



## **“New” Trends in *Libraries*:**

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### **Implications for North Texas Libraries**

**2008 Consultant’s Report**

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## **Statement of Purpose**

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This report was commissioned by the North Texas Regional Library System (NTRLS) as part of a series of reports to provide information for member libraries on trends, trends in public libraries and recommended processes for keeping up with trends for NTRLS member libraries.

## **Methodology**

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To prepare the content for this report general trending content, library and public library trending content, specific trends in all types of libraries and content on how to keep up with trends as well as recommendations for reviewing and implementing trends was researched and reviewed. In addition, survey data was gathered from NTRLS member libraries.

Resources consulted as well as web environments recommended for “keeping up” with and implementing trends are listed in the Report under “Appendices.” When quotes are used, authors of quotes are used on the page of the report in the preface of the text or table.

## Trends and Trending

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Due to the rapidly changing nature of the world in general and specifically business and technology, managers find themselves seeking information on "what's next" as they prepare two to three plans, budget projections for operations, project and strategic budgets and in answering assessment and accountability questions and making decisions. Part of this "what's new" information or data being used is the focus on the "trend." Immediately "pre" and then "post" the turn of this last century, content on the future abounded and a few years out from 2001, future discussions in general remained; but how to look at the future moved to trend and trending information.

Where is it? Trending information can be found on websites devoted to trends, websites with content on strategic planning, in periodical technology columns, in a wide variety of articles, in columns and content labeled "21<sup>st</sup> Century" and in a wide variety of "forthcoming" features.

**But what *are* trends?** The Merriam-Webster Online *The Language Center* definition for "**trend**" includes "to extend in a general direction" and to "follow a general course or to show a tendency." In general, when we *discuss* "trends," however, we tend to think of them more specifically as following a course to the future rather than just "showing a tendency." We think of trends typically as *new* directions and look for trends that are identified as reoccurring or consistent; and seek trends that our constituents, researchers, vendors and information providers indicate are "worth the risk." We look to trends to identify and define patterns and predict where we will be going for services, activities and resources. (Merriam-Webster Online. *The Language Center*. \_ November 11, 2002. <http://www.m-w.com/netdict.htm>) (Todaro, 2003)

**Does everyone value trends?** Trends have not always been given great credibility, however, and not all trends today should be planned for, implemented, purchased, etc. In fact, evaluating trends should use the same methodology used for evaluating print and online information and research in that we assess - among other things - dates, author and organization credibility, and research methodology. In addition, when managers speak of the *effect* of trends as well as using trends in organizations they tend to use descriptive words and phrases- incorrectly - as synonyms to trends. These "synonyms" used include "informed strategies" and "strategic directions" to name but a few. The use of these phrases as synonyms for

trends is incorrect. In fact, plans with strategies and directions may be reached or completed by *using* trends as supporting data for the plan, strategy or direction. Instead of assuming trends are the "end result" or the direction itself, managers need to think of trends as the means to an end. Trends are *one part* of planning, the decision-making process and/or budgeting.

For example, a fascinating trend has been the e-book...and we have experienced...they are "in," they are "out," the content is good but the reader is bad, the reader is good but the content is bad...everyone is going to use them but no one does. Now, driven by corporate design, e-readers are back "in" with more memory, different packaging and great branding and advertising. Will this trend stay around? We don't know yet but on past history, we don't take thousands of dollars from buying an item we know is needed to invest. We might take soft money, or offer much used and needed content in this form to test out the trend. The jury is still out!

**Should we then use trends?** Yes, library managers should analyze trends for planning, etc. for their own type of library, trends for other types of libraries and related information environments, trends for umbrella entities and general societal trends. In a perfect world, trends for each area would be nicely packaged and identified, but obviously our library and information worlds overlap and wrap around a vast variety of other areas. Trend areas should be carefully studied for application to a specific environment. In addition, using trends should be carefully documented and able to be explained to administration and management for maximum accountability.

**What process could someone use to identify trends?** In preparing content for teaching, training and consulting work pre-21<sup>st</sup> century I began a process for "keeping up" with trends. The following steps led me to a process that I continue to use today.

- I reviewed **subject headings** for my typical trend areas such as technology, software, hardware, as well as used general terms such as future, millennium and 21st century. I listed those subject headings that I felt characterized the direction of my data gathering and used these in consistent searching. I tracked which subject headings yielded the most accurate and helpful content and – the next time to search – used the more successful terms first. I used my standard subject headings to design searches for online and I routinely searched (typically monthly) for content.

- I reviewed **keywords** for my areas as well. These keywords - used both formally and informally by search engines and other sources differed greatly from subject headings as all librarian know, however, they became the primary search tools on online web searching, while subject headings remained the best locators for information within databases.
- I reviewed the **latest newsstand issues** for popular - and now many research or serious - magazines. I scanned the content but initially paid the most attention to the tables of content. I finally identified three to four magazines that I bought monthly for their relevant content....they ranged from business content to technology focus and, of course, human resources. (This process – used by North Texas library directors and explained in the survey returned to me, identified a number of titles and they are referred to in the Appendices.)
- I designed and carefully **documented web searches** for their .edu yield, and their .com yield. I repeated successful web searches (more .edu or .org or .net than .com) at very specific intervals, typically monthly, and compared results. I recorded sites that had repeated hits or cites and - through citation analysis - kept lists of those sites and authors and organizations that maintained a "shelf life."
- I reviewed the **professional literature for library and information science and for related areas** for content. I scanned the content but initially paid the most attention to the tables of content. While some of our literature began columns, many journals already had "tech" columns and the primary discussion was in article literature itself.

I sorted the content/data I got into categories (like all of us researchers do) and flagged them by source and frequency to note reoccurring content or trends. (In today's environment, those areas on the top of my list to search – I search weekly rather than monthly!) I established a frequency I would use to determine if I would then use or share the content in the workshops. Typically if I found mention three times or more over a two to three month period, I used it as a trend. I also used combinations of frequency. For example if it was in "popular" literature, then I found it in library and information literature I would note that. Using trends - in my workshops - was always connected to functions, etc. That is, I would discuss the trend as trend and then discuss applications and use or offer "what does this mean to us?"

## Applying Trending to Libraries

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Although one might say we can find trends “anywhere,” we identify trend processes to use to vet content for accountability to support decision making. Not all of the sites below provide descriptions of extensive research and identified processes of identifying and recommending trends. Individuals seeking accountability should use the same critical thinking skills for assessing other content when searching for and vetting trends. In addition, not all “future” information can be used as trend information. Some future content identifies where we may “be” at a variety of times or junctures, rather than listing those elements or trends that took us there.

### Library Trends/in Libraries/in the Profession

#### Conferences

Our own professional conference advertising, agendas and then proceedings are rich locations for trends. Conferences typically capitalize on trends and -with increasing shrinking budgets - many conferences are focusing on "one-stop" locations *for keeping up* with professional development content. While ALA conferences offer rich development and trends can be easily spotted in programs, the TLA and PLA conference provides the most depth for trends information. In addition, public librarians should regularly review content for (at least) related conferences. One exciting "trend about trends" is that more and more conference presentations are being posted to websites including speeches, web link handouts and PowerPoint presentations for easy access and use.

#### Biblio Tech Review

Library automation technology news and reviews of products and services (library software reviews, system sales and industry trends) are offered in this monthly online magazine. <http://www.biblio-tech.com/>

#### Glover, Denise **Public Library Trends Analysis: Fiscal Years 1992-1996**

Libraries: Education Statistics Quarterly, National Center for Education Statistics, Institute of Education Sciences, U.S. Department of Education.

<http://nces.ed.gov/pubs2002/quarterly/winter01/q6-2.asp> This source offers information on analysis of functional trends and these are applicable to a wide variety of sizes of libraries and include circulating, expenditures, etc.

