

**MONROE COUNTY PUBLIC LIBRARY  
BOARD OF TRUSTEES**

**WORK SESSION  
Wednesday, January 11, 2012  
5:45 p.m.  
Meeting Room 1B**

**AGENDA**

1. Call to Order – Kari Isaacson, President
2. Request to Adjust February Board Meeting Date from February 15 to 29, 2012 – Steve Moberly
3. Resolutions for Line Item Transfers in 2011 Budget (Operating, LIRF, LCPF) (page 1-4) – Gary Lettelleir
4. Resolution to Request Advance 2012 Tax Draw (page 5-6) – Gary Lettelleir
5. Request to Remove Assets from Inventory (page 7) – Gary Lettelleir
6. Resolution to Transfer Judith Serebnick Bequest to Friends (page 8) – Sara Laughlin
7. Strategic Planning Proposals (page 9-50) – Sara Laughlin
8. Encouraging Positive Behavior Update (page 51-65) – Josh Wolf, Children’s Department manager, and members of the Library’s Encouraging Positive Patron Behavior Team
9. Public Comment
10. Adjournment

MONROE COUNTY PUBLIC LIBRARY  
OPERATING FUND TRANSFER RESOLUTION

WHEREAS, It has been determined that it is now necessary to appropriate more money than was appropriated in the 2011 annual budget for the various functions of the Monroe County Public Library; Now, Therefore:

Sec. 1. Be it resolved by the Library Board of the Monroe County Public Library, Monroe County, Indiana, that for the expenses of the Public Library the following additional sums of money are hereby appropriated and ordered set apart out of the several funds herein named and for the purposes herein specified, subject to the laws governing same:

TO:	Account	Amount
11700	Pages	10,000.00
11800	Temporary Staff	9,000.00
13100	Workstudy	2,000.00
21100	Official Records	650.00
21400	Duplicating	6,000.00
22100	Cleaning Supplies	7,000.00
22500	Circulation Supplies	2,000.00
22600	Light Bulbs	1,000.00
22800	Uniforms	500.00
22900	Display/Exhibit Supplies	500.00
23100	Building Material & Supplies	6,000.00
23150	Energy Audit Supplies	2,000.00
31300	Legal Services	1,000.00
31750	Collection Agency	45,000.00
32100	Telephone	1,600.00
32501	Encumbered Continuing Education	13,000.00
32600	Freight & Delivery	400.00
36301	Encumbered Energy Audit	40,000.00
39100	Dues	850.00
10040	Misc. Unappropriated	1,700.00
44100	Furniture	1,400.00
44450	Building Renovation	5,900.00
44601	Encumbered Equipment	1,600.00
45300	Nonprint Materials	6,645.00
45400	Electronic Resources	<u>10,195.00</u>
	Total	\$175,940.00

Sec. 2. Whereas, it has been shown that certain 2011 existing appropriations now have unobligated balances which will not be needed for the purposes for which appropriated, it is further resolved that the following existing appropriations be reduced in the following amounts:

	Account	Amount
FROM:		
11200	Administration	\$32,000.00
21200	Stationary & Printing	650.00
21300	Office Supplies	6,000.00
31400	Building Services	18,000.00
32200	Postage	2,000.00
32300	Travel Expense	6,000.00
32400	Professional Meeting	7,000.00
35200	Electricity	18,000.00
36100	Building Repair	18,000.00
36300	Other Equip./Furn. Repair	40,000.00
39200	Interest/Temp. Loan	1,700.00
39500	Educational Services	850.00
44300	Other Equipment	8,900.00
45100	Books	7,620.00
45200	Periodicals & Newspapers	<u>9,220.00</u>
	Total	\$175,940.00

Presented to the Monroe County Public Library Board, read in full and adopted this 18th day of January, 2012 by the following aye and nay vote.

AYE

NAY

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ATTEST:

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Secretary, Library Board

MONROE COUNTY PUBLIC LIBRARY  
LIRF FUND TRANSFER RESOLUTION

WHEREAS, It has been determined that it is now necessary to appropriate more money than was appropriated in the 2011 annual budget for the various functions of the Monroe County Public Library; Now, Therefore:

Sec. 1. Be it resolved by the Library Board of the Monroe County Public Library, Monroe County, Indiana, that for the expenses of the Public Library the following additional sums of money are hereby appropriated and ordered set apart out of the several funds herein named and for the purposes herein specified, subject to the laws governing same:

	Account	Amount
TO:		
35200	Electricity	\$50.00
35300	Other Equip./Furniture Repairs	\$1,500.00
44400	Land/Buildings	<u>\$108,000.00</u>
	Total	\$109,550.00

Sec. 2. Whereas, it has been shown that certain 2011 existing appropriations now have unobligated balances which will not be needed for the purposes for which appropriated, it is further resolved that the following existing appropriations be reduced in the following amounts:

	Account	Amount
FROM:		
36100	Building Repairs	\$1,550.00
44450	Building Renovation	<u>108,000.00</u>
	Total	\$109,550.00

Presented to the Monroe County Public Library Board, read in full and adopted this 18th day of January, 2012 by the following aye and nay vote.

AYE

NAY


ATTEST:

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Secretary, Library Board

MONROE COUNTY PUBLIC LIBRARY  
LCPF FUND TRANSFER RESOLUTION

WHEREAS, It has been determined that it is now necessary to appropriate more money than was appropriated in the 2011 annual budget for the various functions of the Monroe County Public Library; Now, Therefore:

Sec. 1. Be it resolved by the Library Board of the Monroe County Public Library, Monroe County, Indiana, that for the expenses of the Public Library the following additional sums of money are hereby appropriated and ordered set apart out of the several funds herein named and for the purposes herein specified, subject to the laws governing same:

	Account	Amount
TO:		
44450	Building Renovation	\$600.00
44600	IS Equipment	\$9,000.00
44700	Equipment CATS	4,100.00
	Total	\$13,700.00

Sec. 2. Whereas, it has been shown that certain 2011 existing appropriations now have unobligated balances which will not be needed for the purposes for which appropriated, it is further resolved that the following existing appropriations be reduced in the following amounts:

	Account	Amount
FROM:		
44650	IS Software	\$9,600.00
44750	Software CATS	4,100.00
	Total	\$13,700.00

Presented to the Monroe County Public Library Board, read in full and adopted this 18th day of January, 2012 by the following aye and nay vote.

AYE

NAY


ATTEST:

\_\_\_\_\_  
Secretary, Library Board

**MONROE COUNTY PUBLIC LIBRARY BOARD OF TRUSTEES**

**RESOLUTION TO REQUEST ADVANCE TAX DRAWS  
FROM MONROE COUNTY TREASURER**

BE IT RESOLVED that the Board of Trustees of Monroe County Public Library, 303 E. Kirkwood Avenue, Bloomington, Indiana shall request advance tax draws from Monroe County Auditor to be paid before semi-annual tax settlements.

BE IT FURTHER RESOLVED that the requests will be submitted to the Monroe County Auditor in April and October of 2012.

ADOPTED THIS \_\_\_\_18th\_\_\_\_ DAY OF \_\_\_\_January\_\_\_\_, 2012

AYE

NAY

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April 18, 2012

Amy Gerstman  
Monroe County Auditor  
Monroe County Courthouse  
Room 209, Court House  
Bloomington, IN 47404

Dear Ms. Gerstman:

In accordance with **IC 5-13-6-3 (b)**, I am requesting a property tax advance for the Monroe County Public Library. Please advance taxes in debt service, library capital projects, and general funds between now and June 30, 2012, as possible. Please advise us of the anticipated date or dates that we may receive these funds.

Thank you for your help and cooperation in this matter.

Sincerely,

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Kari Isaacson, President  
Board of Trustees

## Monroe County Public Library Items to Remove from Inventory

<i>Quantity</i>	<i>Item description</i>	<i>Notes</i>	<i>Action</i>
3	AWE computers - Childrens dept.	Purchased 2008. Replaced with grant funds. Heavily used, need regular troubleshooting	Request approval to donate to Middleway House
1	HP 8550 color printer	10 years old - The service we use for printer support recommended replacing it because it is obsolete and it would not be cost effective to repair.	Request approval to place it in an on-line auction. If there are no offers, we would dispose of it in a way that is safe for the environment.
1	HP 120R poster printer	6 to 8 years old - The service we use for printer support recommended replacing it because it is obsolete and HP no longer supports it.	Request approval to place it in an on-line auction. If there are no offers, we would dispose of it in a way that is safe for the environment.



**Resolution to Transfer Judith Serebnick Bequest to Friends Endowment**

Whereas Judith Serebnick was born in 1929 and died November 30, 2009, in Bloomington, after a long and fulfilling life, and

Whereas, she received her Ph.D. degree in library and information science from Rutgers University in 1978, and

Whereas, she joined the Indiana University School of Library and Information Science faculty in 1977, bringing substantial professional experience in libraries and publishing, including reference information work at the Brooklyn Public Library and the University of California at Los Angeles, experience at Northwestern University and Princeton University, and service as a book editor and assistant editor with *Library Journal*, and

Whereas, Dr. Serebnick was a productive researcher who felt that her primary task was teaching well, and her former students in both the master of library science and doctoral programs remember with pleasure her conscientious and insightful teaching and her infectious enthusiasm, and in 1991, she was awarded the prestigious Indiana University President’s Award for Distinguished Teaching, and

Whereas, following her death, the American Library Association honored Dr. Serebnick with a Memorial Resolution on January 9, 2010, at a meeting of ALA Council, and

Whereas, she spent many hours as a volunteer on the reference desk at the Monroe County Public Library and was an enthusiastic patron, supporter, and advocate of the library during her lifetime and left the library a \$23,744.43 bequest, and

Whereas, Dr. Serebnick was a lifelong advocate for intellectual freedom,

Now therefore, the Board of Trustees of the Monroe County Public Library does approve the transfer of the \$23,744.43 bequest to the Friends of the Monroe County Public Library, to establish the Judith Serebnick Endowment for Adult Services, the income from which will be distributed annually to the library to be used for support of library services for adults as determined by the library.

Dated this 18<sup>th</sup> day of January, 2012.

AYE

NAY

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# Request for Proposals

## Facilitate Strategic Planning Process

### **Description of Work**

The Monroe County Public Library is seeking a consultant to participate in preparation of the Library's next strategic plan. The Library's current strategic plan is available at <http://www.monroe.lib.in.us/administration/newstratplan.html>. Although the plan is scheduled to expire at the end of 2011; we plan to request that the Board extend it through 2012.

### **Background**

The library serves 138,000 residents of Monroe County, Indiana, home of Indiana University. The library provides service through a Main Library in downtown Bloomington, a branch in Ellettsville, and outreach services including a bookmobile, homebound, van, and jail service. In addition to comprehensive library services, the library also hosts homework help, an active adult literacy program, and a community access television station with five channels.

The library enjoys strong community support and is consistently ranked among the top ten public libraries of its size in the country. In 2010, circulation exceeded 2.6 million items (ranked 15<sup>th</sup> in the nation in per capita circulation) and patrons made more than a million visits. The library supported nearly 220,000 public computer sessions. 54,269 people participated in 2,091 library programs and the library hosted 1,229 meetings of local community groups (a lower number than usual, due to renovation).

The library Board has taxing authority, limited by state law and review by County Council. In 2011, the library has an operating budget of just over \$7,000,000, plus a capital projects fund of \$400,000 and a debt service budget of \$2,000,000. In 2012, the library will pay off its debt service and will lose approximately \$500,000 in operating income as a result. Plans are currently underway to secure a three-year general obligation bond that will help the library keep operating funding at current levels. At the same time, the state's property tax caps and the downturn in the economy will continue to impact the library's budget, resulting in unknown, but almost certainly increased losses each year.

The library has undergone several significant improvements in the last few years:

- Added a children's room at the Ellettsville Branch
- Remodeled the Main Library
- Dramatically increased use of express checkout
- Replaced bar code checkout with RFID checkout and security and installed automated materials handling
- Initiated downloadable books and music services
- Expanded homework help for K-12 students
- Automated author alert service and added bestseller express for movies and books
- Instituted a process improvement approach

During the next few years, the library anticipates rapid change in its operating environment:

- Dramatic changes in the publishing industry, as primary producers of books, music, and movies move toward digital distribution of content
- Dramatic changes in the telecommunications/information industry, as mobile devices become ever-more important in individuals' lives
- Significant changes in patrons' learning and information seeking behaviors
- Constrictions in funding and to the library Board's decision-making authority, as state government takes an activist role in local government control

### **Scope of Work**

The library seeks a consultant to facilitate a strategic planning process. The following planning and facilitation activities are envisioned:

1. Review Futures Committee document, the 2008 community survey, and other documents supplied by the library.
  2. Coordinate a "community listening process," resulting in a comprehensive review of community needs, customer behavior and expectations, with a focus on the environmental changes outlined above. We are aware that one of the key challenges is to help our audiences think about and address the future needs of the community, rather than prior or current services in the library. We are especially interested in hearing about the consultant's methods for facilitating a future-oriented decision-making process.
  3. Conduct a random-sample community survey similar to the one completed for the 2009 strategic plan. The survey report must include summary findings, plus up to 8 cross-tabulations with statistical assessment of significance/non-significance.
- Facilitate strategic planning committee, including board, community, Friends of the Library, and staff representatives, resulting in consensus on priority community needs, review and revision (if necessary) of the library's mission, vision, and values, and development of key success factors. Support the staff working group between meetings of the strategic planning committee.
4. Communicate regularly via phone and e-mail with director and staff working group.
  5. Draft the strategic plan document for review by the staff working group and then the strategic planning committee to meet State Library requirements,<sup>1</sup> prioritize library services within

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<sup>1</sup> **590 IAC 6-1-4 Minimum standards for public libraries** Sec. 4. (h) With the advice and recommendation of the library director, the library board shall adopt the following written plans and policies:

(3) A long-range plan of service for between three (3) to five (5) years. The plan, updates, and revisions must be filed with the Indiana state library. At a minimum, the plan shall include the following:

- (A) A statement of community needs and goals.
- (B) Measurable objectives and service responses to the community's needs and goals.
- (C) An assessment of facilities, services, technology, and operations.
- (D) An ongoing annual evaluation process.
- (E) Financial resources and sustainability.
- (F) Collaboration with other:
  - (i) public libraries; and

available resources over the next 3-4 years, and to provide a tool for use by staff in activity planning to position the library for long-term success in meeting priority community needs. We are also interested in including the necessary steps to complete a technology plan to meet state standards.<sup>2</sup>

### **Suggested Planning Timeline**

1. Staff Futures Committee report – publishing and information industry trends. (December 2011)
2. Select consultant. ( November-December 2011)
3. Assess community needs and confirm customer behavior and expectations: community survey (results by June 2012)
  - a. Review Futures Committee report and other background documents. (January 2012)
  - b. Community listening. (February 2012)
  - c. Community survey. (April 2012)
4. Facilitate Strategic Planning Committee (5 community representatives, 1 Friends representative, 3 Board members, 6 staff members: are these futures committee?)
  - a. Invite committee. (December 2011)
  - b. Meeting #1: background, Futures Committee report, advice on planning process. (January 2012)
  - c. Meeting #2: Review results of community listening and draft of survey. (March 2012)
  - d. Meeting #3: Review survey results. (May 2012)
  - e. Meeting #4: Review and revise mission and vision and draft goals (June 2012)
  - f. Meeting #5: Staff working group adds details to plan – actions, timeline, responsibility, measures (July - September 2012)
  - g. Meeting #6: Committee reviews completed document and recommends strategic plan to Board (September - October 2012)
  - h. Director presents to Board for approval. (November 2012)

### **Contract Value**

The library has set a limit of \$45,000 to fund the strategic planning process, including consultant fees, travel and per-diem expenses, and all survey costs.

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(ii) community partners.

<sup>2</sup> **590 IAC 6-1-4 Minimum standards for public libraries** Sec. 4. (h) With the advice and recommendation of the library director, the library board shall adopt the following written plans and policies:

(4) A technology plan of service for three (3) years. The plan, updates, and revisions must be filed with the Indiana state library. At a minimum, the plan shall include the following:

- (A) Goals and realistic strategy for using telecommunications and information technology.
- (B) A professional development strategy.
- (C) An assessment of telecommunication services, hardware, software, and other services needed.
- (D) An equipment replacement schedule.
- (E) Financial resources and sustainability.
- (F) An ongoing annual evaluation process.
- (G) An automation plan that conforms to national cataloging standards.

