiku poems were written at the JCL Staff and Community Search Conference held in December, 2007

Investing in structural renovations will update the facilities making them safer and more accessible, attractive and efficient. Using green practices will increase building and resource sustainability and the addition of multi-purpose rooms for local government or non-profit services will help foster a stronger presence within the community. In addition to improving the Library's public areas, there is a recognition that staff spend more time in library facilities than anyone else; a focus on improving staff work spaces will make their work easier to accomplish, and result in increased morale and dedication to service.

Outcome 3   Patrons in underserved segments of Johnson County will experience library services.

Strategies
- Identify strategic opportunities to serve underserved groups.
- Stretch outreach capacity by integrating outreach at all locations
- Implement a more comprehensive outreach function in order to reach communities not currently being served.
- Provide more comprehensive early literacy library experiences for youth at risk.
- Implement a more effective and responsive service to the Hispanic community or other immigrant populations.

The final focus area concentrates on reaching out into the community to create and provide opportunities for underserved groups. Forming partnerships with institutions and organizations that contribute to library and community resources rather than compete for them is crucial to developing and enhancing opportunities. Working beyond the walls of the library, engaging individuals from other programs and service providers supporting emerging groups will transform JCL into the center of a flourishing intellectual community. Outreach work should investigate the true needs of each community and be integrated through strong core services. Support for Hispanic communities, early literacy or minority businesses are just a few examples of services that would contribute significantly to the community.

Outreach Old
Booktalks, productions
Twenty-three limited sites
Seven hundred served*

Outreach New
Outreach lobby stops
Two hundred forty places
Fifty thousand, glad*

*The story and haiku poems were written at the JCL Staff and Community Search Conference held in December, 2007

Redesigning existing outreach services such as those provided to senior centers, English language learners and teenagers while engaging members of target groups is a goal. Better use of volunteers will satisfy mutual needs and interests. That way, library staff can learn first-hand about the needs and interests of target groups, while working together to develop needed services. And even though there is a cost associated with recruiting, retaining, and supervising volunteers, there are also indications that the pool of skilled volunteers who want to do meaningful work will increase as the Baby Boomer generation retires. The goal is to utilize skilled volunteers who can help the library to grow its services without incurring increased burdens on library staff.

One other aspect of refining target services to meet community needs is to change the "cookie cutter" policy of branch services and programs. Going forward, branches will analyze community needs to ensure that targeted services are provided to meet changing demographics in their unique service area.

MARKETING

In collecting data, we learned from every constituency one very important thing: the need to **market** our services. Many of our constituents are not aware of all we do. It will be our job to change that in the next three years, especially to targeted pockets of our population.

STAFF
 The other area we learned that is overarching to our success is to focus on our **staff.** We are committed to creating a culture that recognizes rewards and empowers staff that join us at JCL and remain with us to create the kinds of experiences that are important to customers.

> *Our Future*
> *Every child ready*
> *To grow future readers now*
> *A library goal**

We hope you will join us as we work in collaboration with our patrons, staff, community and county leaders, K-12 and Higher Education leadership to make Johnson County a community of choice!

*The story and haiku poems were written at the JCL Staff and Community Search Conference held in December, 2007

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APPENDICES

Appendix A:

Staff Steering Committee Members

Appendix B:

Community Steering Committee Members

Appendix C:

Key Stakeholders Interviewed

Appendix D:

Trends Facing Johnson County and Demographic Information

Appendix E:

JCL Staff Search Conference

Appendix F:

Data from JCL Staff, the Public and the Library Board

Consultants:

Paula M. Singer and Gail Griffith, The Singer Group, Inc.

Appendix A:

Staff Steering Committee Members

Staff Steering Committee

- Donna Lauffer
- Carolyn Weeks
- Monique Sendze
- Ken Werne
- Diana Graves
- Tricia Suellentrop
- Kasey Riley
- Tiffany Hentschel
- Erica Reynolds
- Kim Fenton
- Stuart Hinds
- Jennifer Mahnken
- Whitney Davison-Turley
- Mike Heffernan
- Marsha Bennett
- Joyce Goad - **Project Manager**
- Paula Singer - **Consultant**
- Gail Griffith - **Consultant**
- Lorraine Kituri - **Consultant**

Appendix B:

Community Steering Committee Members

Community Steering Committee Members

- Kay Atteberry
- Bob Blandon
- Marilyn Carbonell
- Dale Curtin
- Mark Daganaar
- Molly Deckert
- Stewart Fairburn
- Linda Hamilton
- Kristen Hansen
- Nancy Hupp
- Michael Krolski, PhD
- Bill Meek
- Barbara Page-Stocks
- Juan Ramirez
- Tom Riederer
- Sally Smith
- Roe Taliaferro
- Karen Wulfkuhle

Appendix C:

Key Stakeholders Interviewed

Key Stakeholder Interviewees

Mary Lou Jaramillo
Dr. Terry Calaway
Mike Slagle
Dr. Marjorie Kaplan
Dr. Barton Goering
Betsy Gillespie
Dr. Sharon Zoellner
Sally Smith
Mike Zellers
Steve Case
Jules Taggert
Dr. Bill Gilhaus
Mindi Love
Dr. Robert Clark
Karen Wiederaenders
Ann Zimmerman
Dr. Mary Ann Wynkoop
Julie Bilyea
Brenda Sharpe
Denise Upah Mills
Linda Leeper
Jim Swain
Stephanie Jacobson
Scott Wasserman
Ron Shaffer
Debbie Collins

Appendix D:

Trends Facing Johnson County and Demographic Information

TRENDS & ENVIRONMENTAL SCAN REPORT
Strategic Planning
Johnson County Library
December 2007

"The true state of every nation is the state of common life."
– Samuel Johnson
A Journey to the Western Islands of Scotland (1775)

Introduction

The 1994 environmental scan reflected the dawn of e-books and laptop computers, while in 2007 technology is surpassing Dick Tracy's futuristic devices. Technology has become an enabler rather than a driver. The key attributes of products and services now are customization, just-in-time, and experiential, while still harnessing technology.