#### Librarians Index to the Internet

This searchable portal (mentioned before in my columns) provides information on trends (100+ hits found recently) and is also a great searchable resource for links to specific trend areas. For example, a search for "outsourcing" yields three sites including two sites with additional links. Combine searches such as "technology trends." <http://www.lii.org>

### **Libraries for the Future**

Designed primarily for public libraries, communities are well served by this organization whose mission includes the identification and support of innovation in libraries. The website provides information about what other libraries are doing around the country within their communities including trends in partnerships involve public and academic libraries. <http://www.lff.org/>

### **Library Trends**

As a journal, this publication can't be topped - as evidenced by the title - for content on trends. Timely, well written and an excellent blend of research and practice, this journal should be consulted regularly for planning, budgeting and decision-making. <http://www.lis.uiuc.edu/pubs/catalog/trends.html>

### **"Top Technology Trends for Libraries"**

ALA's LITA experts offer ongoing technology trend information in this valuable website. Updates typically occur around midwinter and identify trends to watch. And, although these trends focus on technology, the list is invaluable for driving other discussions and decisions.

<http://www.lita.org/committe/toptech/mainpage.htm>

<http://www.lita.org/ala/lita/litaresources/toptechtrends/toptechnology.cfm>

### **Urban Libraries Council**

Obviously while all libraries do not have the same issues, much can be said about larger libraries of all types facing similar issues as well as urban academic libraries having the same issues as urban public libraries. The Urban Libraries Council website provides good information on trends, activities and events for public libraries in metropolitan areas and the corporations that serve them.

<http://www.urbanlibraries.org/>

### **Trends for umbrella entities**

#### **The Foundation Center**

Although the Center is designed to offer extensive information on locating and getting grants, there is an excellent section on funding trends and analysis. While

current information is readily available, additional information can be found in the current and archived issues of the *Philanthropy News Digest* and in Foundation Center publications. In addition, an online librarian can answer questions and clarifications. <http://foundationcenter.org/>

### **CRITICAL ISSUES BIBLIOGRAPHY (CRIB) ERIC Crib Sheets – Bibliographies**

These CRIB sheets are excellent summary and starting points for covering trends for educational issues as well as related general issues. <http://eric.ed.gov/> and search for Crib Sheets.

### **ERIC-HE Trends ERIC Clearinghouse on Higher Education Eric Resources Information Center 2/25/02**

Another excellent online ERIC resource, subject areas covered with good links include: Trends 1999-2000 for

[Administration](#); [External Constituencies, Outreach and Public Relations](#); [Finance](#); [Governance and Policy](#);

[International Higher Education](#); Students; [Teaching and Learning](#); and Trends 1997-1999 include: [Administration](#); [Curriculum](#); [Faculty](#); [Finance](#); [Graduate and Professional Education](#); [Higher Education and the Public Good](#); [Instruction](#); [Legal Issues](#); [Policy and Governance](#); [Professional Development](#); [Program Evaluation](#) and [Students](#). <http://eric.ed.gov/> and search for “trends” or a descriptor and “trends” such as “technology trends.”

### **General Societal Trends**

#### **America's Children**

An annual report from the Department of Health and Human Services (HHS), these trend issues typically focus on the well being of the nation's children and teenagers. The statistics offer estimates of indicators ranging from more common issues such as drug abuse, smoking, teen pregnancy to more unusual issues such as food security, health insurance. Education is also covered.

<http://childstats.gov/americaschildren/>

#### **AmeriStat**

*AmeriStat* offers U.S. population issues, with a focus on trends, and statistics. An easy-to-use format illustrates by both graphics and text. Specific issues of use include Population Estimates and Projections, Education, Race and Ethnicity and Income and Poverty. Additional links are provided. <http://www.ameristat.org/>

### **CensusScope**

This source offers information on U.S. demographic trends with graphics and exportable trend data. It is designed both for generalists and specialists.

<http://www.censusscope.org/>

### **General Social Survey**

This excellent searchable site tracks "trends in American attitudes, experiences, practices, and concerns." Subjects included are broad and specific areas of interest include population, education, and statistics.

<http://www.norc.uchicago.edu/projects/gensoc.asp>

### **Social Indicators**

Older but extensive data on trends and trending.

<http://www.ncrcrd.iastate.edu/indicators/introduction.html>

### **Polling Report**

The *Report* is a bi-monthly "independent survey of trends affecting elections, government, and business." New polls - offered daily - prompt searchable website updates and over ten polling entities data is used including Gallup, Harris, Yankelovich, Princeton Survey Research Associates and network news polls. Relevant categories include Business / Economy; American Scene; Insights; and National Barometer; with an extensive table of contents.

<http://www.pollingreport.com>

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### **And don't forget to use...**

- Speeches
- Addresses
- Organizational reports from policy development organizations/centers
- Strategic plans/long range plans from libraries, educational institutions and related organizations
- Ala.org offers current content with trends, published research on the homepage and a search of the website with "trends" yields research and recommendations on constituent groups such as YALSA's teen trends. Use the RSS feature to "keep up" automatically.

## Trends in libraries

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Bob Molyneux, Ph.D., NCIS, Naisbitt, ALA American Libraries

Public libraries in general (and check off if you see this in you library!)

- Usage increases (in person averages good, e-use exponential)
- Revenues steady or declining with steady meaning doing less as costs rise
- Budget issues increase as no new money means choices between print and online, constituent group support, older hardware more stations, newer hardware, fewer workstations
- Operating monies more solid than capital dollars (hence less technology,) but, in a rising number of environments, bond/capital dollars for facilities available, but not operating support for staff
- Same or fewer staff
- High rate of satisfaction from constituents
- More emphasis on services and programs for specific constituent groups such as teens, older Americans
- More facilities focus on special constituent groups such as teens
- More adult programming on “non-fiction” issues rather than recreations
- More focus on community use (meeting rooms, classes offered)
- More training and education for constituents is available
- Constituents want more hours, typically weekend
- Constituents want refreshments sold and laxer rules on refreshments
- More consortial arrangements
- More constituent use across types of libraries
- More constituent requests for social networking access

Of these, what might be considered trends? That is, a significant number, an ongoing activity, spending dollars, etc.

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- More constituent requests for social networking access
- More constituent requests for info appliances
- More constituent requests for opportunities for using their own technology (wireless, e-outlets for charging)

When looking at the bigger picture of trends in the field overall, the following categories are identified as trending categories:

Friedman, Todaro, Naisbett

Trend	Trend Issues
Equality	Struggle by size and type of library, Perceptions
Communication	Standards, protocols, digital/virtual Within types of libraries – better Between types of libraries – limited Varied skills sets; varied definitions
Content	Access Formats Standardized platforms Design, creation, delivery, management More tech than not/missing infrastructure
Destination	Debate over “place” Virtual/digital – yes Actual – many issues
Management	Vastly different skill levels Training/Education Managing remotely Managing non-library staff (tech) Managing different ages, generations
Marketing/PR	Articulating 21 <sup>st</sup> century roles and responsibilities Branding/Co-branding –identifying and establishing niches
Assessment	Counting, tracking, successful outcomes
Value	Value of information, services, expertise; proving worth
Leadership	Among types of libraries Leading remotely
Recruitment/Retention	Generations Skill levels Training/education

## Where do YOU fit into to the bigger picture?

Equality	Struggle, Perceptions	Your environment – good news	Your environment – bad news and first steps....
Communication	Standards, protocols, digital/virtual Within types of libraries – better Between types of libraries – limited		
Content	Access Formats Standardized platforms Design, creation, delivery, management More tech than not/missing infrastructure		
Destination	Debate Virtual/digital – yes Actual – many issues		

Management	Different skill levels Training/Education Managing remotely		
Marketing/PR	Articulating 21 <sup>st</sup> century roles and responsibilities Branding/Co-branding – Identifying and establishing niches		
Assessment	Counting, tracking		

Value	Value of information, services, expertise		
Leadership	Among types of libraries Leading remotely		
Recruitment/Retention	Generations Skill levels Training/education		

## North Texas Libraries and Trends

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- Motivated, committed managers
- Listening to constituents when they speak
- Expanding even though staff aren't there to take on the extra work
- Thinking creatively to get existing staff on board of new projects
- Building and renovating when funding is available with a focus on specialized constituents
- Pushing to increase web presence
- Establishing mechanisms for keeping up
- Value unique expertise and infrastructure in region (NTRLs, PLANT)
- Seeking best practices
- Increased facilities use
- Increased materials and resources use
- Increased requests for media formats

Checklists for libraries to assess: (which will include but will not be limited to)

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What trends are the safe ones for them? The risk taking trends? The ones to try? Stay away from? What works with trends? How do they integrate trends into their libraries? Make trends work for them?