## **Elements of the Proposal**

Work plan, including proposed methods and timelines. We have suggested a timeline above, including 6 meetings with the strategic planning committee, but you may wish to propose an alternate schedule. The strategic plan must be complete and adopted by the Board by December 2012. Deliverables must include:

- Report(s) from the community listening process and survey
- Draft mission, vision, key success factors, actions, timeline, responsibility, and measures
- Final strategic plan document, for submission to the Board

We are particularly interested in how you would facilitate:

- Community listening to identify priority community needs for learning, information access, and civic engagement in a rapidly changing publishing, telecommunications, and fiscal environment, and
- the strategic planning committee's work.

Description of your firm and its work in strategic planning. Please include descriptions of at least three recent projects similar in size and scope to ours and give us names and contact information.

Resumes of the individuals who will work on this project. Please identify which individuals from your firm will be involved in each step of the work plan.

Budget, with fees and other charges itemized for each phase in the Description of Work above.

## **Proposal Timeframe**

Questions may be submitted to Sara Laughlin before 5 p.m. on Friday, December 9, 2011. Responses will be posted along with the RFP on the library's website: <http://www.mcpl.info/stratplan>.

Deadline for receipt of the proposal is 5 p.m. on Friday, December 16, 2011. Proposals should be submitted via e-mail to Sara Laughlin: [laughlin@mcpl.info](mailto:laughlin@mcpl.info).

The Board plans to make a selection at its meeting on January 18, 2012. The Board reserves the right to select an entire or partial proposal or none of the proposals.

## **Selection**

Criteria for selecting the consultant include:

1. Prior experience in conducting reliable, credible, and useful community surveys
2. Overall quality and engaging design of community listening strategies
3. Demonstrated excellence in facilitating group planning processes that focus and articulate organizational priorities, for libraries or other organizations
4. Availability for onsite and remote support during the time period outlined
5. Cost

**Monroe County Public Library**  
**Request for Proposals to Facilitate Strategic Planning Process**

**Frequently Asked Questions**

11/21/2011

Q: We might be interested in submitting a partial proposal to conduct the statistically-valid survey and some or all of the community outreach. Can I get a list of the other consultants to whom you have sent the proposal?

A: Yes, please contact Sara Laughlin by e-mail ([laughlin@mcpl.info](mailto:laughlin@mcpl.info)) and she will respond promptly. You should also know that the RFP is posted on the [www.libraryconsultants.org](http://www.libraryconsultants.org) site, so the list you receive may not completely represent those who are working on proposals, as we have no way of knowing who they might be.

12/6/2011

Q: Would you please clarify if you are expecting or what you are expecting from this project regarding a technology plan. Your RFP says this on the third page: "We are also interested in including the necessary steps to complete a technology plan to meet state standards."

A: Our approach last time was to simply peel out the techno-aspects of the strategic plan, add some introductory material, etc., and submit. We did that after the strategic planning was completed and felt like we were doing it for compliance rather than as a serious review and preview of what we needed. Between then and now, the state library has added the technology plan language to their standards and of course technology is ever more central to our services, so we'd like to ramp up the strategic thinking in that area. Completing the plan for the state library is the least of our worries and a good technology direction is what we're really after.

12/7/2011

Q: We noted that during the previous strategic planning process, eight focus groups were conducted. If focus groups are recommended as part of the information gathering process, would the expectation be that the same number of groups would be facilitated?

A: We're open to hearing what kinds of market research, beyond the survey, you propose.

Q: The RFP suggests that the community survey conducted in conjunction with the next strategic plan should to some extent mirror the 2008 study. 700 residents responded that that survey. Our experience has been that telephone surveys are generally more reliable than mail surveys. Are you open to alternate methodologies if the results are as or more statistically reliable than a mail survey when considering confidence level and margin of error?

A: Yes. We understand that every survey design has some kind of bias. It must be a community survey and not just a patron survey.

12/7/2011

Q: We noted in the RFP that there are several references to a staff working group. It would be helpful if you could provide additional information about the composition and role of this group.

A: In our last planning round, the staff working group consisted of the four managers on the strategic planning committee (Children's Services, Information Services, Outreach Services, and Collection Services), plus the Community Relations Coordinator and me. The working group met between meetings with the larger planning committee including Board, Friends, and community leaders, to create drafts of every piece to share with them. The working group also created the timeline and

measures for the action plan. I assume that we'll need something similar to that this time, as the same work will need to be done. If there is a better structure, we're happy to hear about it.

12/7/2011

Q: In our previous experience, it has been difficult to get community representatives and Trustees to come to a lot of meetings. Are you willing to consider a methodology which calls for them to attend fewer meetings?

A: Yes, meaningful input is what we're seeking, not necessarily a lot of meetings.

12/8/2011

Q: Can you please provide more detail regarding "assessment of facilities, services, technology and operations" as listed under the Indiana State Library Guidelines 590 IAC 6-1-4?

A: I believe that the survey and focus groups can provide this "assessment." If we feel that there needs to be descriptive detail, our staff can supply things like a list of services, description of facilities, technology, etc.

12/8/2011

Q: Can we get a copy of the Staff Futures Committee report prior to submitting the proposal?

A: Unfortunately, it isn't complete yet. I don't expect to have it until early 2012.

12/8/2011

Q: In regard to the Strategic Planning Committee (5 community reps, 1 Friend, 3 Board, 6 staff), have these people been selected yet or will be the consultants contribute to developing this committee?

A: They have not yet been selected and we welcome suggestions from the consultants.

12/8/2011

Q: In regard to scope that includes the "necessary steps to complete a technology plan" can you provide a bit more information about what you're expecting as related to the minimum standards?

A: See my answer on 12/6/2011 above for the general explanation. We can help with C, D, F, and G (below), but what I hope will come out of the planning process is A, which will then drive B and show us what E needs to be.

590 IAC 6-1-4 Minimum standards for public libraries Sec. 4. (h) With the advice and recommendation of the library director, the library board shall adopt the following written plans and policies: (4) A technology plan of service for three (3) years. The plan, updates, and revisions must be filed with the Indiana state library. At a minimum, the plan shall include the following:

- (A) Goals and realistic strategy for using telecommunications and information technology.
- (B) A professional development strategy.
- (C) An assessment of telecommunication services, hardware, software, and other services needed.
- (D) An equipment replacement schedule.
- (E) Financial resources and sustainability.
- (F) An ongoing annual evaluation process.
- (G) An automation plan that conforms to national cataloging standards.

12/9/2011

Q: How open are you to a different approach on the community survey based on telephone interviews?

The advantage here is that we can include responses which more accurately represent the demographics of the community. The former survey was heavily slanted toward highly educated and higher income residents. These individual are no doubt heavy library users, but we could also provide some statistically valid information on the perceptions of infrequent or non-users with a telephone

survey. It is also true with this approach that the survey questions could not be as exhaustive in order to keep the costs reasonable.

A: We're certainly open. We realize that every survey technique has strengths and weaknesses and bias of some sort. The important thing for us is to get results that are reliable and representative, so that we can use them with confidence. In the last survey, the overall responses did over-represent highly educated and higher-income residents, but the large number of responses assured that we had adequate sample sizes for all groups. For example, those with high school degree made up 17% of 701 total responses, so 119 responses. Those earning under \$25,000 were 15% of 701 responses, a total of 105 responses. So, yes, drawing conclusions from the overall results could be dangerous, but the cross tabs allowed us to zero in on each particular demographic group and study whether that group differed substantially from other groups. In most cases, on most questions, differences were not significant, but there were a few areas where they were significant.





# Monroe County Public Library: From future search process to a vibrant future

## Consensus

"We put the *public* in public policy"

Contact:

Jennifer Wilding, director  
jenwilding@consensuskc.org  
816.531.5078  
PO Box 10252  
Kansas City, MO 64171  
www.consensuskc.org

The Consensus team includes:

- Tom Hennen
- Jennifer Wilding
- Mary Jo Draper

in partnership with ETC Institute,  
including:

- Elaine Tatham
- Chris Tatham
- Ron Vine

# Consensus

"We put the *public* in public policy"

Jennifer Wilding, director  
jenwilding@consensuskc.org  
816.531.5078  
PO Box 10252  
Kansas City, MO 64171  
www.consensuskc.org

Dear Ms. Laughlin:

The Consensus team has a philosophy of only preparing a proposal when we believe we can offer a unique benefit to a potential client. After all, there are many qualified library consultants doing solid work using the Planning for Results model. We chose to respond to the Monroe County Public Library RFP because we have extensive experience with a process that feels like an ideal fit with what your library is seeking: a future-oriented decision-making process. The future search conference we recommend is just that.

A future search produces an action agenda that helps an institution reach the future that engages and energizes its people. The conference involves people who represent the entire system, from staff to business, civic and nonprofit leaders, to library users and friends. Participants work together to examine their shared past and present, set priorities among trends for the future, create future scenarios, and build action plans around common themes. Future searches have been used with excellent results in a variety of for-profit, nonprofit and government institutions. This isn't the typical strategic planning process and is ideal when an organization wants something special to build community support.

The Consensus team includes people with national profiles in citizen engagement, library management, and survey research. Consensus has conducted ten future search conferences for the community and clients, and is also a national leader in deliberative democracy. Tom Hennen, a member of the Consensus team, is a thought leader in library funding, structure and governance, and produces the HAPLR Index library rating system. Our survey partner, ETC Institute, conducted the previous Monroe County Public Library survey. ETC has extensive experience in helping a wide array of institutions gather and interpret data.

Please feel free to get in touch if you have any questions. And thanks again for this opportunity to tell you about the benefits of the future search conference.

Sincerely,



Jennifer Wilding

# Monroe County Public Library: From future search process to a vibrant future

Five of the last ten years, the Monroe County Public Library was named one of the top ten libraries of its size in the country. It is ranked 15<sup>th</sup> in the nation in terms of per capita circulation. It is an excellent library at the top of its game. Like all libraries, though, it faces challenges. Some challenges are specific to this library while others are faced by libraries throughout the U.S. The Monroe County Public Library intends to engage its community in looking into the future and identifying strategies that will allow it to thrive.

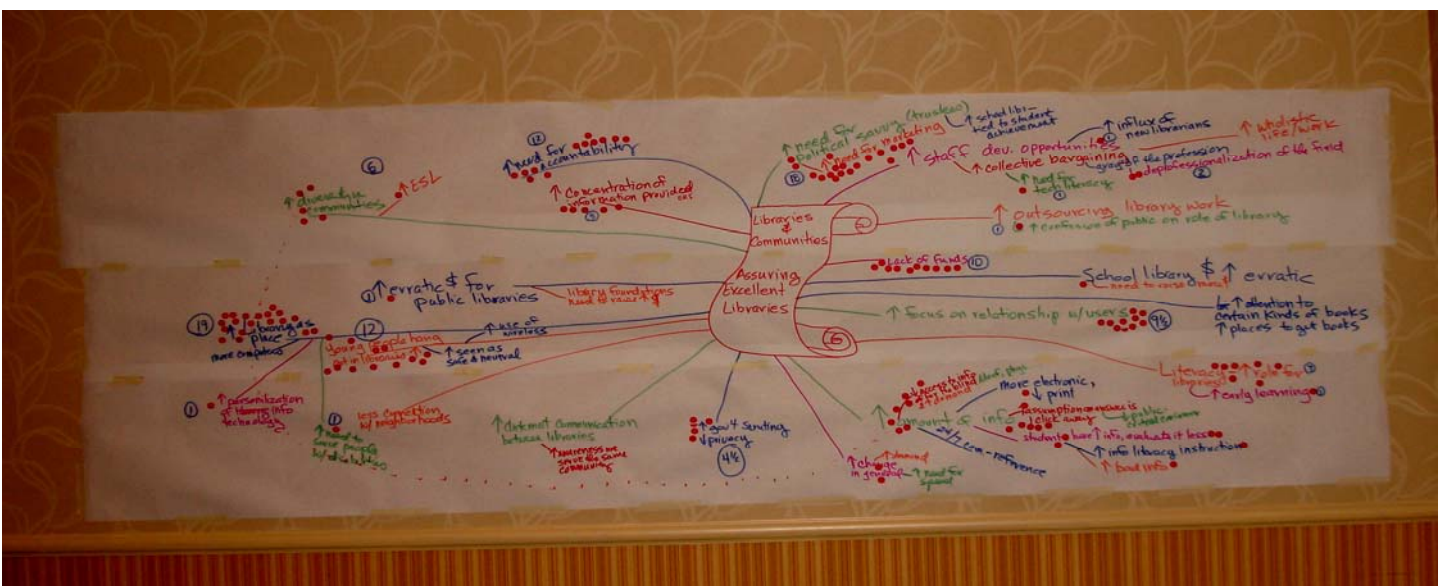
The challenges specific to the Monroe County Public Library include funding and governance:

- In 2012, the library will pay off its debt service and will lose some \$500,000 in operating income as a result. While the library will likely seek a three-year general obligation bond to replace the half-million, it also recognizes that there may be increased losses each year due to the state's property tax caps and the economic downturn.
- As state government takes an activist role in local government, it is expected to work to limit funding and to limit the library board's decision-making authority.

All libraries will face rapid changes in their operating environments that will require an effective response. The Monroe County Public Library and its Futures Committee highlight three changes:

- Dramatic changes in the publishing industry, as primary producers of books, music and movies move towards digital distribution of content.
- Dramatic changes in the telecommunications/information industry, as mobile devices become increasingly important to individuals' lives.
- Significant changes in patrons' learning and information-seeking behaviors.

There is change that happens to us and change that we create ourselves. As physical books become electronic blips, as people haul their worlds around in smart phones, as young and old dig for data in new ways, the library must transform itself to remain relevant. Furthermore, the Monroe County library must do this in an environment where funds are shrinking and an activist state government seeks control. The library wants to do more than just respond to these environmental challenges. To remain one of the country's top libraries, it must identify a vision of the future that calls forth the best in its leaders, staff and stakeholders.



During a future search, a mind map shows the trends that community members feel will most affect the library.

The Monroe County Public Library wants to engage its community in a listening process and a statistically valid survey on the path to a strategic plan. It seeks an engagement model that helps audiences think about and address the future needs of the community, rather than prior or current library services, which is often the result of traditional strategic planning models.

### Project approach and methodology

Consensus will work with the library and its community to produce a strategic plan that both responds to imposed changes and generates a vision of the future that the library intends to create. Our survey partner is ETC Institute. For the community listening activity, the process we recommend is the future search.

#### About the future search process

The future search process was developed by Marvin Weisbord and Sandra Janoff and has been used extensively in businesses, schools, government, health care and human services, and communities around the world. Consensus convened the first community-wide future search in 1993, and has convened subsequent future searches targeted to specific issues for the community and clients.

The process fits within the philosophy of appreciative inquiry, which focuses attention not on what's wrong and needs to be fixed, but on what works well and the rapid improvements possible when building on the strengths and potential of an institution. Future search conferences are ideal for an institution that needs to answer a specific, important question, such as, how do we respond to changes in our environment?

Monroe County Public Library

The future search process is built on these principles:

- Getting the whole system in the room.
- Exploring the whole system before acting on a part.
- Developing desired future scenarios rather than problem-solving.
- Self-managing and taking responsibility for action.

During a future search, participants create a shared picture of the past and present and a shared vision of the future, before they develop a concrete plan of action. By focusing on common ground and by getting representatives from the whole system in the room, a future search produces the possibility for more action than through a traditional planning process. Conferences are very task-oriented and focused, and those who have experienced them say that they accomplish a great deal in less time than the typical process of holding multiple meetings.

A key element of a future search is that it involves a representative mix of 30-72 stakeholders who are there by invitation. Participants in the Monroe County Public Library conference would include people who reflect the entire system, such as library users (both youth and adult), and people from government, business, civic and community organizations that intersect with the library. The conference would also include some board members and



some staff members from different layers of the organization. This mix allows the library to feel secure that it is planning toward a future desired by a wide spectrum of all

Consensus Proposal, page 3



kinds of people. It builds on skills and knowledge that people already have, and assumes that decision-making requires values choices as well as expert knowledge. A future search can be extremely effective at building community support because it represents a significant commitment to engaging stakeholders.

During the conference, participants work in small, self-managed groups. While they are guided by a facilitator, the participants own the information and shape the results. They move quickly from activity to activity – among them a timeline, mind map of trends, and creation of a future scenario – and then work together to analyze what they’ve heard. Future searches are often high-energy, with good humor and shared sense of fun that builds throughout the event. In particular, the future scenarios are creative and forward-thinking. They represent a leap into a future that can capture a group’s imagination and commitment.

The future search takes place during 16 hours over three days, often a Thursday, Friday and Saturday morning. This represents a significant investment of time on the part of the library and its stakeholders. In our experience, stakeholders are willing to make this commitment for institutions that matter, such as schools and libraries. The conference can be shortened to two days without it being a huge problem, but using three days assures that energy is high when people are doing action planning.

