1. The context: What’s happening globally, nationally and locally that is, or will, have an effect on MLS and its members? Think about technology, social/generational trends, consumer patterns, institutions, etc.

- Aging population on the Cape
- Budget - unpredictable funding
- Budget issues for local governments.
- Cape Cod demographics; older population can be limited in access, driving
- Challenge to integrate multiple technologies in a user-friendly way
- Changes in demographics of population...aging baby boomers, new Americans
- Changes in reading habits. Do younger generations read the same things? More visually acute?
- Changes to library profession
- Changing economic conditions
- Constant change. Always evolving.
- Content snacking
- Digital divide: some don’t want to be online. Others can’t afford to be online.
- Does the younger generation know how to be alone? Library as a gathering place.
- Economy affecting libraries.
- Entitlement expectations of patrons
- Everyone wants instant gratification
- Face to face conversations are becoming a thing of the past? Challenge of meeting needs of multiple generations.
- Free access to digital resources: rare items and materials
- Funding challenges to maintain diverse media
- Global connectedness
- Global sharing
- Good librarian is both a navigator and ingenious searcher. So much information available so easily.
- How to connect patrons with resources
- Information glut. More info than ever before. How do you separate the good from the useless?
- Intense requirement to support patron technology needs
- K-12 not preparing students. Too focused on testing
- Lack of deliberative discourse. Anti-intellectualism.
- Libraries need to partner more. Use local resources to meet demands of all demographics.
- Making library resources as easy to access as internet/Google
- Merging of functions within agencies. Less customized services
- People are interested in making and crafting
- Politics are becoming more divisive
• Rapidly changing content platforms
• Rapidly changing technology.
• Sense of serving the common good is getting lost
• Services trending toward cultural / social community support versus traditional library services
• Serving a resort population
• Serving groups of special needs populations
• Serving more diverse populations
• Shift in responsibility to citizens to have more knowledge about their situation
• Social isolation
• Social media challenges/opportunities with information literacy
• Speed of communication.
• The unfunded mandate to support e-government
• Town vs. Private funding

**Themes and further thoughts:** Budget and unpredictable funding/different structures face different challenges, all affected by town/state funding and the ability to fundraise; rapid changes in technology; demands that changes in tech place on libraries to support/serve patrons; very different needs between boomers and younger folks/young people; social issues/societal...more intense...communication preferences to special needs; everything is sped up; change in the information that cradle to grave people are going to need to be effective in the workforce.

More STEM training needed to meet the workforce needs in MA. We need to provide those resources to people to meet these needs. IT profession isn't drawing enough people to meet those needs. Who will develop the gismos? Silo mentality has to be broken down, putting people from different fields together to do things. People have to get comfortable getting out of their specialties. This is where libraries are very important. Facilitative role that librarians can serve and their training.

Sense of needing to be more of a community/global where the community can come to discuss whatever is important to them and provide the resources to do it intelligently and collaboratively. We need to be more like Canada where people are nice and talk to each other respectfully. Even in book groups where people get to know each other across boundaries/points of view. Big drain of young people moving off Cape; unfunded e-government mandate...you have to do most things online. It falls on libraries to help people to do it.

Our mission has shifted and the public's knowledge of our mission hasn't. They think of us as a source of books and we need more room for people/staff to facilitate programs/community events/ quiet study where people can use our materials. Space and staff are a hard sell. What does it mean that we've been trying to tell our funders/legislators about the unfunded mandate? Not only do we not get there, but we get cut. Why is this...we're going backwards.
2. Envisioning our future: It’s 2025 and libraries everywhere and of all types are thriving hubs of their communities. Draw a picture describing what’s happening. What do libraries look/feel like? Where are they? Who is in and around them? What are they doing? How are libraries connected to the rest of the community and the world? Who are our partners/collaborators? What services do they offer and for whom? What new skills do librarians have and what new roles do they take on?

Rich Picture Team 1

- Well-funded
- Lots of movement in and out of the library – physical items, technology, etc.
- Collaboration and partnerships with other institutions
- Quiet space and social space
- Outreach/marketing
Rich Picture Team 2

- Brick and mortar library
- Inter-connecting hands
- World of ideas, heart of the community
• Resources
• Meeting space
• Technology
• Happy librarian making lots of money
• Government, businesses, high education
Rich Picture Team 4 Super Library

- Homework center
- Pet center!
- Information kiosk with eternally smiling information specialist
- Tool lending center – tools of all kinds: baking, power, etc.
- Tech center
- Learning/training center
- Archives – history
- Concert room
- Art galleries
- Kitchen with outdoor eating area
- Funding – bags of money from the state, individuals, federal, town
- Collaboration with other institutions
- Busing
- Library trips
Rich Picture Team 5

- Well-funded by government and community
- High-speed internet
- Healthy building
- Serves all members of the public – age-focused, AARP card – collaborating with AARP
- Members with love of reading
- Variety of resources, special focus on free books
- Community showcase for skills and talents in the community
- Lots of staff, creative people
- Comfortable reading spaces
Rich Picture Team 6

- Well-funded
- Lots of movement in and out of the library – physical items, technology, etc.
- Collaboration and partnerships with other institutions
- Quiet space and social space
- Outreach/marketing
3. Strategic analysis: Thinking about the context and what we want to achieve, what are we doing really well that we want to KEEP? What isn't working that we want to ABANDON? What might we INVENT or REINVENT that, if we did, would make a big difference to our success? Note: Repetitions are intentional to show emphasis.