**Take your trend area and ask yourself these questions:**

1. Is the trend source a credible one?
2. Did I locate the trend in one or more places? Is the number of mentions less important due to author credentials?
3. Did I assess this trend for implementation in my own environment, that is, does it meet my specific needs?
4. How did I arrive at my needs analysis? Informal constituent feedback? Many constituents? A few vocal constituents? A few vocal, but politically important constituents?
5. Do I am dollars to invest in this trend? Which dollars and what is the accountability level tied to the funding?
6. What timelines shall I use to evaluate trends?
7. How shall I assess the trend? Are the data/record keepers in place to assess or do I need to create them?
8. What are the criteria for success or retention of trend?
9. How does this trend fit into the library's mission and/or strategic initiatives?

10. Are partners available in the trend venture and available to implement?
11. Is any, and –if so - how much training is needed to implement the trend?
12. What is the trend upkeep? Ongoing training? Maintenance?
13. How should I balance marketing and advertising the trend for success while insuring that constituents or users know it is a “trial” period or “trend?”
14. What shall I report to administration and management regarding selection of trends?

## Appendices

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- Trend Survey Data from North Texas Library Directors
- Webliography on Trends and Trending
- Trend Chart
- Trends in Constituents/Profiles

## **Trend Survey Data from North Texas Library Directors**

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Great care was taken to combine information, extrapolate data and aggregate responses and remove any and all personal or place names and vendor names. This data reads well as ideas for programming, excellent best practices, and overall illustrates an engaged public library management environment.

1. List two major changes that have occurred in your library in the last five years.
  - The library is just over 3 years old, so the major change is that a library was organized by a devoted group of volunteers, a physical space was secured, and a collection began to grow. The other major change is that the library moved into a brand new building in January 2008.
  - Internet and computers
  - Retail style shelving to merchandise the new books and opening Sunday hours with no additional staff
  - Built a new library building and increased PACS from 4 to 12. I have to add the fact that we automated within the last 5 years.
  - Upgraded our automation system and began offering Wifi to the public
  - We changed to DSL from the T-1 internet line provided by the Henrietta ISD last year. We received a grant to replace our old TIF computer about three years ago.
  - Started DVD check out program (by previous director) and added mommy and me story time
  - Mix of product: we have completely changed the mix of product over the last 5 years from a collection that was little used to one where we are maximizing the use of resources generating a positive return on investment for our users – we have seen an increase in circulation of over 200% in that time from about 80,000 to about 265,000 and as importantly we have increased the turns from 1.5 per year to 5.6 this last FY and will hit about 6.5 this year. Customer Service: We changed the customer service focus of our organization and we are completely focused on providing superior service – every policy and priority in our organization is focused on satisfying user demand and providing first rate service to those users. In the same 5 year period the city of Southlake’s citizen survey found that 5 years ago the library had a 60% dissatisfaction rating, and in the survey in 2007 the library had the most contact with citizens of any employee group, and that we had the highest rate of satisfaction at 97% - so not only did we see more people than anyone in the city, we also did a better job of servicing them. Southlake is an affluent community so another aspect of providing great service is that we bust our ass – staff is twice as productive as the average library in the metro area, and we make sure citizens know we are working very hard to provide the service they deserve. Management (me) is focused on excellence and it is an expectation in our

organization that has been brought into by staff. Our brand or tagline is “uncommonly friendly service” and we mean it when we say it. Makes it easy for staff and our customers to know what our focus is, and we use that tagline on every publication we put out. It has resulted in an 80% increase in funding over the last 4 years.

- Doubled the Spanish/bilingual collection – still small, needs more work and National Library Week – special days for clients of different ages, interests – not been done before
- Offering more adult programs and putting up a website, then migrated that website
- We have expanded our library facility which included adding a large meeting room. This will allow us to do more adult programming for serious issues, which I feel is needed in Benbrook and most other communities. We are currently in the planning stage for this programming. We also created a new library website using the program from TSL. This is allowing us to modify our website content much more easily and do more interactive functions which will provide more and higher quality service to our clients.
- Increased use in Internet and online products and the increase in audio book use. Another would be the changing demographics of our community.
- The library has extended the hours of operation from 24 hours a week to 30 a week so that more programs can be offered to the public. A movie program has been established with Friday night at the movies (outside on our lawn with movies being projected onto the outside wall) during the summer as well as Thursday afternoon movies for children and a collection of movies available for check-out.
- We began leasing our computers so that we can send them back and not have to deal with getting rid of them. We started a teen program.
- Building was just expanded and renovated. It will be 12 years old in July. Was able to get most salaries increased and some positions reclassified.
- Revamping the facility (in stages, as we can cobble together funding) to optimize the space – having become reconciled to the fact that we are nothing to see a new larger facility in the near future. Increased emphasis on electronic resources moving more to 24/7 remote access (again in recognition of our lack of space to grow; lack of funding to open more hours) and (miraculously!) added position of Electronic Resources.
- All new computers and total remodel of the library
- We changed our hours and days open from 5 days a week, plus Saturday mornings to 3 days a week (Wednesday through Friday, 9am to 5pm) plus Saturdays (9am to noon). Plus, our library director quit at the end of October 2007, and I became the new library director at the end of January 2008. And there

hadn't been time before the previous director quit to train me in the new job, so I am having to learn the hard way by trial and error.

- Wireless internet and open more hours.
  - We added hours to our Saturday. The entire staff really complained. We now have downloadable books available. We developed a Teen section, with Young Adult Books, bean bag chairs, teen magazines, etc.
  - Less reading for research, more internet activities. New patrons enrolling for computer use and movies rather than research or pleasure reading.
  - Expanded from 25,000 sq.ft. to 88,700 sq.ft. with no increase in staff. Implemented RFID when we moved into the expanded space. We have three self-checkout stations (one in youth and two near the customer service/circulation desk.) We have two smart returns (one at the interior book drop and one at the drive-up book drop).
  - New automated system online and remodeled the office and added new furniture.
  - We added wireless access so that laptop owners can use their personal computers in the library and we updated all policies.
  - The use of technology to introduce our constituents to new services that exemplify our library's spirit of innovation and commitment to exploring new avenues for meeting their information needs. Becoming more user-centered (constituents now check out and renew their own items; place their own holds; receive online homework help from an external service; and access media [books, video, and music] in digital formats). We now focus on providing innovative programming and serving as instructors for computer training, searching our online databases, etc.
  - We have a staff of 3. That has not changed. But we have gone from working half time at the most to working  $\frac{3}{4}$  time at the least. Our public computer usage has mushroomed from being only a very small part of our services to a major component.
  - Major reduction of staff (through attrition) and funds for operations but added locking cases for AV items so can be used one express checkout
  - Use of technology in all aspects of the work and development and implementation of a new, updated brand for the Library accompanied with a style manual.
2. Pick one of the major changes you listed in #1 and tell me two things that you did – as the library manager – to assist your constituents/patrons/community members in getting used to or “making” that change.
- I joined the library one year ago so the new building plans were already approved and ground had been broken. I planned the transition to the new building, organized materials and services in the new space, and implemented customer-friendly policies and procedures.