Current challenges are to prepare organizationally for **constant and rapid change**, to develop the "**high touch**" (communication and interpersonal skills) aspects of service, and to engender **constant innovation** by using collaborative **design thinking** to identify problems and challenges as much as to discover solutions regarding service.

More specific challenges include addressing the poor quality of American education vis-à-vis the need for a more sophisticated work force; increased diversity due to immigration at both ends of the economic spectrum, partly as a result of need for a more skilled work force than the U.S. can supply; the growing disparity of incomes (particularly between blacks and whites) and diminution of the U.S. middle class, partly due to increases in college tuition (at a time when a strong middle class is forming in the developing world); and the trend away from literacy and toward an oral culture.

It might be well to include a review of *Maslow's Hierarchy of Needs* in JCL staff's strategic considerations, because much of our community's and nation's focus on self-actualization and the individual depends on continued prosperity. That prosperity can be attributed to the United States' innovation role in relation to the rest of the world, as Greenspan points out. If that role shifts – which could happen due to a dearth of skilled American workers – then the national economy could change. Continued prosperity relies on top-level education combined with American ingenuity.

– Pat Hassan, with thanks to Lisa Louis

10 Long Term Trends of Real Substance

"The level of hype right now with "social networking" and technology is getting a bit out of hand. It's a little bit like 1999 all over again! While what's happening right now is important, it's more fun to think about some of the things that are happening on a 15-20 year horizon. Big change is everywhere, and most people miss the big transformations while they are underway. Here's my list of some of the trends we should really be watching:

- **rapid movers start to predominate**: some of today's XBox/Wii players are going to be CEO's of big companies within 15-20 years. The high-velocity economy is just starting to take off. Just wait until the Gen-Connect starts to run things.
- **everything is gaining intelligence: chips and connectivity are immersing themselves into everday**, ordinary things, and you likely aren't even noticing. Hyperconnectivity changes everything: bioconnectivity and device-intelligence are the things to watch.
- **volatility is the new normal**: increasing connectivity increases the likelihood of cascading failures. Risk management is becoming more important, and more complex. Fewer organizations pay serious attention to the complexity of risk, leading to greater potential for short, sharp economic shocks.
- **boredom increasingly drives markets**: people can't stop fidgeting with their cell phones long enough to pay attention to anything. Clarity of value is critical, creativity is crucial, engagement is the next brand foundation.
- **transformational change is everywhere**: there are lots of people dying to mess up the fundamentals in almost every industry, and they aren't your competitors. Industry blurring will continue unabated, as rebellion against established business models becomes the norm; think GoogleCar, not Toyota. Flexibility with change is critical.
- **the bar of expectations continues to increase**: you have to innovate to keep up with the expectations of your customer, partners and suppliers, or you don't survive. An increasing number of brands will expire and become something from "the olden days," simply because their organizations lack the ability to innovate.
- **the "created in China" phase comes next**: half the population is under the age of 25. They're wired, highly collaborative, and have tasted the early stages of economic success. *Innovation is thriving - forget manufacturing, think design.*
- **big trends rule**. Over 20 years, health care transitions from prevention to detection; ethanol moves from distillation to production; manufacturing goes from production to fabbing. There are big, sweeping industrial changes underway, and it has nothing to do with the current hype around "social networking," et al.

- **knowledge and discovery exponentiates**: the new global-mind generates new knowledge at furious rates. We're going from 19 million known chemical substances today, to 80 million by 2025, and 5 billion by 2100. Any new substance can lead to the emergence of a billion dollar market. Discovery rules, time-to-market defines.
- **experiential capital dominates over financial capital**: over a 20 year span, it's the depth of experience that counts; the agility to respond to rapid change that will define the success or death of an organization. Money thrown at innovation doesn't work; the knowledge that comes from trying things out, and learning from the experience, leads to greater innovation success." (Carroll, April 03, 2007)

BUSINESS & WORKFORCE TRENDS

"The global economy is moving toward the *right side of the brain*, [due to] three causes: abundance (high standards of living among the middle class in the industrialized world], Asia (off-shoring is the most under-hyped phenomenon in the long term), and automation (anything that has a set of rules that can be followed will be automated or off-shored). *Only high-concept, high-touch – not high-tech – skills* will be in demand in the right-brain economy." (Fox)

"Global businesses are well along in adopting *design thinking* to shape their strategies, as well as their products. Now governments are beginning to look to design to solve problems in education, transportation, and defense." (McConnon)

Design thinking is built on three key themes: 1) Empathy for humans; 2) Problem solving via iterative prototyping; and 3) Undertaking opportunities from an entrepreneurial point of view. It depends on thinking in an *integrative fashion*, pairing left-brain analytics with right-brand synthesis and is mastered "by reading, hanging out with interesting people, and generally living life out loud." (Rodriguez)