**Benefits of a future search over a standard strategic planning process**

We don’t recommend a future search conference to every group that wants a strategic plan because it isn’t right for

every situation. The Monroe County Public Library RFP, though, suggested that the future search process was right for this library at this moment. The library is serious about focusing on the future, as evidenced by its Futures Committee. It is interested in a community engagement process that “helps the library’s audiences think about and address the future needs of the community,” and wants a future-oriented decision-making process. In addition, the library’s ranking in the HAPLR Index top 10 for libraries of its size suggest a willingness to innovate and seek excellence.

There is, of course, nothing wrong with the standard Planning for Results model, and Consensus has used

focus groups quite often and to good effect. In this case, however, the future search conference would offer several benefits over a typical strategic planning and community engagement process:

- The future search conference is an event large enough and innovative enough to draw positive attention to the library;
- The conference model allows participants to familiarize themselves with the Futures Committee report and other background, and incorporate it into planning. Focus groups tend to get top-of-the-head responses.
- Everything builds towards creation of an action plan. The action plan outline and a significant amount of detail are completed at the end of the conference, which reduces the time needed for subsequent meetings.
- The conference allows library staff and board to be included in planning for the future at an appropriate level. This helps assure that the action plan



fits with the real world that the library inhabits.

- By inviting stakeholders to the conference and keeping them engaged afterward, the library builds on and strengthens ties in the community. It also allows the library to build in action that requires support from the business, nonprofit and government sectors to come to fruition.
- Because stakeholders own the action plan, action is more likely to result.

It is important to note that preparing for and holding the future search event requires a time commitment from library staff members. The Consensus team will accomplish most of the tasks, and it will have to rely on library staff members for activities that must be done in Bloomington, such as preparing participant packets, providing contact information for suggested participants, and securing the venue. In addition, the event would require that a handful of staff members or very capable volunteers be involved at the event to help with set-up, registration, tear-down and other logistics.

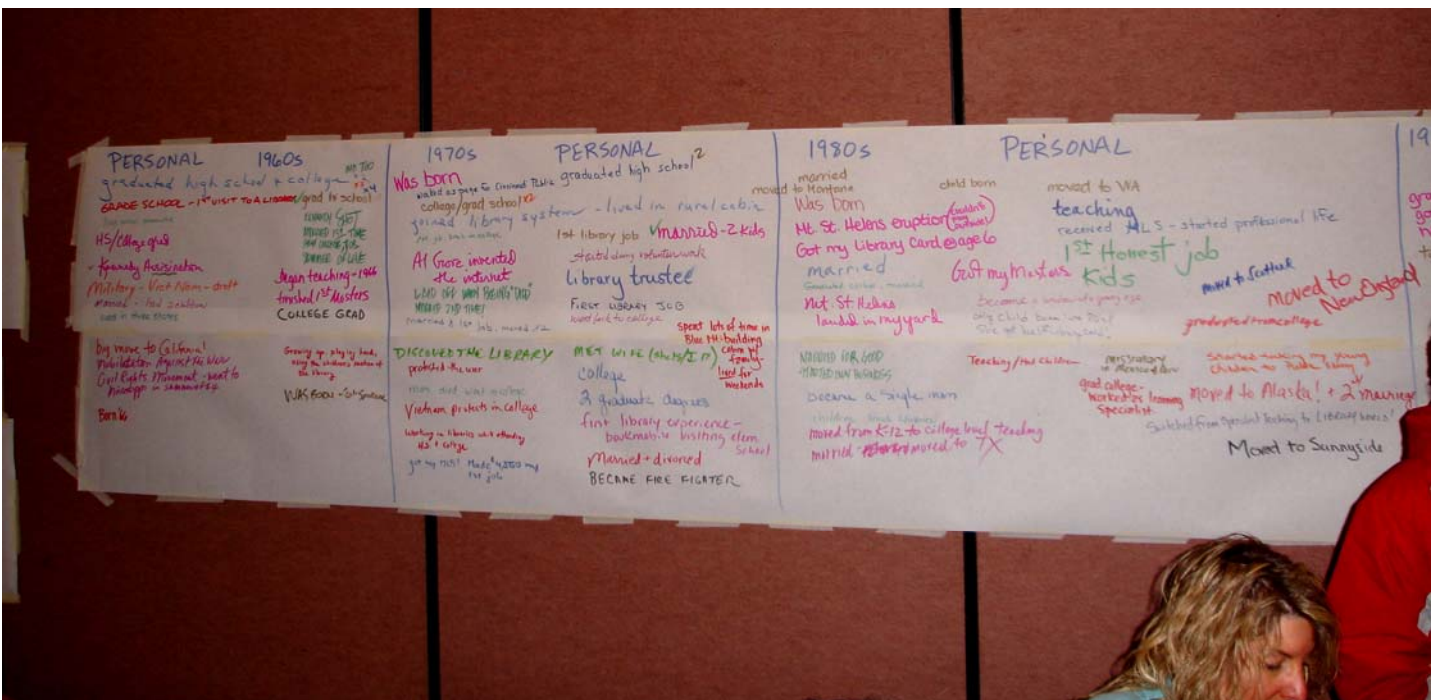
The future search process would be supported by

work with the Strategic Planning Steering Committee and by information about the current state of the Monroe County Public Library.

## The Strategic Planning Steering Committee

Consensus would work with the Strategic Planning Steering Committee to plan and implement the future search conference, and to oversee production of the strategic plan. At Consensus, we believe strongly that we do not own a strategic plan and that the plan must be deeply rooted in the institution and the community in order to create change. We are responsible for assuring that the event works well, but the steering committee embeds the process into the fabric of Monroe County.

At its first site visit, Consensus would work with the committee to agree on the central question driving the future search conference. For example, in 2006-07 when we worked with the Washington State Library on a series of future searches around the state, the central question was, "How can libraries and their communities assure



Participants in a future search create a shared picture of their past as an organization, as individuals, and as a community.

excellent libraries in 2012?" The framing of the question has a great deal to do with what happens during the conference.

In addition, we would lead the committee through the important work of selecting the participants for the future search. While Consensus will provide guidance in terms of the best breakdown of participants in terms of the number of students, business leaders, etc., the steering committee knows the community and would be asked to create the list of invitees. Consensus will be responsible for calling and emailing the invitees, but would issue invitations in the name of the steering committee. We would be delighted if committee members wanted to soften folks up a bit by calling them prior to our call.

Not every member of the steering committee would be able to be a conference participant. During the future search, therefore, we would look to steering committee members to be our volunteer base. This will allow the event to run smoothly while giving committee members the chance to experience the event.

After the event, we would ask the steering committee to review and analyze the results with us via conference call, and we would ask the committee to work with us to decide what they want to know from the survey of county residents.

Consensus will return after its survey partner, ETC, has presented the results of the survey. That two-day site visit will focus on generating a draft mission and vision and creating detailed action plans. The plans will take into account both the future search action plans and results from the survey that seem important to incorporate into the final plan. Consensus will work with the steering com-

mittee and/or with staff members to generate tactical plans to go with the strategies from the future search and survey.

## Data collection

To create a great plan, you must understand the starting point. To that end, Consensus offers national data comparisons that are done on a consistent and rigorous basis. The Consensus team includes one of the nation's foremost experts in library data and how to apply them to planning. Because of the extensive databases he maintains for the HAPLR Index, Tom Hennen can provide detailed comparisons between the Monroe County Public Library and other libraries nationwide. Comparisons with the rest of Indiana and with other states make it clear when the library is bucking a trend or when a particular difference is significant.

In addition, Hennen provides a clear understanding of tax issues and their impact on libraries. Hennen is often published in national library journals on issues related to library structure and funding. The team's work is distinguished by the richness of its data and analysis on the impact of tax capacity on library funding and on the use of different measures to show how much local residents pay for library services, as well as its understanding of various sources of funding in use among libraries nationwide.

Consensus would provide data on the Monroe County Public Library that would be provided to participants in the future search conference. The data would complement the report of the Future Committee.





## The customer survey

ETC Institute will administer a statistically valid random sample community survey of 600 households in Monroe County, to seamlessly integrate into the overall strategic planning team efforts.

ETC Institute is capable of administering the survey entirely by phone or entirely by mail. Given the negative impact that caller ID has had on phone survey response rates in recent years, we recommend administering each survey using a combination of mail and phone to maximize the overall level of response. *This approach is recommended because it gives more residents an opportunity to respond to the survey while enabling ETC Institute to control the distribution of the sample.* Even if people do not respond by mail, people who receive the mailed version of the survey are significantly more likely to respond to the survey by phone because they know the survey is legitimate. The costs for administering the survey by phone only or a combination of mail/phone are the same.

Questions on the survey will be developed in partnership with the Monroe County Public Library and consultant team and address the issues necessary to help “decision makers make better decisions” regarding long-range strategic planning.

The survey will be administered by ETC Institute staff at their corporate facilities including all aspects of mailings, phone calling, development of the database, data entry, etc. By having ETC Institute staff conduct all of the work, they can completely control all project quality and timelines.

**We would complete a sampling of 600 households within Monroe County.** Results for the entire sampling of 600 households within the County will have a 95% level of confidence with a margin of error of +/-4% overall. ETC Institute will guarantee completion of at least 600 surveys for the community survey. Should more surveys be completed there will be no additional costs to the Monroe County Public Library.



ETC Institute will conduct up to eight (8) cross-tabular comparisons of survey results by key demographic factors, such as gender, age of respondent, length of residency, income, users/non-users of library services, etc. The demographic factors to be cross-tabbed will be selected by the Monroe County Public Library consulting team in consultation with the entire team. Survey results will additionally be

compared to results from the 2008 survey as per trends and other factors. The databases for both surveys will be used.

*ETC Institute will geocode* survey results to the latitude and longitude coordinates of the area where a respondent lives. This technique allows survey data to be integrated with geographic information systems (GIS), which allows your community to “map” survey responses. In addition to enhancing the quality of presentations, these maps can be used to support strategic analysis and decision making. Approximately 90% of surveys can be geocoded.

Geocoding can help identify where gaps exist in service delivery to help the Library identify differences and similarities in service needs by areas of the county. In



addition to geocoding the surveys, ETC Institute will create up to 10 maps of survey results for public presentation.

### ***Importance-Satisfaction Matrix and Ratings***

ETC Institute will develop an Importance-Satisfaction Matrix to display the perceived importance of core services against the perceived quality of service delivery. ETC Institute currently provides this analysis for many governmental organizations. The I-S (Importance-Satisfaction) matrix will allow Monroe County Library officials and the consultant team to analyze the survey data as described below.

- ***Meeting Priorities (above average importance and above average satisfaction)***. This area shows where the agency is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The agency should maintain (or slightly increase) emphasis on items in this area.
- ***Exceeding Expectations (below average importance and above average satisfaction)***. This area shows where the agency is performing significantly better

than customers expect the organization to perform. Items in this area do not significantly impact the customer's overall level of satisfaction. The agency should maintain (or slightly decrease) emphasis on items in this area.

- ***Areas of Major Concern (above average importance and below average satisfaction)***. This area shows where the agency is not performing as well as residents expect the agency to perform. This area has a significant impact on customer satisfaction. The agency should DEFINITELY increase emphasis on these items.



- ***Less Important (below average importance and below average satisfaction)***. This area shows where the agency is not performing well relative to the agency's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly impact the customer's overall level of satisfaction because the items rated are less important to residents. The agency should maintain current levels of emphasis in this area.

# Work plan & timeline

Consensus and ETC would accomplish the work plan below. Because action planning occurs at the conference, we can complete the tasks sooner than the timeline in the RFP. The timeline shows the future search conference held in late February or early March. Using some of the

saved time to move the future search a month or so later would add lead time for conference planning and would reduce the likelihood of bad weather getting in the way.

When	Task	Consensus/ ETC	MCPL
January	Review Futures Committee document, etc.	X	
	Interview 6 key stakeholders	X	
	Produce detailed information about MCPL and its relation with other libraries of a similar size.	X	
	Conduct minimal additional research as needed and produce a document to complement the Futures Committee report.	X	
	3-day site visit. Meet with the steering committee and staff to identify stakeholders and venue, and plan for the future search conference.	X	
	Secure donated venue.		X
February	Recruit participants. Consensus will invite participants and track RSVPs, and will request regular communication and help from the library to identify alternates and find contact information.	X	X
	Create materials for participant packets.	X	
	Copy and assemble participant packets.		X
	Finalize participant list. Mail or post online the futures and background document and ask that participants read it in advance.	X	X
	Create facilitator script and plan for documentation.	X	
	Purchase and ship supplies (butcher paper, magic markers, table baskets, sticky dots)	X	
	Purchase or borrow supplies (flip chart pads, flip chart easels, props, any table or room decorations desired)		X
	Order or purchase snacks and meals. Will require two lunches, bagels for three days, and healthy afternoon snacks for two days. Cost is not included in the budget.		X

March	Hold future search conference.	X	X
	Transcribe flip charts, put action plans into spreadsheet, and create report on the conference.	X	
	Via conference call, present conference report and draft of the survey.	X	
April	Conduct survey	X	
May	Present results of survey	X	
	Review future search results in light of the survey to assure that no action steps are left out.	X	
June	Hold two-day site visit to work with steering committee and staff members to created detailed action plans.	X	
	Document the results of the action planning session.	X	
July	Present strategic plan to the strategic planning committee.	X	

# The Consensus team

The Consensus team includes people who are national leaders in civic engagement, survey research, and library management. Resumes are included in an appendix.

## About Consensus

Consensus is a nonprofit consulting firm that works on client-funded and philanthropically funded projects. Since it was founded in 1984 to give citizens a voice in public policy, Consensus has worked with the community to produce reports on a variety of public policy issues.

In 2004, Consensus released the white paper, *Making Book: Gambling on the Future of Our Libraries*, which received national acclaim. For example, OCLC included it in a recommended reading list, *Public Library Quarterly* printed the executive summary, and schools of library science made it required reading. Consensus has gone on to specialize in research and citizen engagement related to library structure, funding and governance.

Along with its policy studies, Consensus is a leader in citizen engagement. In 2010, Consensus launched The Civility Project, designed to increase civility when the public is involved in difficult issues. After holding 20 focus groups with citizens across the political spectrum, Consensus developed a one-day class on how to improve the methods used to engage the public. This fall, the Consensus team presented its findings at the Dole Institute in Lawrence, Kansas.

Consensus is also a national leader in deliberation. MacNeil/Lehrer Productions selected Consensus four times to serve as the metro Kansas City co-convenor, with KCPT Public Television, of *By the People*. The day of deliberation invites randomly selected citizens to come to public judgment on difficult issues. In addition, Consensus has conducted two studies working with the Kettering Foundation, the Dayton-based operating foundation that conducts research into how to make democracy function as it should.

Consensus has worked with two local libraries to engage members of their communities in deliberation. The Kansas City Public Library asked Consensus to provide a Monroe County Public Library

series of deliberative public forums in 2008-2009. In 2007-2008, the award-winning Johnson County Library and KCPT Public Television hired Consensus to create original discussion guides for four public forums on science-related topics for their IMLS-funded project, Science, INC.

Consensus has also designed and implemented strategic planning, action planning, citizen engagement, and training sessions for a variety of clients. For more information about our work, visit :

- [www.consensuskc.org](http://www.consensuskc.org) or
- [www.consensusconsultants.com](http://www.consensusconsultants.com).

## Previous experience

Libraries face unique issues regarding how they are structured and funded. Changes in society, including new technology and a push for wider units of service, require new responses from libraries. Consensus offers services to libraries that want to consider new ways to operate. Our exemplary research, understanding of industry trends and ability to involve the public and stakeholders in a meaningful way assure positive results.

**Washington State Five-year Plan.** In 2006-2007, the Washington State Library engaged Consensus to produce a five-year plan for all libraries in the state.

Consensus began by developing a needs assessment that included the results of research, phone interviews with more than 30 stakeholders, and an online survey of library staff, trustees and users.

The Washington State Library then convened four, one-day future search conferences at sites throughout the state, including Everett, Olympia/Tumwater, Spokane and Kennewick. The conferences included library staff members, directors, and trustees, along with key community leaders and youth and adult library users.

During the future search conferences, participants developed a timeline of past events, a map of current trends, and scenarios for the future. They then identified key goals that they wanted to reach and developed action

steps to reach those goals.

The resulting five-year plan is built around visions for the future that inspired participants, with supporting goals and objectives. The five-year plan was the foundation for the state's five-year LSTA plan.