- Internet – we held classes for those who needed basic Internet usage help
- Opening Sunday hours required that we re-allocate staff and create (3) part-time weekend positions. We also had to schedule the entire library staff to work weekends regardless of their position. This allowed us to share the load as a staff and equitably distribute the hours as follows:
  - i. All full-time public service staff work 1 Sat/Sun per month. They are assigned the 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> or 4<sup>th</sup> weekend.
  - ii. All full-time non-public service staff work Sat/Sun from 12-5pm every eight weeks.
  - iii. Full-time staff alternate who works the 5<sup>th</sup> Sat/Sun of the month.

The public wanted Sunday hours so we had immediate buy-in. Staff picked a configuration that allowed them to know for a full year when their weekend would be scheduled.

- Applied for and rcvd Tocker grant to hire a professional space needs and planning consultant to determine the size of the building needed. Work with Mayor, Library Board, and building committee to develop, write, and promote bond campaign materials. Bond approved at about 67% (roughly)
- When we upgraded, we began letting the community know weeks before going live with newspaper articles and on our webpage. We offered 1 hour workshops for the public to introduce new features of the updated system. We visited service clubs like Rotary to provide an overview of the new system along with other services the library makes available to the community.
- Last summer the Henrietta ISD was changing their Internet to Wide Fiber, when this was done, they accidentally forgot to figure in the library in the new change. The library went for 1 month without the internet. I took the statistics of how many patrons asked to use the internet, how many times we needed it for reference use and how we could not catalog and process our library materials without it. These statistics were taken to the Commissioners Court and the County Judge with the explanations of how we had a service to our patrons who were the residents of County and we were not doing it, because of the internet problem and we needed a solution to the problem. We could no longer be at the mercy of the school district and their whims. They decided that the library needed to have DSL to be able to serve our patrons and residents of County. When the change came our patrons were very pleased to have a smoother running and faster internet for their needs.
- Advertising, flyers, word of mouth, our new story time has grown from 4 in attendance to 25+
- Make assumptions measure results and adapt quickly: regarding the change of the mix of product we came up with assumptions about what users in this community are driven by with high income levels (2<sup>nd</sup> highest per capita of any zip in Texas)

they can buy books that they really need so we assumed that a very literate and driven populace (that could buy what they needed\_ would prefer to have a great collection of movies right when they hit and a very strong popular collection with an emphasis on fiction – the assumption was they wanted something to relax and recreate with. We then allocated our resources to that end and measured the results and were prepared to make adjustments based on the results – we continually make minor adjustments but the results speak for themselves – as stated about a 200% increase over 5 years to go up. Staff buy in: got staff to buy into what we were trying to do, and empowered them to make it happen – all selectors are very big believers in our philosophy and they work hard to maximize use and provide the best return on investment to our taxpayers. It doesn't do any good to create and implement a unique philosophy in libraries if your staff thinks you are full of crap.

- Promote, promote, promote – colored fliers, posters, etc in library, newspaper, radio and Special Day for Spanish @NLW – citizenship & literacy materials available as well as Spanish language and bilingual resources highlighted in the library
- Didn't do much. People mostly EXPECT you to have a website. Lots of work went into it. Not much work to get people use to it.
- We kept the community informed of our progress in expanding our facility thru newsletters that go to all addresses in Benbrook. We also had signs and architectural plans in the library showing what the expansion would include.
- Increases online resources and number of computer stations. Also, increased number of audio books in collection.
- Friday night at the movies was started five years ago in order to offer something for the people of our rural community to partake of with very little cost involved. The library has a multi-media projector and with a donation of a surround system DVD player, some used stereo speakers and a custom-made kind size sheet movie screen, the “redneck drive-in” was born. The library now offers movies each Friday evening at dusk through the month of June featuring movies that coordinate with the Summer Reading Program theme as often as possible (i.e. pirates, dinosaurs, etc.). Concessions are offered for a minimum donations and proceeds go to purchasing movies for future presentations. The greatest number to attend a feature was 60+ for the movie “Chicken Little”. The library has a collection of movies on DVD and VHS, including a majority of the American Film Institute's Top 100 Movies of all time. Movies are shown throughout the year for special occasions also. With the closest movie theatre being over 50 miles away, this has been a major boost to the library's collection.
- For the teen program, we set up an area in our small library that is primarily just for them. Although they do have to share it with other programming and a few

computer users, we let them make some decisions on how they want to decorate (within reason). They have already learned that they have their own “place” and head back there when they walk in the door. One of the things we had to do when we decided to move them back there was to downsize our Reference section. Because of the databases through the state and the ones we subscribe to, we can still cover our patron’s requests.

- The building was closed for three days for re-carpeting. Lots of PR announcements and forewarning. Even after we re-opened, parts of the collection were roped off. We had staff roaming around, offering to retrieve items for patrons.
- Increased emphasis on electronic resources moving more to 24/7 remote access. Promote, promote, promote! We are making appearances at school and other events to promote our electronic resources (personally, assisted by other staff and/or Board members)-lots; lots of Pr wherever; whenever we can! Personally made presentations at teachers’ meetings to promote our Live Homework Service. Lots of emphasis on the 24/7 aspect. Encouraged staff to explore new resources to enable them to “show them off” to our customers.
- All new computers – procured funding and taught patrons changes due to Vista operating system.
- Most of the patrons and library volunteers have accepted the change in leadership readily enough. My volunteers and library board members have been very helpful during this transition time.
- Open more hours – posted new hours in local newspaper and posted new hours on library door
- Our Saturdays are staffed with ½ employees working in the mornings, and the other half working until close. The next month employee’s hours are flipped so the other group opens up and the other groups close.
- Being a school/public library combination, it has been important for our students to learn valuable internet usage when researching information. Tips have been shared with the core curriculum teachers who verify that they have been able to use the methods I have discovered through Small Library Management and other available workshops. Because students are networked through campus labs along with the library, more and more of their work is done at school labs and minimal work must be done at the library now. I can only trust that they are meeting their TEKS and becoming prepared for further education or careers. I continue being in touch with the principals and administrators who supervise this area.
- To assist our patrons in learning and using RFID we stationed staff at the three self-checkout stations for the first six months. We continue to provide one-on-one assistance to patrons learning to use the self-checkout station. As a part of the implementation we raised our \$5 fee limit to \$10 in order that more persons could

checkout on their own without needing to walk to the staffed desk to pay their fee. A year later we returned to the \$5 fee limit and collected the outstanding fees above \$5. We also extended our library car information update requirements from 12 months to 18 months to facilitate more patrons checking out their own. The first year in the new space library visits increased 36% and circulation increased 51%. After 22 months in the new space we are averaging 87% self-checkout.