Five steps to *design thinking* for experiences, products, services, interactions, and spaces:
1. Observe – Go out into the world and look and listen to people and what they are missing, what they like and dislike.
2. Brainstorm – intense idea-generation about observations.
3. Prototype – Make the ideas real in a rough and ready way; what people can experience tangibly don't stay abstract for long.
4. Implement – Bring the skills together to design, engineer and develop the solution to the point of production.
5. Tell the story – Communicate the experience of the product, service or space by revisiting the insights that provided inspiration for the design. (5 Steps)

Creativity (the domain of artists) is an ability to model things concretely in the real world, while *imagination* (the domain of dreamers) is an ability to conceptualize something not limited to the real world. Artists are creative but… often not very imaginative; they are perceivers rather than conceivers. *Innovation* [is] the process of identifying great realizable ideas and bringing them to market. *Intentional creation*, the process of *design thinking*, is much more than just imagination, or invention, or creativity, or project planning, though all of these are a part of it." (Pollard)

The *increasingly collaborative nature of work* means that "the very idea of a company is shifting away from a single outfit with full-time employees and a recognizable hierarchy [to something] much more fluid, with a classic corporation at the center of an ever-shifting network of suppliers and outsourcers, some of whom only join the team for the duration of a single project. To adapt, multinational corporations are hiring sociologists to unlock the secrets of teamwork among colleagues who have never met." (Future of work)

The American computer programmer work force fell from 530,730 to 396,012 (25%) between 2000 and 2006, due to outsourcing of straightforward tasks, but techies that specialize in advising clients are still in demand. *More complicated tasks* that require interpersonal and communication skills, local knowledge, and analytical skills are retained. (Future of work)

With women now having more than half of college and graduate degrees, companies are beginning to redesign career paths, jobs, and workplaces to get them to stick around once they start having careers – *sculpting jobs to fit lives*. Companies are also offering cafeteria-style benefits plans to suit needs and time of life. *Organizations of the future* will have to adapt to their employees, not the other way around. (Future of work)

"Employers are hiring workers with higher and *higher levels of education*, and jobs are demanding ever more sophistication. 34% of adult workers in the U.S. have a bachelor's degree or better, up from 29% 10 years ago. The *modern workplace* no longer resembles the factory assembly line but rather the design studio, where the core values are collaboration and innovation." (Mandel)

"More young Americans, especially men, will delay or opt out of joining the *labor force*. Though American men still outnumber (and out-earn) their female counterparts, male participation in the workforce is on a steady decline. By 2020, only 70% of working-age men will be working, and by 2050, only 66%. Reasons include more time spent in school and taking time off instead of waiting until retirement to enjoy life, says
Harvard University economist Claudia Goldin." (Outlook 2008)

"The *wage stagnation* [since 2000], combined with the 60% rise in college tuitions since 2000, seems to be discouraging many young Americans from getting a college education." (Future of work)

Translation services retained its sixth-place position in the top 20 outsourcing categories in health care in 2007, with Spanish as the dominant language followed by a number of Asian languages. An estimated 137 languages were spoken at more than 1,000 healthcare facilities in the U.S. during the first half of 2007. (DerGurahian)

Employment-based health insurance may be reaching a tipping point. Between 2000 and 2007, the cost of providing health insurance benefits has doubled, and the percentage of employers that provide health benefits – especially small businesses with fewer than 200 employees – has declined slightly.   Work-based health insurance is the source for the majority of Americans who have health insurance. (Stafford, December 7, 2007)

47 million Americans have no *health insurance*, currently. (Novelli)

Health care trends:
- total health-care spending - by individuals, companies, the government - reached $2.3 trillion in 2005
- health care spending is set to double to 20% of GDP within the next 10 years
- 400,000 nurses are set to retire by 2010
- 76 million baby boomers will be flooding the system for care
- lifestyle diseases will continue to drive stress into the system

At the same time, the health care system must innovate at a furious pace to keep up with the trends that are set to impact it in a significant way, such as:
- the rapid emergence of new technologies
- massive skills challenges (both demographic and scientific!)
- new business models and "competition," particularly as retail concepts come to the industry, and
- "customer" expectations continue to increase
- combined with the rapid emergence of new knowledge, methodologies, treatments, pharma, driven by rapid science (Carroll, November 15, 2007)

The *marketing landscape* is increasingly taken up by *digital media*. "American Express, a company that once spent 85% of its budget on TV ads but now invests less than a third of its dollars on the tube. Instead, AmEx has shifted its focus to efforts like a Jerry Seinfeld Webisode and its online Rewards program." (Hein)

"Facebook has introduced *Social Ads –* small, banner-like ads tied to Facebook users' activities and placed on their profile page mini-feeds and the News feeds of friends on Facebook. (Members use feeds to keep each other posted on their activities.) 'When you *combine social action and content*, you get Social Ads, and it *spreads virally*.' Marketers can target Social Ads through a new self-serve interface on Facebook according to more than a dozen demographic and behavioral criteria--including country, age, gender, political views, movies, and relationship status." (Walsh)

"According to Gartner, by 2012, 75% of banks will use *Web 2.0 technologies* in retail delivery, and social networking technologies will drive lucrative customer relationships." (Feig)

"The world will have a billion millionaires by 2025. *Globalization and technological innovation* are driving this *increased prosperity.* But challenges to prosperity will also become more acute, such as water shortages that will affect two-thirds of world population by 2025.