### Reference

Rand Simmons, acting state librarian  
PO Box 42460  
Olympia, WA 98504-2460  
360.570.5585  
rsimmons@secstate.wa.gov

**WCCLS Funding & Governance.** In 2008, Washington County Cooperative Library Services, a 14-library cooperative in the county west of Portland, Oregon, hired Consensus to help it consider new ways to structure and fund library services.

The ten-month study, completed in 2009, included detailed findings on the current state of Washington County libraries, public engagement that included the stakeholders of each library as well as unaffiliated citizens, and a process that engaged library leadership in analyzing the current situation and creating their picture of libraries of the future.

In addition, Consensus interviewed library directors around the U.S. whose libraries had undergone mergers or who oversaw other cooperative and federated systems.

Through this process, library leaders decided that their current funding system was not broken enough to drive them to consolidate into one special district. Library leaders realized, though, that there was no guarantee that the current situation would continue and saw many indicators that change was in the offing. The project identified specific steps that the library community would take in case of a crisis, based on a shared understanding of tradeoffs and consequences of different actions.

One consequence of the project was that local libraries identified significant improvements that could be

made within the current structure. Ideas, such as including unincorporated areas in governance and doing more work centrally so that libraries can focus on service, generated energy and excitement. Many were implemented.

### Reference

Eva Calcagno, manager  
WCCLS Administrative Office  
111 NE Lincoln Street, #230-L  
Hillsboro, OR 97124-3036  
(503) 846-3222  
Calcagno@wccls.org  
To view reports from the project, go to  
[http://www.wccls.org/library\\_services/wccls](http://www.wccls.org/library_services/wccls)

**Libraries Together in Scott County, Iowa.** In 2005-2006, Consensus implemented a ten-month study for libraries in Scott County, Iowa, that received national attention for its use of deliberation to engage the public in deciding what kinds of libraries they wanted. The study is viewed by Iowa officials as having the potential to be a statewide model for restructuring library services. The project combined two Consensus strengths: an understanding of library structure, funding and governance issues; and skill in engaging the public.

Consensus worked with a client team that included directors of the four public libraries in Scott County. It conducted extensive research, including stakeholder interviews and public surveys and meetings, and released reports to the public on the following topics:

- *The current situation.* What is the current status of libraries in Scott County and how are they affected by state laws and policies?
- *Internal efficiency.* How might the four public libraries reduce costs, increase efficiency, and improve the level of service they provide?
- *Collaboration.* What opportunities exist for the four libraries to work collaboratively?
- *Unification.* What would be the benefits and disad-

vantages of creating one unified library serving all of Scott County?

- *Public opinion.* What is the public's view of three options for changing library service: become more independent, collaborate, or unify?
- *Options for action.* The final report provided scenarios showing the likely result of the three options, benefits and disadvantages, and the opinions of the public and various stakeholders groups.

The project was featured in *American Libraries* and *Participation Quarterly*, a publication of the International Association of Public Participation.

## Reference

Kim Kietzman, library director

Altoona Public Library

700 8<sup>th</sup> St. SW

Altoona, IA 500009

kkietzman@altoona.lib.ia.us

515.967.3881

To view reports from Libraries Together, go to [http://blog.librariestogether.org/?page\\_id=2](http://blog.librariestogether.org/?page_id=2)

## Consensus team members

**Jennifer Wilding, project director.** Wilding is director of Consensus and a partner in Consensus Consulting, the organization's social enterprise arm. She is the author of *Making Book: Gambling on the Future of Our Libraries*, an analysis of the structure and funding of libraries in metro Kansas City. She served as team leader for the Washington County Cooperative Library Services, Libraries Together in Scott County, and Washington State Library projects.

Wilding combines an understanding of library structure and funding with broad knowledge of public policy. Since 1986, she has conducted research and worked with citizen committees to produce policy reports on a wide range of issues. Her reports are praised for being neutral, accurate, and written in an accessible, conversa-

Monroe County Public Library

tional style.

Wilding is also a recognized leader in civic engagement. She is one of just 60 individuals selected by AmericaSpeaks, the national leader in large-scale citizen engagement, as a network associate. She has led the Consensus KC Forums project, which was begun by the Ewing Marion Kauffman Foundation and moved to Consensus in 2002. Wilding's work has led to research contracts with the Kettering Foundation and four opportunities to serve as a *By the People* site for MacNeil/Lehrer Productions.

Among Wilding's other clients are the Mid-America Regional Council (the metro Kansas City council of governments), the U.S. Institute for Environmental Conflict Resolution, Kansas City Kansas Community College, Kansas City (Missouri) Public Library, and the Johnson County Library.

In addition, Wilding is a skilled facilitator and trainer who is often called upon to share her process skills. She has trained volunteer facilitators and trained young people and adults in how to work as partners. She has produced nine future search conferences and designed countless community meetings.

**Thomas Hennen.** Hennen has been a practicing librarian for over 35 years. He is presently the director of Waukesha County Federated Library System in Wisconsin. He previously directed library systems elsewhere in Wisconsin and Minnesota.

Waukesha County Federated Library System has won 9 National Association of Counties Achievement Awards in the last several years, for innovative programs and long-range planning efforts. Hennen has the chair of the Wisconsin Library Association Library Development and Legislation Committee.

Library periodicals such as *Library Journal* and *American Libraries* have published more than 45 of his articles on a wide range of topics, including library futures, standards, and accounting. His book for Neal-Schuman, *Hennen's Public Library Planner*, was pub-

lished in 2004. Hennen has addressed professional library associations in 17 U.S. states, 4 Canadian provinces, and Australia.

Hennen developed Hennen's American Public Library Ratings (HAPLR), which uses data provided by 9,000 public libraries in the United States to create comparative rankings. The rankings have gained media notices in hundreds of communities since their first publication in *American Libraries* magazine almost a decade ago.

Hennen consulted with Consensus on *Making Book*, and served on the Scott County Iowa Consensus project, as well as other Consensus projects and on projects for Hennen's Library Consulting in several states.

**Mary Jo Draper.** Draper brings expertise in public involvement through facilitation and communications for not-for-profit groups. Building upon 15 years in public radio, she established Draper Communications to help organizations and governments understand the needs and values of the public and communicate more effectively.

Draper holds a BS in journalism from Ohio University and a master's in journalism from the University of Missouri. In her 15 years as news director of KCUR FM in Kansas City, Draper hosted a call-in program on community issues as well as reporting on local topics for both KCUR and National Public Radio.

Draper established Draper Communications in 1999. The firm provides public involvement, facilitation, writing and communications services. The firm's major projects have included:

- **KC Safe City Initiative:** two-year strategic planning initiative for the City of Kansas City, MO. using public involvement to create legislative package of public safety initiatives; adopted by City of Kansas City in 2000;
- **Transportation Public Involvement:** assisting Missouri and Kansas Departments of Transportation in gathering and assessing public input into major road and transportation planning.
- **Library projects with Consensus:** Draper has worked on the WCCLS, Scott County and Washington State

projects.

Other major clients include Kansas City Partnership for Children, MidAmerica Neuroscience Institute, the Ewing Marion Kauffman Foundation, the Missouri Academy of Family Physicians, and the American Academy of Family Physicians.

Draper is a partner in Consensus Consulting.

## About ETC Institute

ETC Institute was founded in 1982 by Dr. Elaine Tatham to help local governments gather data from residents to enhance community planning. During the past 25 years, the firm has grown from a small one-person company to a national corporation.

Since its founding, ETC Institute has completed research projects for clients in 46 states. This includes thousands of surveys, focus groups, and stakeholder meetings.

Individuals involved in the Monroe County Public Library project will include a team led by Ron Vine and including Dr. Elaine Tatham and Chris Tatham. Ron is currently serving as a vice president of ETC Institute. Under his leadership, the firm has completed more than 450 surveys for public, non-profit, and private sector clients. The firm is recognized as a national leader in the strategic use of public input for performance measurements, funding decisions, benchmarking, and decision making.

For more than 25 years, Mr. Vine has strategically involved citizens and clients into decision making processes that affected their lives. Mr. Vine is skilled in both the use of quantitative phone and mail survey research efforts and as a facilitator for focus groups and stakeholder interviews. He has more than 15 years experience as a project manager, in a wide range of governmental, non-profit and private sector planning and management studies. He has been the project manager for market research assignments in over 40 states, with public sector clients ranging in size up to over 1 million populations.

Prior to starting work as a private consultant in 1989, Mr. Vine worked for 15 years in a series of high

level governmental administrative positions, including serving as the Chief Administrative Officer for the City of Topeka, Kansas, where he managed a work force of over 1,200 municipal employees as well as an operations and capital budget in excess of \$200 million. In this position, he was one of the first municipal officials in the country to embrace the development of public/private and non-profit partnerships, and the establishment of creative funding strategies such as public foundations as a tool for addressing community needs.

ETC Institute references include the following:

DONNA DZIEDZIC, Executive Director  
MARCIA LEBEAU, Director of Administrative Services  
Naperville Public Library  
200 W. Jefferson  
Naperville, Illinois 60540  
(630) 961-4100

Project: Needs Assessment Survey

Description: ETC Institute conducted this 2008 citizen survey for this award winning library as foundation for a strategic plan

LINDA TILLSON, Director  
Park City Library  
1255 Park Avenue  
Park City, Utah 84060  
(435) 615-5600

Description: ETC Institute conducted a needs assessment survey for the library system in 2008



# Project budget

	Personnel	Other costs
Future search event, action planning and production of strategic plan document	\$19,282.00	
Travel (airfare, hotel, meals and rental car)		\$6,568.00
Supplies (butcher paper, magic markers, table baskets, dots, ink and paper, plus shipping)		\$450.00
Total future search	\$26,300.00	
Survey	\$14,500.00	
Travel and supplies		\$4,200.00
Total survey	\$18,700.00	
Total project	\$45,000.00	

The library would be responsible for the cost of snacks and lunches at the future search conference, and for securing 10 flip chart pads and easels as well as props that can be used during the future scenarios. The props should be purchased for very little money at thrift and dollar stores and/or borrowed from staff and committee members.

### Terms & Conditions

Consensus requests payment of one third of the total at the beginning of work, one third in the middle and one-third at the end of the project. Payment is expected within 30 days. If the client requests work beyond the terms of the contract, the client and Consensus will negotiate an addendum to the contract.

# **Appendix: Resumes**

Jennifer Wilding

Thomas Hennen

Mary Jo Draper

Elaine Tatham

Christopher Tatham

Ron Vine

## **Jennifer Wilding**

4301 Holmes St.  
Kansas City, MO 64110  
816.531.5078  
jenwilding@consensuskc.org

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### **Highlights of qualifications**

- Nonprofit director who led the transition from a traditional grants-funded organization to an entrepreneurial nonprofit, while staying true to the mission.
- Project director whose performance has made her a valued member of high-profile national efforts.
- Researcher and public policy analyst whose reports have received national attention.
- Process expert with deep understanding of how process should work, with proven capabilities in meeting design, facilitation and training.
- Exceptional communicator, able to translate complex topics for laypersons.

### **Nonprofit leadership**

- Identified markets and led board in implementing business plan that grew earned income from 10 percent of the organization's budget to 70 percent in three years.
- Engaged board in identifying new areas of business and new civic endeavors.

### **Project management**

- Soon after entering the field of deliberative democracy, earned a reputation for performance that led to work with national leaders such as the Kettering Foundation, MacNeil/Lehrer Productions and *AmericaSpeaks*.
- Identified libraries as a growth opportunity, built a team and produced large-scale studies for libraries in Iowa, Oregon and Washington State. The Iowa study was profiled in national library and public participation journals.
- Was selected by the U.S. Institute for Environmental Conflict Resolution as Missouri convener for eight-state NEPA study. Based on the success of that work, was chosen by ECR to represent conveners at its national conference.
- Founding director of youth-empowerment project. Merged two distinct organizational cultures into one successful team. Led development of philosophy and services; positioned regional project within national movement.
- Engaged civic leaders and regular folks on task force studies and on COMPASS, a regional visioning effort that involved some 5,000 persons.

### **Facilitation, training and meeting design**

- Produced and facilitated eight future search conferences, and helped produce the first-ever community-wide future search conference.

- Trained moderator corps to lead deliberative discussions on contract with the Ewing Marion Kauffman Foundation. The foundation later moved the project to Consensus largely on the strength of that and other work.
- Moderated focus groups for client and civic projects. On team that presented results of focus groups on civility at the Robert S. Dole Institute.
- Training topics include: public participation methods, youth/adult partnerships, beginning and advanced facilitation.
- Custom designed and led scores of meetings for thousands of participants.

### **Communications, research and analysis**

- Author of policy reports. The most recent was covered in three national library publications and was on the recommended reading lists of OCLC and Americans for Libraries Council.
- Author of deliberative discussion guides for clients and the community. The guides help groups identify what they value most and common ground for action.
- Author of magazine articles, editorials, newsletters, speeches, news releases and brochures for various clients. Nonfiction published in national and local magazines.
- Grant writer for Consensus and other organizations.
- Author of children’s story used as theme for a family entertainment center in Venezuela, and sold in book and CD form. Audio theatre scriptwriter, with one produced by the National Audio Theatre Festivals and another aired on KCUR.

### **Employment history**

2003 - Consensus. Director. Also project director for client-funded work.  
 1999-2003 Consensus. Senior associate.  
 1998-1999 YMCA of Greater Kansas City. Project director, Promise Project.  
 1986-1998 Consensus. Project director, Promise Project. Assistant director, COMPASS. Research associate  
 1990- Freelance writing, PR, and facilitation for business and nonprofit clients.  
 1982-1986 Freelance writer for national and local magazines

### **Education**

B.A., Urban Affairs, University of Missouri-Kansas City. 1982.

### **Community involvement**

- Member, Kansas Leadership Center “Community Collaboration Academy.” (2010- )
- President, UMKC Arts & Sciences Alumni Board. (2005- )
- Vice president-Governance and Secretary, YWCA of GKC. (2004-2010)
- Member, Kauffman Foundation KC Forums Project Team. (2001-2003)
- YMCA of GKC Community Development Division Advisory Council. (2001-2003)
- Member, Coalition for Community Collaboration Board of Directors. (1997-2001)

## **Jennifer Wilding**

### **Clients**

#### **Public participation**

*AmericaSpeaks*

Johnson County (Kansas) Library  
Kansas City Kansas Community College  
Kansas Department of Transportation  
Kettering Foundation  
Libraries Together in Scott County, Iowa  
MacNeil/Lehrer Productions  
Mid-America Regional Council  
Midwest Democracy Project / The KC Star  
NewsHour with Jim Lehrer  
The Civility Project  
Truman Presidential Library  
U.S. Institute for Environmental Conflict  
Resolution  
Washington County (Oregon) Cooperative  
Library Services  
Washington State Library

#### **Facilitation, training and meeting design**

Athenaeum  
Carondelet Manor  
City of Kansas City, Missouri, Health  
Commission  
City of Topeka  
Columbia (Missouri) Public Schools  
Draper Communications  
Economic Opportunity Foundation  
Ewing Marion Kauffman Foundation  
In Focus  
Kansas City Free Health Clinic  
Kansas City (Missouri) School District  
KCResearch  
Negro Leagues Baseball Museum  
Park University  
Truman Medical Center  
United Community Services of  
Johnson County  
United Way of Greater Kansas City

United Way of Wyandotte County

#### **Communications**

City of Kansas City, Missouri  
Johnson County (Kansas) Library  
KC Healthy Kids  
Kansas City Magazine  
Kansas City Minority Suppliers Council  
Pearson  
Savvy Magazine  
Star Magazine  
Sun Publications  
White Hutchinson Leisure & Learning  
Wyandotte West

#### **Public speaking**

Dole Institute  
Illinois Library Association  
Kansas Association of City/County  
Managers  
Missouri School Boards Association  
United Neighborhood Centers of America  
Wisconsin Library Association

# Thomas J. Hennen Jr. -Resume

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## Address

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Racine, WI 53406  
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262-896-8081 Office  
e-mail: [thennen@haplr-index.com](mailto:thennen@haplr-index.com)  
Web site: <http://www.haplr-index.com>

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## Biographical Data

**Birthdate:** 20 March 1948  
**Place of Birth:** Milwaukee, Wisconsin, U.S.A.  
**Citizenship:** United States

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## Statement of Professional Vision

A hundred years ago, Wisconsin's first state Librarian, Frank Avery Hutchens had a glorious vision, a vision he shared with Melville Dewey. Hutchens wanted to see a day when one could go to any community in the state and ask not **whether** there is a library but **where** it might be located. In Wisconsin we all enjoy the fruits of that vision today. Every Wisconsin resident can point to at least one library as his or her own. Our vision should be a day when **all** Wisconsin residents (or those of any state) can point to **all** libraries in Wisconsin as their own. With the Internet, not only will they be pointing, but pointing and clicking. Today we need to "Balance the Books and the Bytes." We need to expand Hutchen's vision so that traditional library services AND electronic services that are open to everyone.