- The new automated system is online, so now we do not have to take time to backup files. The OPAC is different from the last system so we are giving instructions on how to use this one.
  - Encouraged employees to acquaint themselves with the current policies. Explained to employees and library guests what we can do for them, not what we can't.
  - Use of new technologies and old school methods to get our message out where our users are! Through IM; e-mail, blogs, wikis, our online newsletter, our weekly library newspaper column in the newspaper, electronic messaging boards inside each library, online catalog, appearing on our city's DTV station; using and abusing the city's PIO, city's staff newsletter, community magazines, etc.
  - We have had to establish stricter rules for computer usage and people have had to wait for a computer to be available. We have also had to discontinue allowing playing of games and using of My Space on the public access computers.
  - We used volunteers to show the patrons how to use the express check out equipment to help them be more successful and to make it less noticeable that we had reduced staffing. We also made sure we purchased items requested by the citizens so the reduction in operating budget was not noticeable. It would not have served any purpose to call attention to reduction since all departments was affected equally.
  - Educated and informed mayor and city council and gained support from the Library's three support groups, Advisory Board, Friends, and Library Foundation. Initiative funded by the Library Foundation.
4. List three things you do to "keep up" with what's happening or a "fast moving present" and – of course – "the future"...system services like newsletters and continuing education? Subscribe to an Internet – or web-delivered magazine or newsletter? Read a particular professional journal? Watch a specific t.v. show? Visit or monitor a website? Other?
- I read the New York Times website daily, I read the NTRLS website, especially look for articles by innovative leaders in the area (such as the director of Southlake P.L.), I talk to young people
  - ALA magazine, PLA magazine, visit various library websites, check out other libraries in the area

- Participate in PLANT, attend PLA, subscribe to Library Journal, Computers and Technology, and Public Libraries
- I read as much as possible, I am back in school pursuing my MLS, I try to stay open minded and prioritize what exactly it is that I need to spend my time keeping up with...some things do not need to be kept up with...
- Read American Libraries, School Library Journal, Library Journal, TTC (Texas Town and City), several free publications like Governing, Streaming Media, eWeek, CRM (Customer Relationship Management), Weatherford Democrat and Weatherford Telegram newspapers in print, several electronic resources including ALA Direct, Fort Worth Star Telegram, Dallas Morning News, Washington Post, New York Times, Chicago Tribune and a resource provided by Lewis McLain called City Base. It is a daily collection of articles about Texas cities, counties, state government and few articles about national issues.
- I am on various list-serves NTRLS, TLA, SLM, Cassandra and State Library, take continuing ed courses through the system and state library, read Texas Library Journal and view Library Journal online
- Offer wireless internet, offer internet safety class to kids, will offer computer class to adults in the fall
- Generally I find continuing education to be behind the curve – it is basically a way to bring people that are behind the curve up to the curve and then they are behind it again. Keeping up has to be organic to ones view of performing the job properly (sorry about the proselytizing). I review a number of websites related to trends, but I spend just as much time focusing on becoming a better manager/leader through both web/blog and print resources. I think there are basic principles related to providing a product effectively and I work hard on getting down the fundamentals and get staff to buy into the importance of focusing on those fundamentals as well. When I look at trends I am thinking more about how I can effectively provide that service to the customer. (I don't let the shining beauty of technology blind me) I read professional library journals but they are not a driving force – we try and stay ahead of them, and we focus on satisfying our particular users, so often times they are irrelevant to us. The process is the same as how I get my news from any number of sources that may be readily available to me 0 format is not a big deal, and I am just as happy reading something on the web as in print – more concerned about getting it then how.
- TLA – conferences & TLA cast, WebJunction, OCLC info, NTRLS workshops, Other librarians: Bowie – schools, Montague County Librarians at Nocona & St Jo
- Keep up? I wish. I do take continuing education courses, but sometimes implementing the material is merely a wish. I browse Library Journal and I rely on the NTRLS forum and listservs to tell me anything I really MUST know.

- We read the professional journals such as LJ, AL, and Computers in Libraries. We attend live workshops and video conferences. We also subscribe to several future-oriented listservs and blogs.
- To keep up with library trends, etc. we read journals, go to workshops, surf the internet
- The things I most do to keep up with what's happening are our patron. It doesn't matter to me what they're reading in New York City if it doesn't hold any interest for my patrons. Certain areas of the country carry certain issues close to their hearts, which carries over into the types of items they want to see in their library. We are seen as the final entertainment left in a soured economy and we are all a lot of these folks have. The system office (NTRLS) is also a great source to go to for the future that we must constantly look to. Frankly, I don't have time for any of the others. With one librarian on staff, word of mouth is the best tool at my disposal.
- New shows and TV magazine programs to learn what the patrons are going to be asking for next in the way of materials and technology. Continuing education for me and my staff: Booklist, Publisher's Weekly and other journals help us keep up with the trends in books, authors, etc.
- Read journals, read the PLANT emails and email from our system office, and attend workshops and conferences.
- PLANT-best resource any library director could ask for!! The email list, the conference, the monthly meetings. Increased emphasis for our staff to participate in webinars, online training, etc. NTRLS-current staff has really improved the communications and moved forward into services that better meet today's needs.
- Continuing education and information sent out by TSL or systems.
- Read a lot of newsletters that are e-mail to me. Try to take classes that have to do with running a library from NTRLS System office and other libraries.
- Currently working on my MLS at TWU, NTRLS workshops, read Publisher's Weekly
- Read professional journals online, keep professional magazines read more promptly, network with other Directors, to keep up with that they are doing
- Read Library Journal, School Library Journal, and Voya in order to gather ideas for programs, reading materials, and trends – then evaluate, prioritize, and try to work into our budget. Watch newsworthy current events to try to determine community interests (examples: wind farms and other alternative energy or Election 2008). Attend workshops on technology in person or online and keep in touch with the technology trends recommended by our school technology personnel.

- Read print and electronic professional journals, attend professional conferences (PLA & TLA), attend TSL and system continuing education training, network with colleagues
  - System office, continuing education classes, other librarians
  - Attend ALA and PLA conferences and NTRLS workshops and PLANT conference, read professional journals, network with area librarians at meetings or online with list servs.
  - Read professional library journals and other journals outside our profession – my personal subscriptions are New York Times, TIME, Entertainment Weekly, Travel and Leisure, and Fortune; I keep up with the latest information technology by subscribing to Roy Tennant’s annotated bibliography of articles, books, and digital documents (current cites) then reading those of interest; I subscribe to most of the ten system newsletters; attend TLA, ALA, PLA conferences and make time to visit the exhibits
  - I attend at least 10 hours of continuing education each year. As the state requires. I attend the monthly Denton county Library Advisory Board meetings to learn and to network.
  - A little of all the above – workshops presented by the system and the State Library help a great deal, attending conferences like TLA or PLA where we can see new technology in action and visit with company representatives, each staff member stays current with special interests via list serves or blogs so we have a variety of input from different sources.
  - Read everything I can get my hands on, especially about happenings in the city that might or might not affect the library, engage in listserv discussions, attend workshops, conferences, seminars, talk often to other directors
6. Are your community members asking for changes? “New things”? List three to five things your constituents are asking for. (Don’t worry about whether or not you can afford what they want...just tell me what they are asking for...)
- Computer games, coffee shop in library, more Christian fiction and nonfiction
  - E-books, wireless, faster Internet, more computers, more books, audio books, DVDs, teen gaming, extended hours
  - Drive-up book drop, more computers, more copies of bestsellers, DVDs, and children’s books, teen programming, a “Green” building
  - Longer hours, catalog online, genealogy resources, more use of the space for meetings, etc.
  - More internet workstations, sometimes more copies of bestsellers
  - My community members do not ask for many changes, they accept what we have and go from there. If changes are made they are very happy with the changes and adapt to them very well.