- Counterfeiting of currency will proliferate, driving the move toward a *cashless society.* Sophisticated new optical scanning technologies have been a boon for currency counterfeiters, so societies are increasingly putting aside their privacy fears about going cashless.
- Cashless transactions will mean the end of "grace periods." Cash exchanges will gradually be replaced by *real-time "fractal" transactions*—i.e., instant automatic payment to everyone involved in a purchase, from producer to distributor to retailer. Wireless handheld devices will process and distribute money to all of the recipients instantaneously, splitting the transaction like a fractal and avoiding the delays of non-cash money transactions such as checks and credit-card payments.

- *Global oil production* will soon peak. Developing nations growing hungrier for scarce oil supplies, coupled with concern over the environment in developed nations, will signal the *end of the oil era*. Petroleum alternatives now comprise about 17% of global energy use and are growing at 30% per year. By 2020, 30% of global energy is likely to come from alternative energy sources. *Alternative sources of fuel* will appear:
    - *Biodiesel fuels* will gain more attention from consumers eager to run their vehicles on something other than oil. Since most commercial vehicles (buses, trucks) use diesel fuels, the potential for switching to biodiesel is greater than for gasoline-powered passenger cars. One promising source for biofuels is algae, which could yield 10 times more oil per acre than soybeans or canola and provide 30% of all transportation's needs for biodiesel by 2020.
    - *Ocean-current power* will likely increase, led by power-hungry coastal states. Tidal-current turbines and tidalstream turbines tapping the power of sea systems like the Gulf Stream could provide energy for powerhungry states such as Florida.
    - *Ambient energy* — i.e., vibrations in the surrounding environment— could provide power for *nanodevices.* Tiny tools need motors to keep them running, but conventional power sources such as batteries are too big and eventually lose charge. In the future, nanodevices could use zinc oxide nanowires that draw energy from vibrations— such as from the flow of blood or ultrasonic waves—to produce the electrical charges needed to keep them operating.
    - '*Tactical biorefineries*' will turn garbage into fuel. A portable generator developed for military applications can turn food, paper, plastic, and other trash into electricity.

- *Hydrogen* could be produced on demand for fuel cells. Researchers have discovered that hydrogen can be produced spontaneously when water is added to an aluminum and gallium alloy. Since the hydrogen can be produced as needed, it can help make the switch from gasoline to fuel cells for small internal combustion engines like lawn mowers." (Outlook 2008)

"At least 86 organizations have signed a *Climate Protection Partnership* agreement sponsored by the Greater Kansas City Chamber of Commerce... in keeping with the chamber's "sustainability" priority for the coming year. (Stafford, November 27, 2007)

LIFESTYLE & CONSUMER BEHAVIOR

89% of baby boomers plan to *"age in place,"* rather than going to retirement communities, thus creating a potential housing shortage, increasing local tax bases, and inspiring new kinds of housing developments and services. (Popcorn, December 10, 2006)

About 35 million U.S. residents are 65 or older, a number that will spike dramatically in coming years. The first wave of *baby boomers* turns 65 in 2011. By 2030, there will be 71 million older adults, roughly 20 percent of the U.S. population. (Neal)

"*More people will age and die alone.* Growing numbers of elderly people in Japan and the United States face death without immediate family members or friends to provide care in their last days. New government, private, and volunteer services are emerging to meet the needs in creative and comforting ways, such as collecting bodies and arranging burial ceremonies." (Outlook 2008)

"The *out-of-wedlock birth rate* among black women under 30 is 77%. Only 35% of black children live with two parents. By age 4, the **average child** in a professional family hears about 20 million more words than the average child in a working class family, and about 35 million more than the average child in a welfare family." (Will)

Only 54% of consumers were familiar with the term "*sustainability*," and most could not define it appropriately. (Sustainability).

60% of Americans are now "concerned" about weather patterns – prompted by Al Gore's "An Inconvenient Truth" and the reality of Hurricane Katrina – and lay the responsibility for *global warming* on Big Business. (O'Loughlin)

"*Sustainability* has emerged as a top consumer business priority, one that will require businesses to balance growing consumer demand for sustainable products with demands for convenience and reasonable prices." (Veiders).

21st century consumer groups setting market trends now, for which products are tailored:

- Karma Queens – middle-aged women who buy organic food, Eileen Fisher clothes and gourmet bath and tea products
- Parentocrafts – upper-class obsessives who consider their kids their most important projects and worry about safety
- Geek Gods – the young men who need every electronic toy
- Denim Dads – like neo-Mr. Moms
- E-litists – upper-income, educated, environmentally-conscious luxury lovers. (Stern)

"Chameleon-like brands focus less on communicating a static message and more on being the right thing for the right persona at the right time. Constantly morphing retailers carry products until they sell out and never restock." (Popcorn, January 9, 2007).