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## Education

1966-1975, University of Wisconsin-Milwaukee.

- Master of Library Science, 1975
- Graduated in top quarter of class. Named to Beta Phi Mu, Library Science Honor Society
- Bachelor of Arts, Sociology, 1972
- Worked full time while attending, paid own expenses, graduated debt-free.

1962-66, Marquette University High School, Milwaukee, Wisconsin

- **High School Graduate, 1966.**  
Attended competitive college prep school on partial work-study scholarship.  
Worked part-time to pay tuition. Graduated in top quarter of class.
-

## Honors and Awards & Professional Activity

- National Association of Counties Achievement Awards. A total of 5 awards for Waukesha County Library System in 2003 and 2004.
  - Chair of Wisconsin Library Association Library Development & Legislation Committee, 2004. Member since 2001.
  - Served on the 2002 Wisconsin Department of Public Instruction Library Legislative Task Force.
  - Authored the HAPLR Index. It is featured in the January and September 1999 issues of American Libraries magazine, as well as the October 2000 and 2002 issues. It has received newspaper, magazine and television coverage all over the country. The article was so well received and frequently requested that it alone was posted on the American Libraries Online web site at: <http://www.ala.org/alonline/archive/hennen.pdf>
  - Appointed in 2000 by State Superintendent of Public Instruction to chair the Library Services and Technology Act Advisory Committee.
  - Dr. Alan Bundy, the 2001 president of the Australian Library and Information Association called for the creation of an Australasian index similar to the HAPLR Index in his address, "***How Far They Have Come - How Far They Must Go: Australian Public Libraries at Century's End,***" at the National Public Library Conference, Perth 14-17 November 1999. At: <http://www.library.unisa.edu.au/papers/howfar.htm>
  - John Berry, III in his April 15, 1999 **Library Journal** Editorial entitled "***On the Uses of Recognition,***" citing the author's HAPLR Index, says that whenever any library is honored, every library benefits. [http://www.ljdigital.com/articles/views/editorial/19990415\\_4450.asp](http://www.ljdigital.com/articles/views/editorial/19990415_4450.asp)
  - Elected President of the System and Resource Library Administrators' Association of Wisconsin (SRLAAW) for an unprecedented four terms, 1992 to 1996. Worked on numerous SRLAAW committees, including the one that revised state aid formula proposal for 2000-01 in a manner that will increase the stability of the formula as well as the per capita distribution element.
  - Invited to provide keynote testimony to the Wisconsin Legislature's Legislative Council Study Committee on Libraries in 1996. Frequently provide testimony on other bills as well.
  - 1988 OCLC Invitational Conference on the Future of the Public Library in the 21st Century. -- One of 50 national library leaders selected.
  - Article on "*Attacking the Myths of Small Libraries,*" selected by peer jury for annual publication in **Best of Library Literature: 1986.**
  - April 15, 1986 **Library Journal** news article on page 20 by Editor Karl Nyren. -- Cited as one of three national leaders in rural library service development.
  - 1980 Library Public Relations Council Award received at American Library Association Annual conference for innovative services to library users.
  - 1977. Elected to Beta Phi Mu International Library Science Honor Society.
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## Work Experience

1999-present: Administrator, Waukesha County Federated Library System.

- Waukesha County Federated Library System is a single county federated library system serving 345,000 residents through 16 independent libraries in Waukesha County. The total system-wide operating budgets for 2005 are over \$15 million (US\$).
- Within first six months brought substantial peace to what was nearly open warfare among the system's 16 independent libraries. The libraries voted unanimously to recommend to the Board a revised plan for funding and services. Prior to that there had been threats to dissolve the system and the state library agency had been called in to conduct a performance audit demanded by the local library boards.
- In 2001, a blue ribbon task force made Waukesha County only the second county in the state to adopt required public library standards for its 16 libraries.
- National Association of Counties Achievement Awards. NACO provides Achievement in 23 categories nationally. In 2002 it presented 4 awards in Wisconsin. Three were to Waukesha County Federated Library System for innovative library services.

1983–1999: Administrator, Lakeshores Library System, Racine, WI

- Lakeshores Library System is a two county federated library system serving 243,000 residents through 15 independent libraries in Racine and Walworth counties. The total system-wide operating budgets for 1999 were over \$7 million (US\$).
- Retained a “lean and kind” philosophy. Lakeshores maintained a minimal staff and office overhead so it can distribute the maximum amount of funds to libraries.
- Organized new system, overcoming severe animosities between some of the library participants.
- Increased county funding fourfold to make counties better partners with city and village libraries.
- Maintained intersystem agreements for resident circulation across borders with all systems in the state since 1988.

1975–1982 - Director, Watonwan County Library, St. James, MN

- Managed consolidated county library system with headquarters and four branches. The total system-wide operating budgets were under \$0.5 million (US\$).
  - Achieved the highest per capita circulation in the state, increased funding substantially, but retained low cost per circulation and high staff output.
  - Rural service to farmers program was nationally recognized
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## Publications

- “*Building Bridges Through Consensus*,” in *American Libraries*, August 2006, pg. 34-35.
- **Libraries Together** In January 2006 Hennen Library Consulting finished working with a team headed by Jennifer Wilding of KC Consensus on forms of library governance in the Quad Cities area of Iowa.
- "*HAPLR Ratings 2005*," in *American Libraries*, October 2005, pg 42-48.
- "*Is There a Library Consolidation in Your Future?*" in *American Libraries*, October 2005, pg 49-51.
- "*Best (and Worst) Averages in the Library Majors*," in *American Libraries*, October 2005, pg 52-53.
- "*Stand Up for Libraries*," in *American Libraries*, June/July 2005, pg 46- 48.
- "*Library Impact Fees*," in *Public Libraries*, May/June 2005, pg. 169- 175.
- "*The Normative Data Project: Just What We Need?*" in *American Libraries*, Apr2005, Vol. 36 Issue 4, p81, 1/2p
- **Hennen's Public Library Planner: A Manual and Interactive CD-ROM** Neal-Schuman Publisher  
ISBN: 1-55570-487-5 . 2004 . 8 1/2 x 11 . 300 pp.
- "*HAPLR Ratings 2004*," in *American Libraries*. October 2004, pg. 54-59.
- "*The Challenge of Wider Library Units*," in *Library Journal*. September 15, 2004. Pg. 36-38.  
Available on the web at:  
<http://www.libraryjournal.com/article/CA452290?display=FeaturesNews&industry=Features&industryid=1987&verticalid=151>
- "*Restore Our Destiny: Full not Plural Funding*," in *American Libraries*, August 2004. Pages 43-45.
- "*Great American Public Libraries: HAPLR Ratings 2003*," *American Libraries*. October 2003. Available on the world wide web at:  
[http://www.ala.org/Content/ContentGroups/American\\_Libraries1/ALOnline\\_Home\\_Page\\_Content/hennen2003.pdf](http://www.ala.org/Content/ContentGroups/American_Libraries1/ALOnline_Home_Page_Content/hennen2003.pdf)
- "*Performing Triage on Library Budgets in the Red*," in *American Libraries*. March 2003, pg. 36.
- "*Great American Public Libraries: The 2002 HAPLR Ratings*," in *American Libraries*. October 2002. Available on the world wide web at:  
<http://www.ala.org/alonline/news/special.html>
- "*Are Wider Library Units Wiser?*" in *American Libraries*. June/July 2002, pg. 65+
- "*Do You Know the Real Value of Your Library?*" in *Library Journal*, 6/15/2001, Vol. 126 Issue 11, p48, 3p
- "*Great American Public Libraries: HAPLR Ratings 2000*." In *American Libraries*, October 2000. Pages 50 to 54. Available on the World Wide Web at:  
<http://www.ala.org/alonline/archive/hennen2.pdf>
- "*Catalog as Community: A Metadata Meditation*" by Thomas J. Hennen Jr. in *Library Computing* (Formerly *Library Software Review*) March/June 2000; v 18, n 1/2.
- *Webliographic Essay Adjunct to "Why We Should Establish a National System of Standards"*, in *American Libraries*, March 2000. Page 43+  
<http://www.haplr-index.com/StandardsPortalPage.htm>
- "*Why We Should Establish a National System of Standards*," in *American Libraries*, March 2000. Page 43+
- "*Celebrating the Best Ranked HAPLR Index Libraries in Ohio*." December 9, 1999. Available on the World Wide Web at:  
<http://www.haplr-index.com/OCLCPressRelease12Dec99.htm>

- **"Great American Public Libraries: Round Two."** In American Libraries, September 1999. Pages 64 to 68. Available on the World Wide Web at: <http://www.ala.org/online/archive/hennen2.pdf>
  - **"Index Rates Wisconsin Libraries Highly,"** in Communique, a publication of the Wisconsin Library Association. Spring 1999. Page 5.
  - **"Building Benchmarks to Craft a Better Library Future,"** in APLIS (Australasian Public Libraries and Information Services) June 1999, pages 52 to 59. Available on the World Wide Web at: <http://www.haplr-index.com/APLISHAPLR99.pdf>
  - **"Go Ahead, Name Them: America's Best Public Libraries,"** in American Libraries, January 1999. Pages 72 to 76. Available on the World Wide Web at: <http://www.ala.org/online/archive/hennen.pdf>
  - **Hennen's American Public Library Rating Index (HAPLR)**. Available since January 1999 on the World Wide Web at: <http://www.haplr-index.com>
  - **"Invited Introductory Testimony to the Wisconsin Legislative Study Committee on Libraries"** - October 3, 1996. Available on the World Wide Web at: <http://www.haplr-index.com/LEGCOU96FINAL.htm>
  - **"OCLC Invitational Conference on the Future of the Public Library: Public Librarians Take Cool View of Future,"** in American Libraries magazine. Volume 19, Number 5, May 1988. Pages 390-392.
  - **"Attacking the Myths of Small Libraries,"** in American Libraries magazine. Volume 17, Number 11, December 1986. Pages 830-834.
  - **"Rural Libraries,"** in American Libraries magazine Volume 17, Number 5. May 1986. Page 323.
  - **Bylined Book Review Column:** Quarterly column in American Library Association's Booklist magazine from 1980 to 1986.
  - **"Seeds of Power,"** Self published pamphlet, 1980, 1981. 1985. Sold to over 3,000 libraries in 50 states and 6 Canadian provinces.
  - **"The Effect of Publisher's Book Promotions on Interlibrary Loan,"** in Research & Reality: Library Services to Rural Populations. Published by the American Library Association, 1982. Pages 48- 57.
  - **"Library Services to Farmers."** American Library Trustee's Association Publication Number 3. Published in 1981 by the American Library Association. 6 page pamphlet.
  - **"Catalog Stores, Smoky the Bear, Stone Soup and Libraries,"** the main paper in Occasional Papers of the Minnesota Library Association 1981. Pages 1-6.
  - **"Popular Farm Magazines,"** in Serials Review. Volume 7, Number 3. July/September 1981. Pages 12-14.
  - **"Publicity for Rural Areas,"** in Library P.R. News. Volume 13, Number 6. November/December 1980.
  - **"Using the Minnesota Statutes, Code of Agency Rules, and State Register,"** in Minnesota Libraries magazine. Spring 1980. Pages 48-56.
  - **"Serving the Last Minority,"** in Library Journal Special Report Number 6. 1978. Pages 46 to 50.
  - **"Let There Be Peace in Children's Literature,"** in Language Arts. Volume 54, Number 1. January 1977.
-

## Conference Presentations

- *Wider Units of Service* presentation – Wisconsin Library Association October 31, 2006.
  - *Full or Plural Funding Debate Between Tom Hennen and Steve Coffman. March 2006 PLA Conference:* <http://www.libraryjournal.com/article/CA6328068.html>
  - *HAPLR Rating System and Ohio Libraries. Ohio Library Council, October 6, 2005.*
  - *Wisconsin Library Association, Fall, 2003, 2004, 2005. Legislative Updates.*
  - *HAPLR Library Rating System, Tennessee Perspective.* Tennessee Library Association Conference March 26-28, 2002 Nashville Convention Center Nashville, TN
  - *The Great GASB 34 Auditing Challenge.* Tennessee Library Association Conference March 26-28, 2002 Nashville Convention Center Nashville, TN
  - *Presentation on HAPLR Ratings* to the Long Island Library Conference, May 2001. [http://haplr-index.com/SpecialReporNassauSuffolk\\_NY.pdf](http://haplr-index.com/SpecialReporNassauSuffolk_NY.pdf)
  - *The Best Libraries in America? An Explanation of the HAPLR Index,* at the Public Library Association Annual Conference April, 2000 in Charlotte, NC USA. Available on the World Wide Web at: <http://www.haplr-index.com/PLACharlotteSpeech2000>
  - *Presentation on HAPLR Ratings* to North Suburban Library System (Illinois, USA). February 15, 2000. Available on the World Wide Web at: [http://www.haplr-index.com/NorthernIllionisLS\\_IL\\_files/frame.htm](http://www.haplr-index.com/NorthernIllionisLS_IL_files/frame.htm)
  - **Online Library Computing Consortium (OCLC) Awards Luncheon** in Columbus, Ohio, USA. Tribute to the five libraries in Ohio that finished number one in their respective population categories in the HAPLR Index. Available on the World Wide Web at: <http://www.haplr-index.com/OCLCPortalDec1999.htm>
  - Explaining the HAPLR Index. Wisconsin Library Association Annual Conference. October 1999.
  - **Getting Library Help from Local, County, and State Legislators** – Wisconsin Library Association Annual Conference. Wednesday, October 28, 1999. Available on the World Wide Web at: <http://www.haplr-index.com/WLALegProgOct1998.htm>
  - **To Count or not to Count: Measuring Library Use in a Wired Age.** Wisconsin Library Association Presentation. October 30, 1998. Available on the World Wide Web at: <http://www.haplr-index.com/WLACirculStatsOct1998.htm>
  - Invited *Introductory Testimony to the Wisconsin Legislative Council Study Committee on Libraries* - October 3, 1996. The committee wrote the biggest revision to Wisconsin Library Law in 25 years. Available on the World Wide Web at: [http://www.haplr-index.com/LEGCOU96\\_FINAL.htm](http://www.haplr-index.com/LEGCOU96_FINAL.htm)
  - Public Library Association Annual Conference, St. Louis, MO, USA. 1986. Main speaker for program titled "*Positively Main Street; library services to retail businesses.*"
  - American Library Association Annual Conference, Philadelphia, PA, USA. 1982. Panel member for program titled "*Library Services to Rural Populations.*"
  - American Library Association Annual Conference, New York, NY, USA. 1980. Speaker for program titled "*Publicizing Rural Library Services.*"
  - "*Sowing the Seeds of Power*" workshops. 1979-87. Conducted a total of 22 sessions of this continuing education workshop for library associations and systems in twelve U.S. states and three Canadian provinces.
  - University of Wisconsin Extension Lecturer 1981-83. Conducted two "*Focus on the Small Library*" courses for a total of 16 hours.
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**Mary Jo Draper Communications**

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Kansas City, MO 64111  
816-753-4429  
www.draperscom.com

- OBJECTIVE** Public involvement, facilitation, strategic planning, public relations and writing contract work.
- EXPERIENCE** 30 years of experience in communications including facilitation; interviewing; public involvement; print, broadcast and internet writing; newsletter design; media relations; strategic planning; online and traditional research and editing; web page content development; digital photography.
- EDUCATION** **BS, journalism. Ohio University, Athens, Ohio. 1974**  
**MA, journalism. University of Missouri/Columbia. 1984.**  
**Computer Skills.** Word, Excel, PowerPoint, HTML web design.
- EMPLOYMENT**  
1999--present **Sole Proprietor/Draper Communications.**  
Public involvement, strategic planning, public relations, writing and communication projects for City of Kansas City, Kansas City Partnership for Children, Kansas City Consensus, MidAmerica Neuroscience Institute, the Kauffman Foundation, Missouri Academy of Family Physicians, Doc COMMUNICATIONS, etc.
- Major projects:**  
KC Safe City Initiative: two-year strategic planning initiative using public involvement to create legislative package of public safety initiatives; adopted by City of Kansas City in 2000 (with the Rosselli Group).  
Libraries Together: Strategic planning effort using public forums to assist four Iowa libraries in working together, with Consensus.
- 1990-1999 **News Director/Talk Show Host, KCUR FM, Kansas City, Mo.**  
Host of weekly issue-oriented call-in program. Reporter and editor on local topics for KCUR and National Public Radio.
- 1984-1990 **Radio Reporter, KCUR-FM, Kansas City, Mo.**  
Reported on City Hall, issues in the Kansas City area.
- 1982-1983 **Staff Newspaper Reporter, The Legal Advertiser, Detroit, Mich.**  
Reporter for weekly paper serving legal community. Wrote stories, helped with layout and proofreading.
- 1980-1983 **Public Relations, Citizens for Better Care, Detroit, Mich.**  
Provided assistance and advice to nursing home residents.
- 1975-1977 **Managing Editor, The Milford Advertiser, Milford, Ohio.**  
Served as reporter, editorial writer, columnist and photographer for award-winning weekly newspaper; did layout and page design. Supervised office and editorial staff.