- More movies, more computers
- Our customers are very demanding in terms of the service level and product we deliver. We don't get any slack – if it is new and it is out our community has it. We don't view that as a bad thing – it means that staff and I always need to be paying attention. We cannot rest on our laurels or we will become irrelevant in this community in a heart beat. It may be hard to list – we are always on the lookout and hop on new stuff as quickly as we can (if practical). The drivers now appear to be the need to provide media on varied formats and have them downloadable on portable devices, audio books, music, movies to be loaded on MP3 players or phones. Catalog needs to be accessible in various formats and scales. The ever present need to have new books, movies etc. is omnipresent. The other driver in this community (it has been this way for a bit) is electronic access from home to all of our services and convenient physical access if they need a physical thing. Actually what most people ask for is that we provide great service and relevant products – we have to constantly prove to people that we are not a library (as they are perceived by most of our customers) in order to provide great library service. Our sense is over time the biggest trend will be that people are going to demand a better level of service than libraries most times currently provide – the techno stuff will come and go and we just pay attention to those trends – it is the basic philosophy of service that people want to see change. Not sure if this answers your question. We are in the process of dropping the Dewey Decimal system as one way to change our relationship with our customer allowing for more customer empowerment and less library autocratic control.
- Not really asked for changes.
- Do you have a fax machine for the public? How about a laminating machine? Do you offer GED classes? Can't you do AR tests like the schools do? More books on CD. Can you make this flyer on your computer for me? Can you make copies for me? Please type this for me?
- We've provided the main things our constituents have requested: an expanded facility with meeting capabilities, better collection and expanded online services. The basic problem of library services is that people often don't ask for those things they really need. They ask for those things the advertising media tell them they should want and need. People don't need more entertainment. They need to understand and find solutions to the economic, political, and social problems that affect them. Libraries can help with that need if we take it as our primary mission.
- Patrons want: more computers, audio books, current materials, children's programs
- Most often we are asked for faster internet access and more computers. Lots of people want us to be open more hours. Game checkouts are asked frequently, including the system with which to operate them. We do have those patrons who

want to be able to pick up the current best seller on any given day, so I guess an extended lease program to accommodate the best seller list. Children want more programs like we have during the summer, including bigger and more prizes.

- Coffee shop, quiet study areas, more programming
- More open hours. More public access computers-particularly the adults want to not have to share with the kids. More space- more large tables – more quiet spaces- more “visiting” spaces-more kid spaces-more adult spaces. More collection-all genres-all formats—including electronic resources (24/7). More summer programs with paid presenters for the pre-1<sup>st</sup> grade age (that might not solve it for all of them-some parents just want their kids to attend the same programs that their older sibling go to). Means more program funding and bigger program space.
- Wireless, CDs, and video games
- We need more public access computers.
- More children’s programs, more non-fiction books, patron scanner (so they can scan a document and then e-mail it)
- New patron cards with patron picture on card, flat screen TV for announcements, placed on wall behind Circulation Desk
- Photography software and hardware to share and print pictures – even a kiosk for color prints (there is not one in town). Extra public access computer stations which is not school-networked and available for e-mail and peer-to-peer communications (we have only one such station, limited to 15 minutes for adult patrons – Board policy). Wider collection of unabridged audio books (or possibly play-aways). Bilingual books (Spanish and English) with side by side text. Teachers have discouraged adding graphic novels, but a limited number of students from other areas ask for them – budget constraints have not opened this area up for pleasure reading needs and school monies pay for nearly all children’s and young adult’s materials.
- Downloadable audios, longer hours (currently open 7 day/week, 60 hr/wk, four nights until 9), more staff to assist them
- A larger library and more parking
- Sectioned off area for individual pc users, not exactly a study carrel, but dividers between computers; tables and receptacles for laptop users, quiet reading area, study rooms, more public computers
- More neighborhood branches; more books (65% of circulation!), more public-access computers and laptops
- More bestsellers-quicker. More children’s programming. Literacy/ESL training. Computer classes.

- More computers in children’s area, more databases available with remote access, more dvd’s available, more music cd’s available – not really new things just more the things they use the most.
  - More facilities, existing and emerging technologies, literacy services, ESL, after school programs, substantive programming such as more computer classes, career and college counseling, and job training, more materials in all formats.
7. There are so MANY trends out there for libraries! Have you incorporated any recent trends in your library? Give me an example.
- We offer wireless computer access in the library. Also, we provide Playways for loan, which are standalone MP3 players – no downloading necessary and are very compact.
  - We are working on a teen area.
  - Library 2.0 technology has been added to our web site including Library Thing for Libraries, a blog, a MySpace account and an online summer reading club
  - We have added public self serve faxing, scanning capabilities to a public shared drive, enabled wi-fi, opened up the children’s room for meetings during library hours, added the ability to purchase colored paper
  - “Customer Services is #1” and marketing display of new arrivals featuring all new materials
  - The most recent trends we have incorporated to our library are DVDs and audio books on CD. Our patrons really enjoy them. They have not asked for the MP# CD
  - I am not sure we need to implement anything at this time
  - Dropping Dewey – we are ahead of the trends on this one, but I think over time it is what will be happening more and more as future generations do not want to be controlled by the process and its necessities, especially if alternative methods that allow people to access information in their own way are available. It reminds me of the rock opera Tommy, when the crowds that arrive at Tommy’s camp exclaim “were not going to take it” when the realized it was a scam – of course Tommy survives, but sadly Ann Margaret’s character is killed, and he becomes one with himself and the universe as a result of his travails, as it should be.
  - Spanish language resources & services, information literacy classes, business plans, ROI justifications when applicable, virtual libraries – as in SouthLake – for our hospital, nursing home and independent care clients
  - We had a gaming tournament! I was so stressed out about it because our setup wasn’t quite ready. But the kids themselves helped me finish the preparations. I had as much fun as they did.
  - We have created a consortium of small libraries that contracted with Overdrive for remote downloads of audio books.

- We had a game tournament after hours last year and wanted to do it during the school year this year, but we are not able to as there were too many sports-related activities going on. We locked the library doors at 7 p.m. and didn't let anyone in or out until after midnight. Teenagers played games all over the library on game boys and big screen televisions as well as the multi-media projector and a movie screen. We served refreshments and had about 30 turn out for the first time. We plan to incorporate it into our schedule before the start of school in the fall of 2008.
- Gaming nights for the teens four times a year
- People are not as willing to purchase our higher cost fund-raising items (book bags for \$8 are no longer selling, our really nice SRC "Sail Away With Books" caps from last year at \$13-an item we thought would be a hot seller in this lakeside community). On the other hand, our earbud sales are amazing at \$2.50- we can't keep them in stock! We are going to be concentrating on finding lower cost fund-raising sale items. Recently had a complaint that we are not buying strictly wide-screen versions of movies on DVD. I am now reviewing our dvd purchasing processes and vendor choices. Our customers were using downloadable audio book services from other libraries; thanks to the NTRLS consortium, we are now able to offer the service-with a product whose features they seem to like better. Families are too busy-overscheduled. We need to continue to seek ways to serf them at their convenience-which is one reason we are striving to expand our 24/7 services.
- Gaming in the library. Great success. Wii bowling – one game for each hour of reading. Jeopardy Tournament.
- Not yet. I have thought about having gaming tournaments. I am still researching this project.
- Downloadable books, stand fiction books on end in open spaces to show front of books, helps with circulation
- Dropping hard copies and using online daily newspapers because nearest major editions come 1-2 days late through the mail and are not available any other way – however, patrons do hesitate and complain when they can't have paper in their hands! We were able to get approval for wireless internet from our sing out-of-network public access computer station to serve community patrons and visitors without compromising our school network.
- Teen Wii gaming tournament, teen A/V club will make video and post on You Tube, Teen Role Playing sessions twice a month year-round
- Subscribe to readers' advisory database
- Text-messaging service to alert our users through their cell phones, PDA, or computer when their materials are due; and just this month we launched our new format on the OverDrive platform: e-books! Our users can now download e-books

to read on their computer or they can transfer them to their Blackberry or other portable devices. We also installed new electronic messaging boards in all three libraries

- RFID for circulation and inventory as well as express checkout, downloadable books are very popular here
- Branding the library and its services, initiating a collection agency for materials and fines recovery, selling North Texas Tollway toll-tags at select branch libraries and central

8. Did you implement or purchase or make a “trend” resource or service available and it worked? Tell me. Did you implement...something that DIDN'T work? Tell me about that too.