Consumers are overwhelmed by the sheer volume of choices, increasingly distrustful of marketing, and thirst for *essential intangibles*, such as self-expression, a sense of purpose and meaningful connections. (Crocker)

New consumer shopping trends:

- "'Balance' will deepen as a dominant health and wellness ideology
- Consumers are relying on their own experiences and research, and less on 'experts.'
- Consumers seek symbolic and practical expressions of 'simplicity,' including stress reduction, natural products, and wellness.
- 'Vitality' will increase in importance as a measure of overall health and wellness.
- 'Mobility' and 'portability' will continue to be in demand for all eating occasions
- 'Authenticity' will be the deciding factor to gauge the value of products and experiences. Credibility is king.
- Consumers want to take back 'control' of their diets and food." (Lifestyle)

E-commerce (Web-based, which accounts for 10% of all apparel sales in 2007 and soon may account for 25% of all sales of goods) may soon be replaced by *d-commerce* (digital commerce) via mobile devices and interactive TV. (Greenberg)

"The *experience economy* is an advanced service economy, which has begun to sell 'mass customization services,' similar to the theater, using underlying goods and services as props. The experience is what drives consumer consumption and customer loyalty. If companies do not orchestrate memorable experiences for their customers, they will not have a competitive advantage. In experience terms, the memory itself is now the product." (Gordon)

Generation C (for Content Creation) captures the consumer-generated 'content' that is building on the Web. Generation C is not age-driven, but rather refers to

anyone with the means and interest in creating and distributing content in many media. The two main drivers are: 1) consumers' creative urges, and 2) manufacturers of content-creating tools. Instead of asking consumers to watch, listen, play, and passively consume, the challenge is to get them to *create, produce, and participate*. Successful businesses will ask customers to help design and customize offerings. (Generation C).

A prime example of the notion of *experience in the Internet world* is the evolution of *virtual worlds*. By the end of 2011, 80% of active Internet users will have a second life in the virtual world, although most will be via proprietary, subscription-driven games with limited opportunities for third-party content creation. But perhaps 40 million people worldwide will be in open, build-able virtual worlds such as Second Life. (Gordon)

"The *ongoing democratization of luxury* (read: quality consumer goods and services at ever decreasing prices) has created powerful icons of *new-style mass consumption*... these companies cater to ...**MASS CLASS**: the hundreds of millions of *global* consumers who are now unified in their quest for the best deals on offer on a global scale in virtually each ...category." Drivers are unprecedented wealth in the developed world and equally impressive growth in prosperity in developing nations, putting middle classes in both categories on a level playing field for many goods. Entire countries and regions are becoming factories to the world AND massive consumer markets, while global communication channels allow for mass branding and advertising on an unprecedented level. (Mass class)

From the Pew *Internet & American Life* Project (2007):
- "Parents view the Internet less favorably than in 2004, yet are still engaged with their **children's media consumption**. Teens are more likely than their parents to say tech devices are helpful." (Pew/Internet)
- "**Half of all American adults** are only occasional users of modern information gadgetry, while 8% are avid participants in all that digital life has to offer."
- "**Internet penetration** has now reached 73% for all American adults, and half of all Americans now have broadband at home. Internet users note big improvements in their ability to shop and the way they pursue hobbies and personal interests online."
- "**83% of online Americans** say they have used the Internet to seek information about their hobbies and 29% do so on a typical day. 87% have at one time used the Internet to carry out research."
- "**Hispanics** with lower levels of education and English proficiency remain largely disconnected from the Internet."

"According to Yankee Group, 72 % of teens actively log on to *social networking* sites. They meet friends on MySpace and Facebook; communicate by e-mail, mobile phone and text messages; and get their information from Web sites such as Wikipedia. *To market to them*, experts agree, you have to go to those virtual places where they congregate and communicate with them the same way they

communicate with each other... reaching [them] where they learn, where they work, where they play and where they live [including] the virtual world." (Feig)

An escalating number of patients in the United States are seeking medical and surgical care on an internationally competitive basis. Known as *medical tourism*, this trend has increased dramatically over the past several years. More than 55,000 Americans visited the Bumrungrad Hospital in Thailand for various elective procedures during 2005
alone. The demand for medical tourism is predominantly consumer-driven, including
patients, employers who pay the bill, and insurance companies seeking to identify low-
cost provider networks. (Forgione & Smith)

ECONOMIC FORECAST

A 92-acre *Kansas Bioscience Park*, located near College Boulevard and Lone Elm Road, will include as its anchor tenant a 150,000 sf, $40 million Fort Dodge Animal Health research laboratory, which will open in 2009 and bring hundreds of scientists. The park is being developed jointly by the Kansas Bioscience Authority and Kansas State University. A corridor stretching from Manhattan (KS) to Columbia (MO) is home to more than 100 companies that account for about one-third of the $15.2 billion annual global sales for the animal health industry. (Gertzen)

The metro area *life sciences thrust* includes the proposed *Johnson County research and education triangle*, which could be supported by a sales tax and, if funded, would generate about $15 million per year to be divided three ways among the KU Edwards Campus, a clinical trials unit for cancer research for KU Med, and the new K-State facility in Olathe. (King)

"The *U.S. fiscal imbalance* will worsen. At current spending levels, U.S. federal deficits will reach unsustainable levels in as little as two decades, at which point, without significant policy changes, deficits could reach 10% or more of the U.S. economy." (Outlook 2008)

Alan Greenspan predicts for 2030 that, "*as long as the U.S. remains at technology's cutting edge*, *annual productivity growth* over the long run should range between 0 and 3 percent" and "the ceiling on the productivity growth of an economy over the long term at the cutting edge of technology (as opposed to the developing countries that apply these technologies but don't invent them) is at the most 3% per year." He predicts a GDP growth rate of slightly less than 2.5% per year between now and 2030 (which is slower than the 3.1%/year over the past 25 years), based on an annual increase in hours worked between 2005 and 2030 of .5%. This assumes that the U.S. is still the source of innovation in technology. (Greenspan)