## **DR. ELAINE TATHAM, PRESIDENT, ETC INSTITUTE**

### **Education**

*M.B.A., Management, Kansas State University, 1996, first in class*

### **Education**

*Ed.D., Educational and Psychological Research, University of Kansas, 1971*

*M.A., Mathematics, University of Kansas, 1960*

*B.A., Mathematics, Carleton College, 1958*

### **Professional Affiliations**

*Olathe Medical Center Board of Trustees, member.*

*National Association of Women Business Owners*

*Institute of Management Consultants (New York City)*

*Mathematical Association of America; served as president of the Kansas Section from 1979-80*

*City of Olathe, KS, Planning Commission, 1982 to 1992; served as chair 1987-88*

*Mid-America Regional Council: Urban Core Growth Strategies Committee (1991-92)*

*Citizens' Advisory Committee to the Kansas City Power & Light Company (1982-1990)*

### **Experience**

Dr. Tatham has served as the project manager and/or research manager on over 1,500 public opinion surveys across the country for a wide range of public, non-profit, and private sector clients. Research efforts she has lead have included projects related to customer satisfaction research; transportation research; public utilities research; libraries research; children's education and social welfare research; health care research; parks and recreation research; non-profit research, etc.

Dr. Tatham has both the experience and academic credentials to design and administer all aspects related to research projects including: research design, information management, statistical applications, and analysis, quality control of research processes, and make a final assessment of the results. She is a certified management consultant through the Institute of Management Consultants (New York City). She was for 20 years an adjunct lecturer in the University of Kansas graduate Engineering Management program. Her specialties include operations research, forecasting, and system simulation for management decision-making.

Dr. Tatham was a member of the Olathe Planning Commission for almost ten years and served as chair of the commission. She is currently a member of the Board of Directors for Olathe Medical Center and serves as chair of the patient satisfaction committee. She has been instrumental in the design and successful administration of patient satisfaction surveys for more than a dozen health related organizations.

***Dr. Tatham has served as the research manager for over 700 governmental organizations during the past five years including:***

Aberdeen (SD)	E. Baton Rouge (LA)	New Haven (CT)	State of Kansas
Aiken (SC)	East Providence (RI)	Normal (IL)	State of Missouri
Albemarle County (VA)	Elk Grove (IL)	Northville (MI)	State of North Carolina
Arlington County (VA)	Fort Wayne (IN)	Oakland County (MI)	State of Rhode Island
Atlanta (GA)	Fulton County (GA)	Palm Desert (CA)	State of South Carolina
Auburn (AL)	Greenville CT (SC)	Park City (UT)	State of South Dakota
Bend (OR)	Henderson (NV)	Peoria (AZ)	Superior (CO)
Bloomington (IN)	Huron (OH)	Platte County (MO)	Tempe (AZ)
Blue Springs (MO)	Kansas City (MO)	Portland (OR)	Temple (TX)
Boonville (MO)	Kent (WA)	Pinellas County (FL)	Tucson (AZ)
Broward County (FL)	Key Biscayne (FL)	Richmond (VA)	The Woodlands (TX)
Canon City (CO)	Las Vegas (NV)	Rock Island (IL)	Tyler (TX)
Cedar Rapids (IA)	Lawrence (KS)	Rutland (VT)	Union County (PA)
Champaign, IL	Lee Summit (MO)	San Francisco (CA)	University Place (WA)
Chandler (AZ)	Lindenhurst (IL)	Sheridan (WY)	University of Missouri
Claremont (NH)	Lucas County (OH)	Shoreline (WA)	Wake County (NC)
Columbia (MO)	Miami (FL)	St. Charles Ct. (MO)	Westchester Ct. (NY)
Deerfield (IL)	Mundelein (IL)	St. Louis County (MO)	West Des Moines (IA)
Denver (CO)	Moon Township (PA)	St. Paul (MN)	Wheeling (IL)
Des Moines (IA)	Morris County (NJ)	South Burlington (VT)	Winnetka (IL)
Durham (NC)	Naperville (IL)	Springdale (AR)	Yuma (AZ)

Dr. Tatham is currently serving as the senior executive and principal owner of ETC Institute a company that provides management consulting services including marketing research, demography, information management, statistical applications, strategic planning, forecasting, simulation, and operations research for management decision-making. The firm's focus is on the acquisition and display of information for management decision-making. Clients include businesses, public school systems, colleges, vocational technical schools, governmental units, and not-for-profit agencies.

**CHRISTOPHER E. TATHAM, VICE PRESIDENT, ETC INSTITUTE**

**Education**

*M.B.A., Management, Kansas State University, 1996, first in class*

*B.A., Princeton University, Political Science/Economics, 1990, magna cum laude*

*Certificate of Proficiency in Latin American Studies, Princeton University, 1990*

**Professional Affiliations**

*Chair of the Citizen for Parks Sales Tax Initiative that resulted in the passage of a multimillion voter referendum for parks and recreation improvements*

*Strategic Planning Committee, City of Olathe, Kansas*

*Board of Directors, Olathe Chamber of Commerce*

*Parks and Recreation Board, City of Olathe, Kansas*

*Convention and Visitors Bureau of Olathe, Kansas*

*Market Research Association*

**Experience**

Mr. Tatham is one of the nation's leading authorities on the development of qualitative and quantitative customer satisfaction research for state and local governments. During the past ten years, he has designed and implemented customer satisfaction assessments for more than 300 governmental agencies in 44 different states.

He has superior skills for planning and coordinating complex tasks that are required for the successful administration of comprehensive customer satisfaction research programs. During the past year, he managed more than \$2.5 million dollars worth of research projects with budgets ranging from \$2,000 to more than \$900,000.

Mr. Tatham is a highly skilled interviewer and focus group facilitator. His experience includes interviews with foreign cabinet members, Heads-of-State, ambassadors, and numerous leaders at all levels of government and business in the United States, Mexico, and Canada. His communication skills (both English and Spanish) are excellent and he is extremely successful at getting quality feedback. During the past year, he facilitated more than 75 focus groups and nearly 200 stakeholder interviews.

Recent presentations and talks given by Mr. Tatham to regional and national audiences include: "How to Increase Customer Satisfaction with Effective Communication," (American Waterworks Association Research Foundation - Washington, D.C.); "How Municipal Departments Can Implement Effective Customer Satisfaction Programs on a Limited Budget," (Government Training Institute of Kansas and Missouri); "Benchmarking Citizen Satisfaction with the Delivery of Governmental Services" (Mid America Regional Council - Kansas City, MO); "Best Practices in Community Survey Research," National Association of Counties - New Orleans).

His representative project experience is briefly summarized below:

Mr. Tatham originally developed and implemented ETC Institute's *DirectionFinder® Survey* in the late 1990s. Today, the survey allows more than 150 communities across the United States to objectively assess community priorities and customer satisfaction against regional and national benchmarks for a wide range of governmental services.

*Mr. Tatham has managed surveys in more than 300 city and counties in North America, including 9 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties.* Some of the large communities where he has managed surveys are listed below:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Colorado Springs, Colorado
- Columbus, Ohio
- DeKalb County, Georgia
- Denver, Colorado
- Detroit, Michigan
- Dupage County, Illinois
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Harris County, Texas
- Houston, Texas
- Kansas City, Missouri
- Las Vegas, Nevada
- Long Beach, California
- Louisville, Kentucky
- Miami, Florida
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Providence, Rhode Island
- Riverside County, California
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- St. Louis, Missouri
- St. Paul, Minnesota
- Tarrant County, Texas
- Tucson, Arizona
- Washington, D.C.
- Wayne County, Michigan
- Westchester County, New York

***Transportation Research Experience.***

**Mr. Tatham also has a very comprehensive understanding or a wide range of transportation issues.** In 2004, he presented an overview of best practices in customer satisfaction for departments of transportation at American Association of State Highway Transportation Official's national conference. Some of the large organizations for whom Chris has managed transportation related market research include:

- Colorado Department of Transportation
- Iowa Department of Transportation
- Kansas Department of Transportation
- Missouri Department of Transportation
- Oklahoma Department of Transportation



- South Dakota Department of Transportation
- South Carolina Department of Transportation
- North Carolina Department of Transportation
- Texas Department of Transportation
- CalTrans (California Department of Transportation)
- Southern California Association of Governments
- The Southeast Michigan Council of Governments
- U.S. National Park Service

**Other Experience:**

- Mr. Tatham has designed and managed **Employee Surveys/Organizational Health Assessments** for dozens of local governments.
- Chris managed a large international research project for the American Waterworks Association Research Foundation (AWWARF) that identified ways that water utilities and local governments can use communication strategies to increase customer satisfaction. The findings were published as a book in 2004.
- *Mr. Tatham has served as a political advisor and conducted survey research that led to voter approval of projects valued at more than \$2 billion during the past four years, including:*

**Recent Publications on Customer Satisfaction Related Issues**

- ‘Ten Steps To Increase Customer Loyalty.’ *Services*, Vol. 25, No. 5 (May), 2005.
- ‘Increase Customer Loyalty in 10 Easy Steps.’ *HVACR Distribution Today*, Winter 2004/2005
- ‘Steps to Customer Loyalty.’ *NAHAD News*, February, 2005.
- ‘Inspecting What You Expect Keeps Customers Coming Back.’ *e-Mhove*,
- ‘Market Research: The Key to Creating Loyal Customers.’ *Chemical Distributor*, 2005, Vol. 27, No. 1 (Jan.).

**Current Position**

Mr. Tatham is currently serving as **Senior Executive Vice President and Chief Operating Officer** for ETC Institute. Mr. Tatham is currently a senior manager for a 62-person, market research firm that specializes in the design and administration of customer satisfaction research for governmental, nonprofit, and private organizations. Areas of emphasis include: transportation, planning and zoning, parks and recreation, public safety, and utilities. Under his leadership as Director of Operations, the company’s sales have increased by more than 1500% since 1996. The company was recently selected as one “One of the Best Places to Work in Kansas City” by the Kansas City Business Journal. ETC Institute also received the prestigious “Top 10 Small Businesses in Greater Kansas City” award from the Greater Kansas City Chamber of Commerce; the firm was selected from more than 1700 nominees.

## RON VINE, VICE PRESIDENT

### Education

*M.S., Public Administration, University of Illinois, 1975*

*B.S., History, University of Illinois, 1973*

### Experience

For more than 25 years, Mr. Vine has strategically involved citizens and clients into decision making processes that affect their lives, with these efforts resulting in over \$2.5 billion of voter approved initiatives for a wide range of public projects.

Mr. Vine has worked on over 600 public opinion surveys and strategic planning and consulting assignments for a wide variety of community projects, including libraries, parks and recreation strategic and master plans; transportation research; water, waste water and storm water utility research; customer satisfaction research, comprehensive plan research; non-profit research, etc. He has extensive highly successful experience assisting communities with projects leading to sales tax and other tax referendums. Mr. Vine has directed survey efforts in 46 states across the United States, with public sector clients of various sizes ranging up to over 5 million populations.

Mr. Vine is skilled in both the use of quantitative phone and mail survey research efforts and qualitative research. He has served as a facilitator for over 500 stakeholder interviews, focus groups, public forums and consensus building workshops. Ron is considered one of the nations leading experts in the use of **benchmarking research** to assist communities in understanding the results of their citizen survey data, developing realistic performance measurements, and short and long range strategic decision-making.

Prior to starting work as a private consultant in 1989, Mr. Vine worked for 15 years in a series of high level governmental administrative positions, including serving as the Chief Administrative Officer for the City of Topeka, Kansas where he managed a work force of over 1,200 municipal employees as well as an operations and capital budget in excess of \$200 million. In this position, he was one of the first municipal officials in the country to embrace the development of public/private and non-profit partnerships, and the establishment of creative funding strategies such as public foundations as a tool for addressing community needs. Mr. Vine's unique experience in the public, non-profit, and private sectors have proven to be of tremendous benefits to his clients.

Mr. Vine has considerable experience conducting quantitative and qualitative research for large scale planning studies involving other design, planning and economics consultants. He is a recognized expert in the financial operations of public governments and non-profits and is particularly skilled in the development of innovative public private partnerships to provide needed customer services, while reducing the tax costs to construct and operate facilities.

***Mr. Vine client list includes the following agencies:***

Aberdeen (SD)	Fulton County (GA)	Oakland County (MI)	State of Connecticut
Aiken (SC)	Glendale (AZ)	Orlando (FL)	State of Kentucky
Arapahoe Ct. (CO)	Glenview (IL)	Palm Desert (CA)	State of Rhode Island
Arlington County (VA)	Henderson (NV)	Park City (UT)	State of Texas
Atlanta (GA)	Highland Park (IL)	Peoria (AZ)	Superior (CO)
Austin (TX)	Kansas City (MO)	Platte County (MO)	Tamarac (FL)
Bend (OR)	Kettering (OH)	Pinellas County (FL)	Tempe (AZ)
Bloomington (IN)	Key Biscayne (FL)	Prince William Ct. (VA)	Teton Ct./Jackson (WY)
Canton (M)	Las Vegas (NV)	Portsmouth (VA)	The Woodlands (TX)
Carol Stream (IL)	Lawrence (KS)	Richmond (VA)	Tyler (TX)
Cedar Rapids (IA)	Lee Summit (MO)	Rock Island (IL)	Union County (PA)
Champaign, IL	Lemont (IL)	Round Rock (TX)	United State Army
Claremont (NH)	Lindenhurst (IL)	Rutland (VT)	University Place (WA)
Columbia (MO)	Los Angeles (CA)	San Diego (CA)	University of Missouri
Deerfield (IL)	Lubbock (X)	San Antonio (TX)	U.S. Park Service
Denver (CO)	Mecklenburg Ct. (NC)	San Francisco (CA)	Virginia Beach (VA)
Des Moines (IA)	Mesa (AZ)	Sheridan (WY)	Wake County (NC)
E. Baton Rouge (LA)	Miami (FL)	Shoreline (WA)	Westchester Ct. (NY)
Edina (MN)	Monmouth Ct. (NJ)	Somerset Ct. (NJ)	Wheeling (IL)
Erie (CO)	Morris County (NJ)	St. Louis County (MO)	Winnetka (IL)
Elk Grove (IL)	New Haven (CT)	St. Paul (MN)	
Ft. Lauderdale (FL)	Northbrook (IL)	South Burlington (VT)	
Fort Wayne (IN)		Springdale (AR)	

Mr. Vine is a regular speaker at numerous state and national conferences and workshops on conducting statistically valid surveys for public and non-profit projects and using survey feedback in strategic planning, master planning, voter elections, and short and long range decision making.

Mr. Vine is currently serving as a ***Vice-President of ETC Institute***. The firm is recognized as a national leader in the strategic use of public input for strategic planning, customer satisfaction and importance identification, performance measurements, funding decisions, benchmarking, and strategic decision making.

## **Encouraging Positive Behavior Team Outline of Activities 1/5/2012**

Late in 2011, we were given a charter by director Sara Laughlin to develop a comprehensive strategy involving staff, patrons, and community stakeholders to address negative patron behavior and its impact in and around the library buildings and Outreach sites.

Initial discussion led us to break the task into the five topics outlined below. We want to review these to provide background for our process and parameters, then focus on Item 2.a.

### **Proposed change in Behavioral Rules to make library premises 100% tobacco free.**

The Monroe County Public Library Board of Trustees voted to ban smoking at the library in 1984. As we take steps to involve staff, patrons, the public, and community stakeholders on addressing the importance of safety and civility, we are asking the Board to show its support by adopting this change in the wording of the Behavioral Rules.

#### **Current Behavioral Rules:**

Smoking or use of tobacco products is strictly prohibited both inside and outside library buildings, including library parking lots and entrances.

#### **Proposed Change:**

Smoking or use of tobacco products is strictly prohibited in library buildings and vehicles and on library grounds. The library is 100% tobacco-free, inside and out.