- “Extreme Customer Service” – as a director I always try to model customer-focused behavior, waive fines, believe the customer when they say they returned the item, not make people jump through hoops to get a library card, purchase books requested by patrons, etc. Along with the great new facility, we started a new chapter in making a more welcoming environment. Attendance and circulation have increased and continue to increase by 5% every month. Last fall I started buying new fiction books heavily because the collection was minimal. I purchased all types from popular light reading to literary fiction. No one check out the literary fiction – they stuck to James Patterson. I am still buy in all categories but focus on books I know that patrons will borrow.
- Created a Teen group responsible for planning programming such as gaming and movies. Teens are taking an active role in the design of the new library and their space within it.
- Our public scanning, copying, faxing, is immensely popular and the patrons love the self service aspect. Everything else is working well. We implemented a title alert service for those that signed up – when the volunteer in charge fell of the face of the planet – the idea failed.
- Emphasis on customer service is a citywide effort. The library is rated one of the best services in the city. Display of new materials has increased usage by collecting the latest addition in one area for easy viewing.
- We applied to the Tocker Foundation for the audio CD books and DVDs to add to the library’s nonexistent collection. Our patrons were very pleased with this addition to the collection. I did research of what DVD and Audio CD would be best of the library. Our patrons were pleased with the purchases we made and have been using them constantly. Things that DIDN'T work: summer book club for kids. It did not work, we tried it for two years, but we did not have the crowd we expected and canceled it. Nothing else that I can remember.

- We had to implement time limits on computers. Patrons are angry that there is a 2 hour daily limit, but it works for us and it is fair to all patrons so others don't have to wait as long.
- We are always looking for trends to exploit, and were one of the first libraries in the area to provide downloadable audio books, and also one of the first public libraries in the area to develop a blog and provide podcasts. We also continue to use wikis to handle all of our policies and procedures. All of these resources have been very successful for us and have helped created an image of a library that is focused on being relevant in this community. Online "chat" reference service was pretty expensive for us and failed utterly. Just because it is an electronic resource online does not make it work. Our reference service although it has grown is not one of the major drivers of our business, and when we tried to make it more easily available it did not make any difference – it is not something that our clientele is interested in therefore they did not use it – it is called voting with your feet, and they were all walking away.
- Spanish language/bilingual collection – much used, teen programs – creative writing workshop, teen advisory board, teens read (July), possible teen gaming tournament (August), increased circulation of YA collection materials, use of magazines online instead of in paper – not popular – older clients like to check out the paper copies of magazines
- The website lets the public fill out a form and it emails the info to us. They like it. I like it. Adult programs are still struggling for attendance.
- Not yet, but we have plans to purchase a wii (or however that little game thing is spelled) before next summer. A book club was started the first year that I was here and it didn't ever get off of the ground.
- Gaming night for the teens has brought us more teens that are now signing up for our teen summer reading and attending other programs. That's what is supposed to be about, isn't it? Game day for children works sporadically. This is a chance for the children to learn to play board games. Sometimes the library is half full of children who want to play, but, more often than not, we have only a child or two that happens to come into the library – not for game day.
- We tried the downloadable books from Recorded Books about 18 months ago. Staff members had a great deal of difficulty getting the product to work correctly. We had it on a trial basis for one month and ended up cancelling our subscription. We are hoping that the technology will be more user friendly in the not-too-distant future.
- Live Homework Help service; it is very easy to promote, the customers seem to truly appreciate it, and we were able to get a grant to cover our cost for the past three years. We get monthly stats, as well as a compilation of user comments- makes it even easier to promote and to present a grant request. Did you

- I do not know if wireless Internet qualifies. It has been well received and much appreciated by our patrons and patrons that are visiting or traveling through.
- Subscribed to online Learning Express test bank for GED, college prep, citizenship, AP prep, etc. which has been used and renewed for several years now. The manuals for these tests are hard to keep, even with a deposit to discourage theft. Online, they may be used at home as well as in the library and on the school network. Have developed a Library link in the ISD website which contains the OPAC, links to databases, programming notification, and other information for the whole community and student body. This is fairly new but we anticipate its success. Some that didn't work: subscribed to an expensive genealogy program (provided by a grant) that was rarely used by more than two patrons.
- RFID has been successfully implemented, 75 persons attended our first Wii gaming tournament. Didn't work: many things over the years. Discontinuing use of sorting shelves and sorting directly from return bin to books trucks failed on first implementation. (retrained staff and had success in 2<sup>nd</sup> attempt). Patron (self) Pick Up Holds – also failed on the first implementation – re-educated public, retained staff and had success in 2<sup>nd</sup> attempt
- These aren't necessarily trends by services. Wireless services, increased the number of public computers from 2 in 2001 to 10 in 2002. Trend: learn to use a few social networks. Didn't work: teen movie night. No teens attended. Easter basket decorating program was created and run by the Parks board. A change in local school district policy now disallows distribution of printed materials to the local schools. Only online postings are allowed. As a result, the Easter basket decorating program attendance decreased dramatically along with the Parks Board running the program. (Parks Board membership decreased) The library only furnished the meeting room. The program will likely be discontinued.
- The Friends recently donated \$10,000 to us to purchase a digital microfilm scanner. The scanner makes it possible for library staff to scan newspaper articles from microfilm and send them to researchers in other locations worldwide by

email. In-house customers can scan what they need and transfer the file to a flash drive. Our users love this new service! Didn't work: self-check machine usage in our library is still not very high (average around 30%). Our constituents want the excellent service they received directly from us (or maybe just the social contact).

- I had already implemented the RFID before the budget crunch and having that technology made the cutting of \$250,000 in one year working since we were able to leave positions vacant as they occurred relied more on express checkout so the customer did not really notice a change in service level and we used volunteers to help train the customer in a very positive way to use the new service which made everything able to be checked out on express checkout. We have only had one or two refuse to use it and we say that is ok we will use it for them with a smile.

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<http://www.jfwilliams.com/services.html>

<http://davidwarlick.com/2cents/2006/11/04/saturday-morning-keynote-by-joan-frye-williams/>

[http://www.theshiftedlibrarian.com/archives/2006/06/25/20060625\\_scanning\\_the\\_future\\_your\\_library.html](http://www.theshiftedlibrarian.com/archives/2006/06/25/20060625_scanning_the_future_your_library.html)

Sensible Technology Trends in Libraries

<http://wlaweb.blogspot.com/2006/11/wla-2006-sensible-technology-trends-in.html>

Shifted Librarian

<http://www.theshiftedlibrarian.com/>

Tame The Web

[http://tametheweb.com/2007/02/ten\\_tech\\_trends\\_for\\_librarians\\_1.html](http://tametheweb.com/2007/02/ten_tech_trends_for_librarians_1.html)

Technology and Library Users

<http://www.ala.org/ala/lita/litaresources/toptechrends/toptechnology.cfm>

Technology Trends in Libraries: Yesterday, Today and Tomorrow

<http://www.slideshare.net/vacekrae/technology-trends-in-libraries-today-tomorrow/>

## Trend Chart

It is often helpful to create a document to note the presence of and frequency of trends as well as who identifies items/areas as trends. Creating and maintaining a trend chart allows for “trends at a glance.” Additional areas to include might be:

- OCLC research
- Annual LITA Content
- YALSA Teen trend content

	DaVinci Institute	Educause	Horizon Report	ALA/LITA	Tame The Web
Trend Areas	Key Trends	Current Issues	Key Trends & Critical Challenges	Top Trends	Tech Trends For Librarians
	<a href="http://www.davinciinstitute.com/page.php?ID=120">http://www.davinciinstitute.com/page.php?ID=120</a>	<a href="http://www.educause.edu/2007SurveyResources/13140">http://www.educause.edu/2007SurveyResources/13140</a>  <a href="http://www.educause.edu/eq/eqm07/eqm0723.asp">http://www.educause.edu/eq/eqm07/eqm0723.asp</a>	<a href="http://www.personal.psu.edu/bxb11/HorizonReport2006/what.htm">http://www.personal.psu.edu/bxb11/HorizonReport2006/what.htm</a>	<a href="http://www.lita.org/ala/lita/litaresources/toptechtrends/toptechnology.cfm">http://www.lita.org/ala/lita/litaresources/toptechtrends/toptechnology.cfm</a>	<a href="http://www.tametheweb.com/2007/03/ten_tech_trends_for_librarians_1.html">http://www.tametheweb.com/2007/03/ten_tech_trends_for_librarians_1.html</a> -
<b>Technology - General</b>	Keyboards are going out, verbal access is coming, all technology ends – everything will be replaced	Embedding services, evaluating & leveraging commercial online services	Skills gap between media tools and meaningful content	Proliferation of open source software, dominance of XML for data transmission, desktop & web applications combined	Tools & technologies to interact with media
<b>Technology - Data</b>	Information storage capacity increasing but there is an ultimate small particle			Digital format	
<b>Technology - Online Course Management Systems</b>	Serving learners anywhere	Course management systems, E-learning		E-books, E-files, digitized general resources, digitized unique resources	
<b>Technology - Mobile Devices</b>			Deliver services to mobile & personal device	Converged mobile devices	

<b>Personnel – Adm for Library Staff</b>	Search technology more complicated librarians skills more important		Shifts in scholarship & research need highest level leadership, Academic review & faculty rewards are out of sync		Redefining LIS jobs
<b>Change – Speed Of &amp; Response To</b>	Systems rapidly evolving, communication systems will change the way we access information		Environment is changing rapidly and growing more complex while technology makes access easier, tech hardware and software often harder/more complex.		Technological consolidation to meet expectations
<b>Funding</b>		Funding IT			
<b>Information Access - Speed, Quality &amp; Availability</b>	Time compression changing patron lifestyles, demand for global information access		Increasing globalization of communication & information with a flat world approach...fewer layers speed things up but deliver problems as well.		
<b>User Produced Content</b>	Creating information to aid constituents in selecting resources, creating finding devices (tagging, etc.)		Less scholarship, less research, poorer research, unclear use of research and information, lines of authorship blurring	End user as content producer of print, media	User created content
<b>Security</b>		Security			
<b>User Privacy</b>	Security less possible given social software	Risks of social networking services		Privacy	
<b>User Skills</b>	Focusing on specializations and branding and marketing on our impact on constituents		Information literacy skills are not improving		

<b>Library Role &amp; Experience</b>	Transiting from product based to experience based economy, from center of information to center of culture, library will anchor global systems				Experiences offered to library users, provide place to have online conversations about all subjects
<b>Enterprise Portals/Electronic Point Of Access</b>	Customized portals				
<b>Organizational Design</b>		Infrastructure to support technologies			
<b>Intellectual Property Rights</b>	Ownership and access		Intellectual property & copyright		
<b>Facilities</b>	Unique customized constituent environments that create the 21 <sup>st</sup> library experience				
<b>Collaborate</b>	Unique partnerships to achieve customized services for constituents				

## Trends in Constituents/Profiles

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1. Profiles of constituents are changing.
2. Clients and potential clients are shopping for education and using the public library to support distance endeavors.
3. Many structures are changing to focus on design and implementation of programs and processes of “accountability, competency outcomes, outsourcing, content standardizing, and adaptation to constituent-consumer demands.”
4. The Internet and info tech devices are becoming more widespread among all constituent income levels/economic levels in society.
5. Performance expectations for community constituents in all facets of their work, home and school life include proficiency in computer literacy and now computer literacy is now accompanied by proficiency expectations for technological awareness and technological fluency.
6. Funding challenges are increasing with critical, ongoing expensive investments needed and fewer resources to meet demands...these challenges force many to move to commercial products and/or consortial programs and/or offerings rather than investing in in-depth, substantive and permanent changes.
7. Although constituent profiles are changing, they still need extensive support for both technology-driven (hardware, software and courseware.)
8. Knowledge and information are growing rapidly and information doubles every four years. This growth in information dramatically impacts constituents, communities and libraries in general as hardware, software, monographs, periodicals and intellectual content must now be continuously reviewed for accuracy in content and matched to delivery.
9. For-profit educational institutions are the fastest-growing sector in higher education and many students relay on public libraries for research and information support.
10. Younger constituents today differ:
  - *Are practical...immediate (rather than long term) problem solvers....*
  - *Are autonomous and relevancy-oriented—they have a need to know the rationale for what they are learning*
  - *Prefer doing to knowing, trial-and-error to logic, and typing to handwriting (No long manuals!)*
  - *Are motivated by accessibility, connectedness, advancement and external expectations*
  - *Have seen rapid change in the past 10 years (dog-year change)*

- *Are more used to change and fast-paced activities*
- *Have shorter attention spans*
- *Need more "glitz" to both attract and keep their attention even for shorter periods of time*
- *Blur lines between work and recreation and "life"*
- *Enjoy gaming, games of risk and "techtainment"*
- *View technology as status and are involved in positioning for status, control and feel that those involved in technology are getting the rewards*
- *Many think they know more about technology than they really do*
- *Don't value/often aren't aware of tradition and traditional ways*
- *Have different work ethics*
- *Work differently/at different times*
- *Are learning on the "surface"*
- *Know contemporary (very current) factoids and often not facts/not historical ones*
- *Know popular culture and not culture*
- *Know more facts than content*
- *Are not truly "self-directed" but are not used to nor know how to work with others or in teams*
- *Need frame of reference more often than not, i.e. how does it relate to me/my job/my future*
- *Are trying to "multi-task" and balance multiple work environments and family responsibilities*
- *Want variety in learning opportunities...their learning styles are exacerbated by contemporary society*
- *Many courses in general and especially technology-driven or delivered curriculum offerings are not accounting for diverse technology awareness and basic computer skills skill sets*
- *Still know less science and math*
- *Still can't write*
- *Still aren't aware of the importance of research*
- *Need continuous work on the development of their critical thinking skills and therefore need extensive problem-based education*
- *Still need LOTS of attention, assessment and feedback*
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11. Older constituents – an ongoing growing population - may be lifelong learners, leisure or recreational users, committed to cultural issues, second or third career learners, first time learners or be seeking certificates, formal education or specific, targeted training or retraining:

- *Becoming more used to technology, but not as comfortable as younger learners*
- *Have longer term goals*
- *Are motivated by income, need to retain, change employment*
- *Need more in-person social structures*
- *Need more in-person learning structures*
- *Are self-directed but need reinforcement during the teaching and learning processes*

- *Are more “rule-followers” in learning*
- *Desire and follow instructions and use manuals*
- *Perceive themselves to be doers; using previous learning to achieve success as workers, parents, etc.*
- *Earn best when they perceive the outcomes of the learning process as valuable--contributing to their own development, work success, etc.*
- *Often have very different ideas about what is important to learn*
- *Are very different from each other. Adult learning groups are likely to be composed of persons of many different ages, backgrounds, education levels, etc.*
- *Perceiving time itself differently than younger learners do, also are more concerned about the effective use of time*
- *Have a broad, rich experience base to which to relate new learning*
- *Learn more slowly than younger learners, but they learn just as well*
- *Are much more likely to reject or explain away new information that contradicts their beliefs*
- *Learn more directly linked to need--needs related to fulfilling their roles as workers, spouses, parents, etc. and coping with life changes (divorce, death of a loved one, retirement, etc.)*
- *Are more concerned about the immediate applicability of learning*
- *Are more often internally motivated (by the potential for feelings of worth, self-esteem, achievement, etc.)*
- *Have well-formed expectations, which, unfortunately, are sometimes negative because they are based upon unpleasant past formal learning experiences*

**Educause** <http://www.educause.edu>, NCIS, Naisbitt, Davinci