Greenspan expects *inflation rates* by 2030 will be 4% or higher, reflecting "whatever inflation premium might arise as a consequence of the *inadequate funding for health and retirement benefits for baby boomers.*" [italics added] "Superimposed on these powerful trends will be the consequences of an inevitable completion of major aspects of globalization" and consequences of "the dysfunctional state of American politics [that do not give him] great confidence in the short run." (Greenspan)

Regarding *growing disparity of incomes* in the U.S., "market capitalism on a global scale continues to require ever-greater skills as one new technology builds on another. *A dysfunctional U.S. elementary and secondary education system* [italics added] has failed to prepare our students sufficiently rapidly to prevent a shortage of skilled workers and a surfeit of lesser-skilled ones, expanding the pay gap between the two groups... leading to more disturbing extremes of income concentration. But by opening our borders to large numbers of highly skilled immigrant workers, we would both enhance the skill level of the overall workforce and provide a new source of competition for higher-earning employees, thus driving down their wages." (Greenspan)

Incomes among black men have actually declined in the last three decades, when adjusted for inflation, so that although incomes have increased among both *black and white families* over that time, the increase was greater among whites. In 2004, a typical black family had an income that was only 58% of a typical white family's; in 1974, media black incomes were 63% those of whites. (Associated Press)

"Sharing risk through "*microinsurance*" could help communities rebuild after natural disasters. The world's poorest people often live in the places most likely to be struck by natural disasters—and they are the least likely to have insurance. Now, they are increasingly turning to microinsurance programs, which, like *microcredit,* allow participants in a community to pool their risk and hence lower their premiums to as little as $2 per year." (Outlook 2008)

"The United States will see *a shrinking labor force* and growing *income disparity* by 2050. Both trends will affect the nation's long-term fiscal health as the economy continues to move away from manufacturing jobs and toward services and high-tech occupations. Such work typically requires more-expensive education that is out of reach for many working-class families." (Outlook 2008)

"*Socially responsible investing* may get a boost from venture capitalists. Investment in 'green' or clean technologies such as alternative fuel development is gaining momentum. This new interest by venture capitalists follows a trend led by individual investors and mutual funds to weigh social values alongside financial reports. The difference is that the capitalists increasingly see these investments as a way to make more money - not just do good." (Outlook 2008)

TECHNOLOGY & RESPONSES

The following *tools and digital movements* favor outreach and emphasize community activity – the common thread among them:

- **Widgets** ("physically inspired" applets on the desktop) provide small and tightly targeted services, such as stock quotes, time-keeping, and instant messaging. Easy to use, applications include news aggregators that pull in RSS feeds and instant messaging with **meebo** that "pushes" reference service to be side-by-side with other instantaneous service, making the librarian interactive with the community.
- **Facebook** applications are exploding in the library world since Spring 2007 for instant referrals, search tools, etc. See web4lib listserv.
- **Mashups** combine disparate but linked information sources with the ability to reach lots of people fast and to add value to an existing Web site without a complete re-design. "Mashable" library services: newsfeeds, new acquisitions lists, links to online reference – "the main limit is imagination."
- **Web-powered storytelling** involving both library staff and the community allows the stories told and archives to stand by themselves and make the library a node where people discover more about each other. (Huwe)

People are moving *away from expert-based info* to sites *designed for & by* individuals, who expect quick service, quick access, and limited rules. (OCLC)

"Wireless remote-control devices that work from 30 feet away are the first generation of *'aging in place technology.'* The second and third generations will address far more complex social needs and medical issues. Imagine: smart pill boxes to regulate dis-pensing and track proper usage, television and clock-radio devices programmed to remind residents of daily responsibilities, ambient display technology to allow family members to check in on distant loved ones and visually confirm all is well." (Neal)

A double-duty invention is the *FLY FusionTM Pentop Computer* – a pen that captures ideas for upload as they are written on special FLY paper, delivers homework help during writing, and generally acts like a laptop – and costs $79.99. Accompanying softwares include FLY Fusion Algebra ($29.99), and LeapFrog FLY Fusion *Spanish Translator* Pro ($14.99). (Flyworld)

Social networking sites such as MySpace, YouTube, and Facebook generated so much DNS (*Domain Name System or Service that identifies IP addresses)* traffic ("*the MySpace effect*") in the 10 months prior to June 2007 and strained network resources such that some network operators – including the Department of Defense – are blocking those sites altogether to protect core operations. (Marsan)

Emerging trends, according to Gartner:
- "**The Real World Web** - The general idea of the real world Web is context–telling users what they need to know immediately. This Web would be proactive and be able to manage identity and avatars and use tags so machines can gather information. The foundation for this vision is wireless

technology, sensors, location and semantic technologies. *Timeline: 2015 to 2020.*