### **Background Contents**

1. Overview of Project
2. Rationale for Tobacco-Free Premises
3. Community Partners
4. Recent Patron Interactions/Feedback on Smoking

### **Overview of Project**

- 1) Provide a context to provide an understanding of the issues and the necessity to recommend changes.
  - a. Main Library is an energetic, social space, serving patrons of all socioeconomic backgrounds for multiple purposes, including research, computer use, reading, meeting with others, socializing, etc.
    - i. These multiple uses are not all mutually inclusive (i.e. socializing with friends may interfere with another patron's reading or research).
    - ii. By not planning for strategies to support multiple uses, we risk driving away patrons who prefer "traditional" library ambiance.

- b. Main Library has a perception problem.
    - i. Safety of people. Some patrons report feeling unsafe coming in the Kirkwood entrance.
    - ii. Smoking. Patrons must walk through second-hand smoke in order to enter the building
  - c. Homeless and under-resourced patrons.
    - i. Often these patrons are targeted as a “problem” at the library.
    - ii. We affirm their right to use our facilities.
    - iii. The focus on behavior is “means independent.” Patrons don’t have to have a home to respect the rights of others to use the library.
- 2) Recommendations for encouraging civil behavior on library premises.  
Our approach has been to tackle this problem on two fronts - behavior outside the library and inside the library.
- a. Outside the Library
    - i. No smoking on library premises.
      - 1. This promotes a healthy experience for all patrons.
      - 2. It may help with behavior. We observe that groups tend to gather near our entrances to smoke. (see 1.b.i)
      - 3. Is there an option to create an entire smoke free block (sidewalks, too) around the library?
    - ii. Reduce outside gathering opportunities.
      - 1. Current seating encourages large groups to gather. We are working with a landscape architect to change seating so that it will be more conducive to one or two people sitting together in more separate spaces.
      - 2. Loitering. Some areas are frequented by patrons as gathering spaces, often accompanied by behavioral problems. We plan to institute “no loitering” signage that will allow MCPL and BPD to reduce gathering, particularly near the Kirkwood entrance and bike rack areas.
  - b. Inside the Library
    - i. Create “zones” for different kinds of behaviors. Examples could include:
      - 1. Study spaces (glass rooms?). Several libraries use these and they work quite well.
      - 2. Quiet zones. Computer areas, reading areas (all carpeted areas?)
      - 3. Social zones. Places where patrons know that carrying on a conversation will not bother others. These areas still need to be kept reasonably quiet.
      - 4. Phone zones. This has been mentioned once or twice in the past.
    - ii. Prevent gathering of social “groups.” Generally, our experience has shown that allowing groups to congregate can lead to disruptions. In many cases, the disruptions are not due to excessively loud or inappropriate behavior, but are a function of more than two people hanging out. Talk is louder, jokes, laughter, etc. Volume becomes a problem and interrupts activities

of other patrons. It is difficult to define the line between “gathering” and disrupting and this will continue to be a challenge.

- 3) Lead a community-wide “Choose Civility” campaign. Developing a strategy for establishing the library as a community leader in civil behavior, similar to the campaign in the attached article from a Maryland library.
  - a. This would likely follow our own efforts to implement the above strategies to educate patrons about behavior expectations at the library. It is a place of learning, culture, research, and study which requires behavior that does not disrupt these activities.
  
- 4) Staff involvement, issues
  - a. Recognize that a successful effort will require participation and enforcement up and down the library chain, from all staff members.
  - b. Some staff are smokers- this issue must be approached with care. We are investigating smoking cessation support options from several local sources.
  - c. Training and support. Staff will need help in learning how to enforce new procedures. It’s difficult to tell people NO.

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### **Rationale for Tobacco-free Premises**

Monroe County Public Library values patrons and staff and will keep library premises 100% tobacco and smoke free.

Prohibiting tobacco use by everyone in all locations helps create a safe and healthy environment. This is particularly important in a library setting that welcomes families and children.

Policies for local groups such as City of Bloomington and Indiana University that have been in place for several years demonstrate precedence for this position.

Successful enforcement of this policy will involve all levels of staff and will depend on the cooperation of staff and patrons to not only comply with the policy but also to encourage others to comply, in order to promote a healthy environment in which to work and live.

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### **Community Partners**

This change will bring us in line with many of our community partners. Current partners of the Monroe Tobacco Prevention and Cessation Coalition (<http://www.smokefreebloomington.org>) are:

- [American Cancer Society](#)
- [Bloomington Hospital](#)
- [Monroe County CARES, Inc.](#)
- [City of Bloomington](#)

- [Indiana Tobacco Prevention & Cessation](#)
  - [Indiana University](#)
  - [Monroe County Health Department](#)
  - [Monroe County Community School Corporation](#)
  - [Richland Bean Blossom Community School Corporation](#)
  - [Rhino's Youth Center](#)
  - [WonderLab Museum of Science, Health and Technology](#)
- 

## **Recent Patron Interactions and Feedback regarding smoking**

### **Incident Report**

Date of Incident:

12/29/2011

Who Was Involved:

Myself, unknown regular patron

Synopsis:

Patron yet again blocking doors while smoking. Removed for a week.

Narrative:

While on patrol noticed a patron blocking the handicap access button while smoking. When I arrived I noticed it was a patron who I have personal asked to not smoke near the doors at least 15 times over the past 6 weeks. Patron had already been given an afternoon ban in the past for blocking access while smoking.

I informed patron, that he had been repeatedly asked not to smoke near the entrance. He replied that as long as the ashtray was there he'd smoke (several choice words omitted) where he pleased.

Let him know as this was a repeat issue and multiple warnings were given he was welcome to return in 1 weeks time.

Patron asked for permission to retrieve his belongings before leaving, which was granted. Patron left without incident.

### **Letter to Trustees**

Sent: Thursday, December 29, 2011 11:18 PM

To: MCPLTrustees

Subject: [MCPLTrustees] Question/Comment for Board of Trustees

Question/Comment: Re: Correlation Between Tobacco and Crime on Library Property

Dear Trustees:

This letter is the culmination of more than a year of frustration with how the library manages its property.

Tonight, someone stole the headlight from my bicycle, while I was inside the main library from about 7:30 to 9:00 P.M. The headlight itself was easy to remove, but the thief even stole the mounting bracket, which must have taken him at least 5 minutes to remove.

The replacement cost of my headlight will be about \$30. This is no small expenditure for someone who relies on food banks, as I do. But bicycling is my only means of transit, and riding without a light is not an option, especially in winter.

My bicycle was locked right outside the northwest entrance of the building, near the intersection of 6th and Lincoln. The proximity to the front door was apparently no deterrent, and I think I know why.

I have been a patron and frequent visitor of the library since August 2010. During that time, I have observed a chronic problem with loitering around the bicycle parking racks. On several occasions, someone has tampered with my bicycle. That was a serious problem only once, when someone sabotaged the gears in such a way that I severely jammed the chain and almost injured myself when I started to ride away.

The primary reason for the loitering is that the library allows cigarette smoking on its property. In my opinion, most of the crimes committed on library property flow directly from your tolerance of smoking.

Smoking gives the riffraff, drifters and homeless an excuse to be "hanging out" on library property. This accommodation makes it impossible for security personnel to prevent most crime. I have seen too many drug deals and too many surly faces to be comfortable with the situation. I imagine it would be even worse if I were a woman.

I am sick and tired of running the gauntlet of cigarette smoke and drug abuse (including the occasional person passed out drunk) almost every time I visit the library.

I strongly encourage you to make the entire library grounds a no-smoking zone. That will remove the accommodation for loitering and reduce the amount of crime against your patrons.

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# Choose Civility: Public Libraries Take Center Stage

Valerie J. Gross is President and CEO of Howard County (Md.) Library System.  
Contact Valerie at [valerie.gross@hclibrary.org](mailto:valerie.gross@hclibrary.org).

Duly impressed by the scores of vehicles she'd seen sporting "Choose Civility" car magnets, my new neighbor recently asked, "What, exactly, is Choose Civility?" As I happily explained it to her, I was thrilled to learn that she already knew that Howard County (Md.) Library System (HCLS) was somehow involved (see figure 1). Her real estate agent had informed her she could obtain one of the ubiquitous magnets at any HCLS branch.

Choose Civility is a communitywide initiative that invites everyone in Howard County to choose respect, empathy, and consideration at every opportunity when interacting with others—at work and in their personal lives.

Why focus on civility? Because in an increasingly fragmented world where relationships tend to be conducted through social media, civility connects and unites us on a personal level. Because civility is crucial to the very fabric of our community's quality of life—especially for our youth, who represent the next generation of leaders.

Although often chosen unconsciously, our words and actions command tremendous power. Choose Civility intends to encourage the conscious choice of civility, which results in lowered stress levels, improved health, and increased happiness.

Visible reminders include 65,000 Choose Civility car magnets and window clings displayed on vehicles in the Baltimore/Washington, D.C. region and beyond. In addition, Choose Civility banners decorate major thoroughfares during Choose Civility Week, and all Howard County Public School System (HCPSS) football fields and gymnasiums.

HCLS serves as the hub of this initiative. We communicate with our partners, chair the Choose Civility Board of Advisors, and organize Choose Civility Week activities each October. The week culminates with a symposium featuring keynote presentations, panel discussions, and workshops to engage participants of all ages in conversations on the importance of civility in the twenty-first century.

## In the News

Unfortunately, civility—or rather, incivility—has grabbed national headlines much more regularly in recent years. Incidents from the realms of politics, sports, and entertainment occurred almost simultaneously in September 2009.

Congressman Joe Wilson's "You lie!" outburst during President Obama's health care speech displayed an unmatched level of uncivil behavior in a public setting. In the world of professional tennis, Serena Williams' tirade with a U.S. Open referee scored an unprecedented low in terms of reprehensible behavior on the court, surpassing even John McEnroe's outbursts in the 1980s. Soon to follow, singer Kanye West's interruption of Taylor Swift's acceptance speech at the MTV Video Music Awards demonstrated previously unthinkable rudeness. More recently, reports of inconceivable twenty-first-century bullying among schoolchildren—exacerbated by the Internet's anonymity—shock beyond belief. A final example, the January 2011 shootings in Tuscon that killed six people and injured thirteen others, including U.S. Representative Gabrielle

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**FIGURE 1. The Choose Civility Logo**



# Choose Civility: Public Libraries Take Center Stage

Giffords, have raised grave concerns regarding incendiary political rhetoric. All of these illustrations point to a growing need for a renewed focus on civility, a topic that presents an opportunity for public libraries to play a key role in ongoing discourse.

Duly impressed by the scores of vehicles she'd seen sporting "Choose Civility" car magnets, my new neighbor recently asked, "What, exactly, is Choose Civility?" As I happily explained it to her, I was thrilled to learn that she already knew that Howard County (Md.) Library System (HCLS) was somehow involved (see figure 1). Her real estate agent had informed her she could obtain one of the ubiquitous magnets at any HCLS branch.

While the University of Arizona has established the National Institute for Civil Discourse to "promote compromise among opposing political parties and views,"<sup>1</sup> Howard County's Choose Civility campaign advances civility at the local level.

## A National Movement

Even before the word civility surfaced with some regularity in the press, those introduced to Choose Civility four years ago were quite taken with the concept, frequently expressing, "This should be a national movement!" The initiative has flourished far beyond our expectations, surprising everyone with its popularity and success. Now one hundred Alliance Partners strong, Choose Civility continues to gain momentum. Choose Civility car magnets have been spotted in California, Maine, North Dakota, Florida, and even in British Columbia.

Why would public libraries want to lead Choose Civility? Early on, the Choose Civility founding partners recognized that one organization would need to take the lead, as is typically the case in any successful venture. HCLS volunteered. It makes perfect sense for a public library to be lead organization for two reasons. The first is that our customer base encompasses the entire community—people of all ages, backgrounds, and walks of life—including all Choose Civility partners, who include government entities, nonprofits, businesses, and private citizens.

The second is that the initiative fits squarely within our mission of delivering high-quality public education for all ages. Choose Civility aligns with all three pillars of our curriculum (see figure 2).<sup>2</sup> Under the first pillar, Self-Directed Education, our collection includes civility-related materials for all ages in a wide variety of genres and formats. Pillar two, Research Assistance and Instruction, includes HCLS instructors and research specialists assisting our customers with research on civility and teaching classes on the subject for every age group. The partnership itself falls under pillar three, Instructive and Enlightening Experiences, which includes our signature initiatives, partnerships, and the community and cultural

**FIGURE 2. Howard County (Md.) Library System's Three Pillars**



# Choose Civility: Public Libraries Take Center Stage

center concepts that bring people together. The Choose Civility Symposium (details to follow) falls under this pillar. A final point, Choose Civility fits within our mission because civility is the ultimate forum for free speech and the open exchange of ideas.

## Benefits Abound

As lead organization, HCLS benefits at several levels. In addition to the satisfaction of continuing to contribute to the enhancement of our community's quality of life, we are viewed by all as not only the Choose Civility catalyst, but also the initiative's epicenter—and center stage is right where we want to be! In addition, Choose Civility is also a great way to strengthen existing partnerships and build new ones. We were delighted when Washington County (Md.) Free Library joined in, working with a multitude of partners to begin a Choose Civility chapter in its community,<sup>3</sup> and it is a tremendous honor that Pima County (Ariz.) Public Library has expressed a desire to form a chapter. Other library systems have also indicated interest, including the nearly one hundred webinar attendees from twenty-five states and the District of Columbia who participated in the Texas Library Association's December 2010 webinar, "The Road to Civility: Implementing a Choose Civility Initiative."<sup>4</sup> It was our pleasure to work on this webinar idea with Christine McNew, youth services consultant to the Texas State Library and Archives Commission. I had met McNew following a Libraries Foster Civic Engagement Membership Initiative Group meeting in June 2010, where I presented an overview of Choose Civility.<sup>5</sup> Public libraries are poised to be highly visible concerning all hot topics. Choose Civility presents a prime opportunity to be viewed as such in the civility arena. Perhaps you, too, will consider joining in!

## Civility Defined

Some people ask why civility rather than saying something along the lines of, "Be nice"? An analysis of the meaning of "civility" serves to explain. While its definition includes "Be nice," the word's beauty lies in its far broader definition. Civility also includes recognizing the diversity of cultural norms, which can differ, such as with which hand to hold one's fork at the dinner table, whether it's appropriate to greet someone with a handshake, or the proper distance to stand from another when conversing. Most importantly, civility incorporates the universal principles of empathy, respect, and consideration of others.

## How Did It Begin?

Choose Civility began in March 2006 at HCLS's Professional Development Day. Our keynote speaker, Johns Hopkins University professor and author P. M. Forni, discussed his book, *Choosing Civility*.<sup>6</sup>

Our staff members found Forni's presentation compelling and relevant on both the professional and personal levels. It was the staff's enthusiasm that triggered a meeting with community leaders to envision something bigger—something that would involve ongoing visibility and an annual commitment. We developed a vision, "Howard County chooses to be a model of civility," and a mission, "We choose respect, consideration, empathy, and tolerance as our fundamental values, enhancing the community's quality of life." A committee reviewed Forni's twenty-five rules, distilling them to fifteen "principles," including "respect others' opinions," "acknowledge others," "take responsibility," "assert yourself," "accept and give praise," "apologize earnestly," and "assume the best" (modified slightly from Forni's "Think the Best").

Simultaneously, we developed a brand—a look and feel unique to Choose Civility, complete with colors, fonts, and a logo, all set forth for our Alliance Partners in a style guide that potential chapters in other jurisdictions may easily replicate. While inspired by Forni's book, Choose Civility includes many civility-themed books, including fiction and nonfiction titles for children, teens, and adults.

## A Grassroots Beginning

## Choose Civility: Public Libraries Take Center Stage

Some people ask, “Why in Howard County? Did something happen?” At first, this question took us by surprise, as no incident had prompted the initiative. Choose Civility was nothing more than some visionaries who were confident that the campaign would renew our community’s commitment to treat each other with respect and dignity, enhancing Howard County’s quality of life. Others asked why the initiative had struck such a chord in the community.

These questions prompted some thoughtful analysis. Although it took us a good year to figure it out, we finally realized that the campaign flourishes because:

1. Residents in Howard County strive for the ideal, aspiring to live the vision;
2. People appreciate the reminder to be civil, as human nature tends to intervene (this explains why the car magnets continue to be in high demand); and
3. Choose Civility is a way to celebrate that we are a community that embraces civility, bringing visibility to what is already a key component of our quality of life.

### Collaboration

Choose Civility categories of involvement are as follows. With the exception of sponsors, no cost is associated with participation.