KEEP

- Books
- Collaboration
- Collaboration with diverse organizations and people
- Collections; it has people coming in to use us.
- Community space and meeting spaces
- Computers
- Effective book delivery service
- Face to face library experience
- Free print materials that meet customer (curricular) needs
- Inspired learning/library spaces
- Librarians
- Love of literature
- Love of problem solving
- Mental agility
- MLS delivery
- Open-mindedness and optimism
- Partnerships -sustainable
- Passion
- Peer to peer training
- Programs
- Resource sharing
- Resource sharing and sharing materials collaboratively
- Resource sharing; cooperation; cooperative spirit among libraries in mass.; state funded databases and e-books;
- Sense of community
- Sense of humor
- Staff
- Well-educated & knowledgeable staff

ABANDON

- Departmental thinking
- Federal requirement for CIPA to receive federal funds for telecom & computers
- Individual libraries cataloging materials-move to central model
- Need to do fundraising for basic operations;
- Pessimism and defensiveness
- Sense of being misunderstood and on the bottom of funding totem pole
- Stereotypes both library staff and institutional

INVENT

- Advisory services
- Black box to integrate technology
- Required continuing education/training
- Roving librarians/librarians on loan-like roving archivist
- Staff mission statement
- Ubiquitous 24/7/365 access to e-content
- Value of library materials
- Ways for more funding
- Ways to attract younger librarians
REINVENT

- Advisory services
- Advocacy and marketing efforts
- Black box to integrate technology
- Budget process, librarian salary scale, recognition of professionalism
- Communications; better marketing
- Conference model and professional development
- Conferences and Continuing Ed to make them more accessible
- Database Service
- Federal funding for libraries; Direct IMLS grant funding - cut out the middleman
- Image
- Library school; are new librarians prepared for today's library? Are older librarians staying up to date?
- Marketing techniques
- Misperceptions about funding sources
- More efficient way to move books and people
- Public perception of library professionalism
- Required continuing education/training
- Roving librarians/librarians on loan-like roving archivist
- Space usage
- Staff mission statement
- Staff; user needs require new staffing models; more technology; less traditional reference
- State Ebook Project
- Traffic/Parking; how people get to the library. Public transit; physical locations
- Ubiquitous 24/7/365 access to e-content
- Value of library materials
- Volunteer training and program
- Walk in borrowing; universal card (public or academic)
- Way to effectively get library message out to wide audience
- Ways for more funding
- Ways to attract younger librarians

Further thoughts: Theme of profession itself from training/continuing education and how to make that accessible and pertinent; changing the perception of libraries and librarians.
4. Taking action: Thinking about what we’ve learned so far, what project or program might we start right away—individually and/or collectively—that will help us achieve our vision for libraries? What successful models/programs might we borrow from other states/countries? What might we do that could become something for others to emulate?

1. PR Campaign- Your Library: Believe It or Not! Use facts, ideas, and graphics. Hire professional PR people. Components to help with PR for individual libraries. Did you know kind of things/interesting information to make our own short or long piece?

2. Marketing Campaign - We are Not your Grandmother's Library: Educate funding sources and communities about the crucial role all types of libraries play in the economic health and well-being of the Commonwealth.

3. Life: On Loan @ Your Library--campaign to educate people on services for every stage of life at the library. New experiences, new worlds available at the library.

4. Evolve content to better serve STEM needs in a higher education and the Commonwealth - from Susan/MMA

5. Purposeful Repurposing: Reuse, Repurpose, Conservation - For libraries that don’t want to expand, but want to reuse current spaces. A service that offers professional architectural or space planning advice to libraries. Possibly, funding for repurposing space. Opportunity for space needs assessment before putting things in play. This concentrates on the inside of the library. It looks at what is possible.

6. Expand digital access and make it easier for people to use.

7. Create a stable statewide funding source from tax base that goes directly to libraries.

8. We Are the App: rebranding. No funds no problem, we are the app! We can boost you over the pay wall, Mama’s got a brand new brand, folks know what we have, how to describe how libraries have access to what folks need, e.g., quality information. No pop ups! An expert next door! Not just for nerds. We've got travel and cooking info.

9. Keep them Educated - Create a new continuing education requirement for librarians. Determine what positions would be part of the program. Create a system similar to requirements for teachers, or medial professions. Create classes/programs that focus on both fundamentals skills and emerging technologies and library trends.

10. Training and Professional Development >What is around the next curve? < MLS’ role in helping librarians and staff keep ahead of the technology curve.