- **Virtual worlds and social software:** The key is finding what's enduring in social networking and virtual worlds. *Timeline: Social software: 2 to 5 years from now. Virtual worlds: 5 to 10 years from now.*
- **User interface advancements:** There is a *fundamental shift toward touch.* These interface changes include gesture and touch technologies, which will be used to access information in 2010. From there, new display types will offer 3D, be flexible and project over large areas in about 2015. *In 2020* the focus will shift from interfaces on a device to interaction with the environment.
- **Personal manufacturing and fabbing:** 3D printers will be coming to a Kinko's near you in the not too distant future. Today, these printers are used for industrial prototyping, product designs and architectural models, but there is a growing hobbyist movement. *Timeline: 5 to 10 years.*
- **Mobile robots:** Robots will be increasingly used for lifting and rescue operations, healthcare and human companions. They will also be used for telepresence devices for dangerous jobs. *Timeline: More than 10 years from now.*
- **Human augmentation:** Technology will be used to restore normal performance and will advance performance in the future. These techniques will come via implants, brain interfaces, genetic selection and nerve to prosthesis applications. Humans will achieve infrared vision, sense transference and memory extensions. Think bionic woman. *Timeline: More than 10 years.*
- **Collective intelligence:** Companies will use community knowledge and excel at it. Think crowdsourcing, open source, prediction markets and user ratings as building business models. *Timeline: By 2015,* the top 100 companies will have saved at least $10 million due to collective intelligence.
- **Extreme meritocracy:** Performance metrics on any person will be readily available. These metrics will be based on peer reviews and feedback and be publicly available for most professions. The top 5 percent of workers will be more productive and paid accordingly. The downside: Fake reputations and attacks. *Timeline:* On the bright side, this development wouldn't become the norm until *about 2017.*" (Dignan)

"Most security systems will use *biometrics* by 2010. Governments and corporations are using fingerprints, hand geometry, the iris, voice, and facial features in a growing number of identity verification systems, with fingerprints making up 67% of these applications." (Outlook 2008)
.
"*Protecting privacy* will become a growing challenge due to new technologies. A wireless device in your shoes to record your miles while jogging could be turned into a stalker's handy tracking device. And cameras have become small enough to be disguised as shirt buttons to invade people's privacy on the sly. Engineers are

scrambling to counter that trend with privacy protection devices, such as a light-absorbing capacitor that blocks the signals of digital cameras." (Outlook 2008)

"*'Privateness'* will become passé. The spread of surveillance technology and the rise of Web sites like YouTube, which receives more than 65,000 video uploads daily, are driving a trend toward cyber-exhibitionism. "There is definitely a trend under way," says sociologist Amitai Etzioni. "People have become very willing to disclose things about themselves for a number of reasons. . . . I wouldn't call it a trend away from *privacy*
so much as away from *privateness.*" (Outlook 2008)

"*Virtual immortality* may soon be achieved. Vastly improving information storage and processing and sophisticated virtual-reality graphics already create nearly lifelike experiences. Researchers now hope to combine *artificial intelligence* into the mix. People's appearance, mannerisms, voice, and even their knowledge and experience
may one day be digitized, creating a virtual person that would preserve much of our personalities for eternity." (Outlook 2008)

"The power to make things invisible may soon be at hand. *'Optical cloaking'* is a way of bending light around an object so that it disappears from view. Researchers have been able to achieve rudimentary cloaking of objects at single wavelengths—rendering the object invisible if it is far away and remains perfectly still. Close-up invisibility will not likely be achieved for more than a decade, but could be used to make soldiers invisible to night-vision goggles, among other applications."
(Outlook 2008)

"Decisions will increasingly be made by *nonhuman entities*. Electronically enabled teams in networks, robots with artificial intelligence, and other non-carbon life-forms will make financial, health, educational, and even political decisions for us. Reason: Technologies are increasing the complexity of our lives and human workers' competency is not keeping pace well enough to avoid disasters due to human error." (Outlook 2008)

"Artificial intelligence will evolve from roughly mimicking human intelligence to vastly surpassing it. Ultimately, *'hyperhuman' artificial intelligence* will rise, with sentience that is as intellectually productive and capable as the entire human race, according to J. Storrs Hall, author of *Beyond AI: Creating the Conscience of the Machine.*" (Outlook 2008)

"*Virtual education* will enter the mainstream by 2015. Only 10% of higher education is now conducted online. *E-training* accounts for 30% of corporate training, however, and will likely exceed 50% soon. The fact that 100 million Americans are taking continuing education suggests a healthy and growing market for online college courses." (Outlook 2008)

"*Human knowledge capability* will continue to double every year. "Human knowledge capability" is the *quantity of available knowledge multiplied by the*

power of technology to process that knowledge [italics added]*.* This capability will increase by two to the power of 100, the equivalent of a thousand billion billion, in the 21st century." (Outlook 2008)

"Technology will lead to *educated illiterates*. When widely used and effective voice-recognition software replaces the keyboard, we will be well on our way toward a world in which traditional concepts of literacy are no longer applicable. *Education will shift* from teaching reading, writing, and arithmetic and toward encouraging creativity, imagination, and critical thinking."(Outlook 2008)

"Communications systems are *altering human behavior*. The constant availability of media invites abuse, says journalism professor Michael Bugeja. People with wide access to laptop computers or cell phones are more likely to use those devices at inappropriate times and at inappropriate moments, such as logging onto networking sites during a university lecture. As such *techno-abuses* become commonplace they also become more acceptable. The end result is a more distracted world." (Outlook 2008)

"*Quantum computers* will arrive by 2021. Computers that use spinning electrons rather than silicon-based chips to process data could do in seconds what would take a modern computer billions of years, raising the prospect of infinite processing power by the year 2020." (Outlook 2008)

The Kansas State Library expects the ELMER *video-conferencing system* to be a major player in years to come, along with *WebJunction online courses*, to support continuing education training and certificate programs for librarians and trustees. *Library 2.0* is perceived as a very good "customer service concept that fully integrates all the resources of the online environment" – a key target for training – and the State Library's main "role is to try to remove the barriers between Kansas users and their resources." (Roy)

An alternative to the inadequate commodity Internet, the consortium-driven *Internet 2* can move data thousands of times faster with more consistent levels of performance to support a *global, noncommercial education network,* enabling unprecedented levels of collaboration across all education sectors. "What makes Internet 2 transformative is not the physical network, but the *network of innovators* it enables." (Werle & Fox)

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Appendix E:

JCL Staff Search Conference

Search Conference

Search Conference Report

Attendance

94 people participated in the Strategic Planning Search Conference: 86 library staff members and 8 community stakeholders. Check the list of names and ask them about their experience.