- **Lead Organization.** HCLS provides leadership and direction for the initiative, as well as in-kind support for project and communications management, and fundraising.
- **Board of Advisors.** The Board of Advisors comprises fifteen to twenty business and community leaders who guide the strategic, visionary, and goal-oriented aspects of the initiative. This group meets twice each year. We were tremendously honored when U.S. Congressman Elijah Cummings agreed to be our honorary chair.
- **Committees.** Four steering committees guide, develop, and support the initiative in the areas of partnerships, sponsorship development, event and activities planning, and marketing.
- **Alliance Partners.** Critical to the success of Choose Civility, Alliance Partners include businesses, organizations, government agencies, and individuals who extend the initiative’s reach to build awareness and involvement. Alliance Partners actively promote the initiative. They also incorporate Choose Civility into the culture and programs of their own organizations. Alliance Partners renew annually, and receive a certificate each year. Alliance Partners total nearly one hundred, with key partners including HCPSS; Howard Community College; Howard County Government; Howard County General Hospital, a Member of Johns Hopkins Medicine; Howard County Tourism; the Howard County Chamber of Commerce; Friends of HCLS; and NASA’s Goddard Space Flight Center.
- **Ambassadors.** The Ambassador category includes businesses, organizations, and government agencies that embrace Choose Civility. An Ambassador commits to incorporating the Principles of Civility into the organization in such a way as to direct and transform the behavior of employees, members, stakeholders, customers, and business associates.
- **Advocates.** Advocates comprise individuals or organizations who wish to be involved and embrace the goodwill and principles of Choose Civility.
- **Sponsors.** Vital to the initiative’s success, sponsors include businesses, organizations, and individuals who contribute financial and/or in-kind support. Donations are solicited for general support—including the purchase of car magnets and window clings—and for specific program components, such as the symposium. Our key sponsors to date include the Friends of HCLS; Howard County General Hospital, Ascend One, Columbia Association, and M&T Bank.
- **Media Sponsors.** Critical for building awareness and sustainable support of Choose Civility, media sponsors provide in-kind support. Contributions can be ongoing or specific to an event.

# Choose Civility: Public Libraries Take Center Stage

## Choose Civility Week

Held each October, Choose Civility Week provides a platform to position Choose Civility in the forefront. Choose Civility Week banners—in the signature shade of green made popular by the car magnets — pepper light poles in downtown areas of the county, reminding the community that the week is upon us. During Choose Civility Week, Alliance Partners schedule internal activities and events. At HCLS, for instance, we bolster our civility-themed lineup of classes for children and adults, and post prominent displays in the branches. HCPSS kicks off its annual Civility Poster Contest and involves its students in activities at the elementary, middle-school, and high school levels. Howard Community College does the same with its college students, and businesses emphasize civility that week among staff and with customers.

The entire community then comes together for the week's highlight, the Choose Civility Symposium (see figure 3). Past symposiums have featured keynote speakers, including Forni and former Baltimore Colts defensive lineman Joe Ehrmann, whose remarkable career was captured in the book *The Season of Life*.

Titled "The Role of Civility in Democracy," last year's symposium began with opening remarks from Howard County Executive Ken Ulman and Congressman Cummings. More than 300 guests then heard from a panel of civility experts moderated by NPR journalist Korva Coleman. The panel also included Forni; Susan Herbst, University of Connecticut president and author of *Rude Democracy: Civility and Incivility in American Politics*; William Griffith, professor of philosophy and director of the philosophy and social policy program at George Washington University; and Centennial High School student Sara Calvert, who is also a leader in the HCPSS Student Government Association.

Following the panel, Forni led a workshop that focused on the youth perspective of the role of civility in a democratic society. In partnership with HCPSS's secondary education social studies division and Student Government Association, we heard the voice of young adults as they crafted a Proclamation of Civil

Behavior—ideas and principles of civility to guide their lives. Discussion engaged students and adults alike. We were especially pleased with the impressive number of teens who attended. We are currently planning for the 2011 symposium.

## Visibility

While Choose Civility Week generates abundant publicity, we also use a number of marketing tools year-round. "Faces of Civility," a series of fifteen posters for use in organizations and public spaces, builds awareness of the initiative (see figure 4). Each poster features one of the Principles of Civility

FIGURE 4. The Faces of Civility Poster



# Choose Civility: Public Libraries Take Center Stage

with a quote from and photograph of a Howard County leader or citizen representing diverse aspects of the county. The posters can be used individually or as a group.

In 2009, we produced a fifteen-second PSA that was shown in movie theaters prior to and during Choose Civility Week. Last year, we asked symposium attendees a series of short questions that were compiled into a two-minute video posted to our YouTube channel. The questions included:

- Who is the most civil person you know?
- Who are more civil, men or women?
- Where is the farthest from Howard County you have seen a Choose Civility bumper sticker?

In response to the last question, Joan Wangler, representing NASA's Goddard Space Flight Center, responded, "Once you notice it, you notice it everywhere. And if you have it on your car, it's almost like you have this pact with the other drivers."

We keep lively civility conversation going through the use of social media. We're on [Facebook](#), [Twitter](#), [Flickr](#), and [YouTube](#).

Our [website](#) includes upcoming events, ongoing activities, and Faces of Civility and HCPSS student posters, available for download. The site also describes the initiative's structure, lists Alliance Partners, and provides a page for purchasing magnets and window decals.

At HCLS, we developed three lists of civility-related books for children, teens, and adults. These are distributed through our branches and are available through both the HCLS and Choose Civility website, downloadable as PDFs.

## **A+ Partners in Education**

We have incorporated Choose Civility into A+ Partners in Education, our comprehensive partnership with HCPSS and Howard Community College (HCC) to provide for our students the best possible chances of overall academic success.<sup>7</sup>

Classes, which HCLS instructors teach at our branches and take into the schools, include Choose Civility classes, such as Kindness Counts for the lower elementary grades. Instructors perform the book *Do Unto Otters* by Laurie Keller<sup>8</sup> (Mr. Rabbit must learn to live next to his new neighbors, who are otters), then engage the children in a discussion on civility.

A+ also includes many signature events that incorporate civility. For example, Battle of the Books, an annual academic reading competition for fifth-grade students, includes a civility component: in addition to first, second, and third place, students win awards for best costume, best team name, best team spirit, and most civil.

At Howard Community College, we participate in the Friendly Campus promotion each fall as faculty and staff welcome new students, who receive Choose Civility car magnets. We also work with HCC by presenting civility-related seminars taught by faculty members at HCLS branches.

## **HCPSS: Most Active Partner**

HCPSS also focuses on Choose Civility in its curriculum. While supporting student academic success, the initiative also furthers HCPSS's goal of providing a safe and nurturing environment for its students. In addition to having implemented a Civility Policy<sup>9</sup> and Anti-Bullying Policy,<sup>10</sup> HCPSS issues a "Civility Tip of the Week" in its weekly e-mail to parents. Civility-themed topics are incorporated into HCPSS staff book clubs, as well as its student book clubs at the elementary, middle-school, and high-school levels.



## Choose Civility: Public Libraries Take Center Stage

HCPSS's annual Choose Civility poster contest continues to inspire students to focus on civility. This year's theme was "Choose Civility on the Web." Julie Wang, a fifth-grade student from Centennial Elementary School, took first place (see figure 5). HCPSS also weaves Choose Civility into its program through individual schools taking on projects, such as Reservoir High School's Civility Project two years back where the students produced "Reservoir HS Chooses Civility"<sup>11</sup> a video in which students role play their favorite rules from Forni's *Choosing Civility* (such as, "be good to your guests").

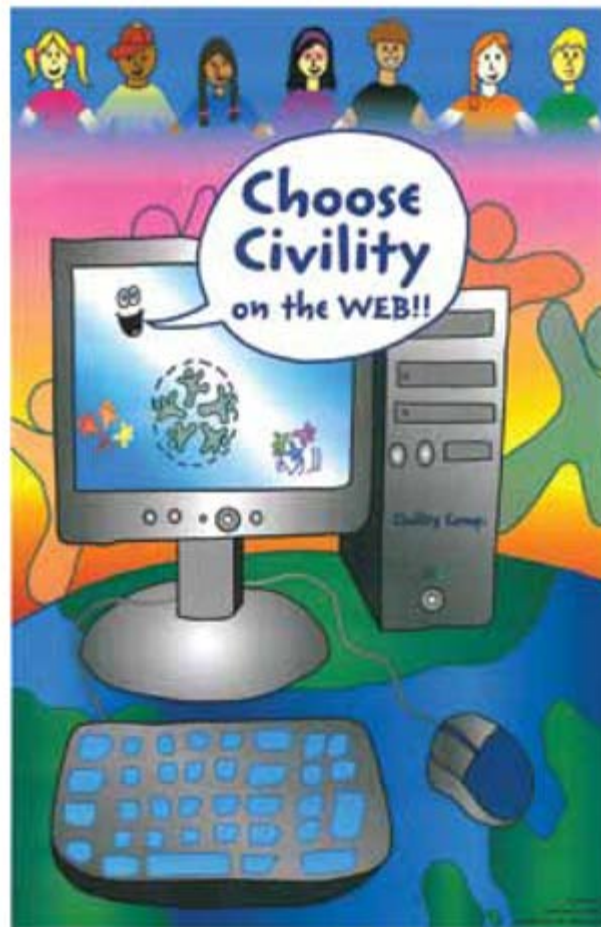
As a final example, Howard County's Rotary Clubs joined forces to sponsor Choose Civility banners, which now hang in all HCPSS high school gyms and are displayed at football fields as a reminder for athletes, coaches, and spectators to choose civility at sporting events. The school system is well represented on the Choose Civility Board of Advisors, with key administrators and Board of Education members actively involved throughout the year.

### Where Did You Get That Car Magnet?

Although more expensive than bumper stickers, we thought car magnets would be an effective (and fun) way to promote Choose Civility, as we thought more people would place them on their vehicles. As it turns out, we were right: some 65,000 have now been disseminated. While some Choose Civility enthusiasts have suggested that our car magnet read simply "Choose Civility" (as in, choose civility everywhere) we concluded that retaining a county (or city) name in the message fosters the sense of community, and generates pride. Our first design effort therefore read "Choose Civility in Howard County." What we had not considered is that the quickly popular car magnet left few clues for those who might see them on other vehicles and desire one for themselves. The most tenacious turned to stealth tactics. Frequently, while stopped at a traffic light, commotion from a neighboring car would cause me to turn my head. Having caught my attention, charade-style, the car's occupants would urge me to roll down my window so that they could ask, "Where'd you get that bumper sticker?"

Deciding to make it easier for people, we added the website to our design when we placed our next order. Then someone quipped, "Great! We'll all be civil in Howard County, but when we cross into Baltimore County, we don't have to be civil anymore!" Responding to this particular feedback, we decided to remove "in." We also added our logo and shortened the website's URL. We're assuming the design is nearly perfect, as we've learned of no further feedback other than the indirect compliments from those creating copycat and spoof versions.

**FIGURE 5. "Choose Civility on the Web"  
Winning Poster by Julie Wang**



# Choose Civility: Public Libraries Take Center Stage

## Imitation: The Sincerest Form of Flattery

Like the “Got Milk?” campaign, the Choose Civility car magnet has experienced copycat versions, spoofs, and parodies. We find these to be the ultimate compliment, as they only add to the initiative’s momentum. We’re flattered that the Princeton Sports bicycle shop knows a great brand when it sees one: “Choose Cycling” is quite popular now, often spotted next to our magnet on a vehicle. Dog lovers will appreciate “Choose Canines.”

Then there are the versions that poke fun. Good sports and supporters of free speech that we are, we find “Embrace Hostility” and “Choose Senility” amusing. Still other versions allude to potential consequences for those choosing less-than-civil behavior, such as “Choose Civility or Else!” And, now and then, one can even spot “Choose Insanity, Live in Howard County.”

The magnets continue to be spotted beyond Howard County. Seeing one can be quite effective. To illustrate, a coworker called me from Charleston, South Carolina, while vacationing with her family. Just as parking congestion at the beach began to raise her blood pressure, she spotted a familiar green car magnet, immediately trading her stress for a smile.

## Lightly Yet Seriously

While we take ourselves lightly, we take our work seriously. Even reporters recognize how critically important Choose Civility is. In “Can Kindness Be Mandated? Howard County’s Civility Experiment,” Washington Post journalist John Kelly concluded “anything that causes people to ponder their actions is worthwhile.”<sup>12</sup>

The HCLS Board of Trustees takes pride in HCLS’s leadership in such an important communitywide partnership. They promote the initiative and attend the Choose Civility Symposium each year. Howard County Executive Ken Ulman recognizes the initiative’s power and effectiveness in terms of education, economic development, and quality of life. In his State of the County Address in January 2009, he announced that Choose Civility “has come to define us.”

## Finding the Time

Some of you may be thinking, “How could we possibly take on something like this with all that we currently do?” The answer? More easily than you might think, because it is mostly repackaging what you already do! While it is true that Choose Civility takes some additional administrative staff time simply because the partnership is so comprehensive (and what a great thing that is), the initiative does not increase the workload of front-line staff.

You already compile booklists. Instead of creating booklists for something else, create some for Choose Civility (even better, save time **by building on the ones we’ve developed and posted**). You teach classes already, too. Chances are you already teach a series that could be marketed under Choose Civility.

For instance, instead of teaching another Picture Book Parade preschool class, our instructors might instead schedule, “Choose Civility: Be Brave,” with the class description, “Whether a shining knight or a teddy bear, brave storybook characters help children face their fears through stories, songs, and activities. Create bravery badges and enjoy some treats. Ages 3–5.”

It is true that the public relations staff will require some startup time to develop your Choose Civility chapter, and to plan a kickoff inviting your elected officials, civic leaders, and community members. Note that, once established, Alliance Partners will also publicize initiative components. As a shared responsibility, marketing is more manageable and more effective. Similarly, whoever creates and maintains your website will also need to dedicate some time to creating your Choose Civility pages. You may also wish to convene a few meetings initially with an internal Choose Civility committee.



## Choose Civility: Public Libraries Take Center Stage

It also takes a bit of effort to convene a Choose Civility Board of Advisors meeting, but we hold those only twice a year, and the annual commitment to renew as an Alliance Partner requires that someone on staff generate and send the certificates. As to Choose Civility Week and the symposium, again, we would be holding a different event (such as an author event) if it weren't for the symposium; so here, again, the time invested is simply shifted to this priority.

### Indicators of Success

We measure the success of Choose Civility in the following ways:

- Number of Alliance Partners
- Number of car magnets or window clings disseminated
- Visibility (banners in schools, car magnets displayed, press coverage, Twitter, Facebook, blogs)
- Attendance at classes and events
- Evaluation form feedback from
- People's stories, documented in print, podcasts, and video
- The extent to which Choose Civility becomes part of the culture

### A National Movement?

Public libraries have an opportunity to be center stage in the growing civility movement. We could be viewed as both catalysts and epicenters in the civility arena, creating community in unprecedented ways. Washington County, Maryland, is a perfect example of how a chapter can evolve into a connected component of Choose Civility. Adopting the Choose Civility design elements, Washington County Free Library and the Washington County Public Schools modified the toolkit templates, inserting Washington County where appropriate. Holding a successful launch in March 2010, the Washington County chapter established a Choose Civility Washington County Board of Advisors. Twenty-two Alliance Partners have joined the community-wide partnership.<sup>13</sup>

Picture numerous jurisdictions joining forces in this powerful way. Then imagine going to New York—or Dallas, Chicago, or Miami—and noticing a Choose Civility car magnet. With inevitable pride lighting up your face, you get up close and see that it's Washington County's—or your county or city! Either way, you take pride, because directly or indirectly, you have played a role in leading the initiative. Why not capitalize on this timely effort that can only improve quality of life in your community? Public libraries can be major players. We can also lead the way.

We hope you will consider starting a Choose Civility chapter in your area and that you would like to capitalize on the model we have created. [Mary Baykan](#), director of the Washington County Free Library and I would be delighted to answer any questions you might have. HCLS Director of Public Relations [Christie Lassen](#) (or call 410-313-7750) can send you our toolkit, including logo, letterhead, car magnet, and window cling templates for you to tailor and use.

### Principles of Civility

- Pay attention
- Listen
- Speak kindly
- Assume the best
- Respect others' opinions
- Respect other people's time and space
- Be inclusive
- Acknowledge others
- Accept and give praise

# Choose Civility: Public Libraries Take Center Stage

- Apologize earnestly
- Assert yourself
- Take responsibility
- Accept and give constructive criticism
- Refrain from idle complaints
- Be a considerate guest

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