Highlights of the Day

Top Picks for External Trends Affecting the Community and Johnson County Library

Lack of awareness of services by patrons – 42 votes

Increased desire for convenience – 36 votes

Train and Retrain – the need for it – 35 votes

Information Literacy – 27 votes

Increasing Hispanic population; multi-ethnic Communities – 27 votes

Patrons want better tools – be like Amazon – 23 votes

Global Warming – environmental issues – 12 votes

Adapting to meet kids' learning styles in an online environment – 11 votes

Online social networking – 11 votes

Online grassroots – reaching people in new ways – 4 votes

Desired Futures

What We Want

Facilities: • Auditoriums • Coffee shops • Teen spaces • Soundproof rooms/areas • Business center • Gaming • Multimedia studio • Drive thru • Study rooms/quiet

rooms/areas • Outdoor spaces • Green building • Kids spaces • Monticello location • Community center location

Services: • Self service • Multilingual staff • RFID • Home delivery • Outreach • Innovative programming • Extended hours • Wireless • Kiosks • Recycling • Online fee payment • Storytimes • Public transportation between libraries • Online stuff • Cultural liaison

Collections/Materials: • Multilingual • Browsing DVDs • Floating collection • Improved handling • ILS revamp

How We Could Do It

Building and space: • Space reconfiguration • Building program • Efficiency/streamlining

Staffing: • Evaluate staffing levels (as they relate to need) • Cross training • Volunteers

Marketing/partnerships: • Corporate sponsorships • City cooperation – donations and partnering • Marketing • Partnerships • Partner with coffee business • Enhanced services thru collaboration

Funding: • Fund raisers • Foundation • Bond issue • Mill levy • For profit services • Donations • Lottery

Other: • Open source software • 'Netflix' model • Vendors

Activity Details - All Data Gathered During the Day

Activity One -- Introductions Purpose: Discover who is in the room and share our understanding of the Johnson County Library. Prepare to report "What is the Johnson County Library" and introduce the table group to the rest of the participants.

Activity Two -- Our History Purpose: Appreciate our history, what we have experienced, and what the past means to us. Individually, make notes about memorable Personal, Global, and Johnson County Library events that represent to you notable milestones and/or turning points.

Activity Three -- Our History—Common Themes Purpose: Identify themes and patterns that have shaped the Johnson County Library to establish a context for our shared future. Discuss the history timelines and write a summary report. What are the implications of your story for the work we are here to do?

Activity Four -- External Trends and Forces Purpose: Understand the external forces and trends having an impact on this community and on the Johnson County

Library. What external forces and trends are affecting this community and the Johnson County Library, now and in the future, in the following categories: Technological, Social/cultural, Political/governmental, Economic, Demographic/Geographic/Ecological, Educational, Library Industry, Other? Is the force or trend increasing? Decreasing?

Activity Five -- Internal Assessment Purpose: Understand how we feel about what we are doing now concerning the Johnson County Library. This is an experience in owning up to what 'is'—not taking credit, placing blame, or problem-solving. List what you are doing right now that you are proud of and sorry about in your relationship to the Johnson County Library. List those opportunities that we should pursue, concerning the Johnson County Library.

Activity Six -- Community Needs and Services Assessment Purpose: Identify core services that the community values and uses, services that could be deemphasized or eliminated, and services that could be created to meet current and emerging community needs. List 5 Core Services to Keep (services JCL customers like and use); 5 Services to Let Go (their cost in staff time and resources is out of proportion to their use or benefit, even if we value them); 5 New Services to Create (things that, "I wish we could do now"); 5 New Services to Create in 5 Years (things that aren't yet possible because of current limitations).

Activity Seven -- Desired Futures Purpose: Create and present or act out our desired future for the library in 2012. Craft a desired future scenario that is Feasible (people can do it), Desirable (library customers, staff, partners, and the community would benefit), Motivating (you would work to make it happen).

Activity Eight -- Desired Futures Scenarios Purpose: Note desired themes—what we want—that are being presented in Activity 7. These themes will shape our common ground agenda. Collect examples of actions, methods, processes, how-to's that groups use as ways to get there—how we could do it.

Appendix F:

Data from JCL Staff, the Public and the Library Board

Staff Data Gathering
- SWOT (Strengths, Weaknesses, Opportunities, Threats)

- Staff Surveys --- The results are in from the SECOND staff survey.

- Search Conference --- 86 staff members and 8 community stakeholders participated on December 18.

Public Data Gathering
- Community Steering Committee

- Community Focus Groups Summary and detailed results are available here

- Interviews

- Public Surveys 2101 responses were received, for a response rate of 18.38%

- (not implemented)Public Focus Groups and Surveys of Non-Users

Library Board Data Gathering
- Library Board Retreat

- Update presented to the Library Board on December 19 Status report from The Singer Group, Inc.