My BIG IDEA for the library

- A Starbucks

- Personal/Professional Growth & Learning space

- IPADs attached to chairs (Like the BID Hospital)
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Executive summary

Why look strategically at the RCPL?
We looked strategically at the Rapid City Public Library (RCPL) because of current library trends, both nationally and locally, surrounding how and why people are using their public libraries and greater expectations of future use. We wanted to engage committed stakeholders around meaningful questions and conversations about how best to address what the term “public library” means today and as we look ahead for the Rapid City community.

What we’ve done
Under the leadership of Jim McShane, Library Director, we gathered RCPL staff and the community to think strategically to discover what citizens in Rapid City knew about and expected of their public library and what they wanted from it in the future.

This nearly year-long process began with pre-planning meetings with the library’s director and assistant director. From these meetings we determined the best way to engage the Rapid City community was to utilize both traditional and nontraditional methods of visioning. Traditional methods included group gatherings with library staff and one-on-one conversations with individuals internal to the city’s and library’s functions. In those conversations we identified strengths, weaknesses, opportunities, and threats for the RCPL. Nontraditional methods took us outside of the library walls in a process we called “Turning Outward.” As part of Turning Outward we conducted several convenings, which included methodologies such as World Café and Open Space Technology.

In addition, we conducted focus groups, administered surveys (both in-person and on-line), and conducted interviews at the CHAOS Maker Festival. We researched other innovative libraries online and through visits to libraries across the country and used an information gathering technique of asking random selection of people in our community to complete the phrase: “My Big Idea for the Rapid City Public Library is…”.

Finally, we large-group and individual conversations with three distinct groups: the homeless population (through the Cornerstone Mission), homeschoolers, and City of Rapid City and Pennington County Elected Officials. Throughout the process we purposefully engaged members of the teen, college student, retiree, and the Native American communities.

What we heard
The information gathered led us to understand that there is a trend towards formalized, systemic collaborations in Rapid City that span across generations and socioeconomic sectors. Most are around the increasing use of technology, the concern over future programming for all ages, and the social and community role of the library. A surprising take away from our research was the lack of public knowledge about what the RCPL offers today.
What we recommend

We recommend the use of the following framework to guide the board’s actions in implementing the ideas gathered in the strategic thinking process and outlined under “strategic planning” of this document.

1. Feasible ideas that can be done today with little or no cost.
2. Great ideas that require additional funding to fully implement.
3. Transformative ideas, that need research, community support and capital resources.
4. Continued marketing to further connect the community with the current goings-on at RCPL that might be unknown to the public at large.

Over the past several years and under a different scope of work the City of Rapid City has developed a comprehensive plan and core values. These workplans have been used by the City Investment Committee and others as a guide to help invest subsidy funds, Community Development Block Grants, and funding for the arts into Rapid City. So, after further co-creation of this document with the current RCPL director, Terri Davis, asst. director, and board we determined that a more useful way to organize the information was by using the City of Rapid City’s core values. We also created another filter of important ideas that surfaced that were not necessarily connected to the city’s goals and vision that we think need to be documented.

The City of Rapid City’s core values:
- Safe, healthy, inclusive and skilled community
- Vibrant, active, welcoming, and livable community
- Outstanding recreational, cultural and leisure opportunities
- Economic prosperity, stability and growth
- Balanced pattern of growth
- Efficient, connected transportation and infrastructure systems
- Revenue issues

We encourage the board to look holistically at this document and the information gathered as it looks ahead to the future of the RCPL.

Malcom Chapman  
The Chapman Group

Pamela Teaney Thomas  
Thomas Consulting
Timeline

March 2016
- Pre-planning with director and assistant director

April
- Leadership team meetings

May
- One leadership team

June

July
- Develop postcard size survey
- Distribute surveys & conduct interviews at Chaos Makerspace Festival

August
- World Café/Open Space Technology convening at library

September

October

November
- World Café/Open Space Technology convening at Creamery

December

January-February 2017
- World Café/Open Space Technology convening with Teen UP & college students

March-October
- Interviews & conversations with homeless individuals at Cornerstone Mission

Meet with the board regarding ideas and goals

Staff convening and training sessions
- Individual interviews and personal photo with "My RCPL Big Idea" on white board

Develop full survey for use one-on-one and online

Visit libraries in other communities & states
- Research on innovative libraries
- Individual interviews & conversations
- City & county elected official interviews & conversations
Method

Circle
The circle or council is an ancient form of meeting that has gathered human beings into respectful conversations for thousands of years. In some areas of the world, this tradition remains intact while in other societies, it has been all but forgotten. It ensures that every voice shows up and is valued. It helps us rotate leadership, speak with intention, listen with curiosity, and take individual and group responsibility. The four agreements of circle are:

1. Listen without judgment
2. Whatever is said in circle stays in circle
3. Offer what you can and ask for what you need
4. Silence is also a part of the conversation

Mini-Teaches
A mini-teach is a lesson that focuses on a specific concept. In general, mini-teaches last approximately 5-20 minutes. A typical mini-teach includes a direct statement and model of the concept followed by a discussion and execution of the concept taught. Mini-teaches can be taught individually, in a small group or to a whole group.

Network Weaving
Networks are maps of the relationships between people or organizations. Network-weaving is the intentional practice of developing and connecting strategic relationships to achieve greater effectiveness and connectedness in each individual or organization’s work and thereby the network as a whole.
Open Space Technology
The Open Space Technology is an effective, simple process for bringing people together around ideas, questions, and themes that they are thinking about and for which they have a passion. The process sets perimeters in which for all voices and ideas can emerge by using four guiding principles, one law (listed to the right), and a process to harvest the rich discussions of the group. It doesn’t matter who the people are—the process always works.

World Café
World Café is a networking tool that provides a way to create collaborative dialogue around important questions. This methodology provides an opportunity to have open and authentic conversations in such a way that we are able to capture the collective wisdom in the room.

Voices captured
Using the previous methods, the following voices were captured:

- Teens
- College students
- Retirees
- Homeschoolers
- Elected officials
- RCPL board
- Friends of Library
- Native American/minority

Open Space Technology
The four principles and one law of are briefly explained at the opening of each Open Space Technology meeting.

Principals
- Whoever comes are the right people
- Whatever happens is the only thing that could have happened
- When it starts is the right time
- When it’s over it’s over

Law of Two Feet
If you find yourself in a situation where you are not contributing or learning, move somewhere where you can.
Frequently used terms

**Collective Impact**
Collective impact is when diverse organizations coming together to solve a complex social problem. Traditionally, many organizations have operated in isolation from one another pursuing their goals independently. A complex large-scale problem requires a coordinated, structured, and collaborative approach. Collective impact means and coordinating across sectors (e.g., public, nonprofits, business, governments, and foundations) and creating alignment between commitment, policy, funding, and trust.

**Community of Practice**
Communities of practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor: a tribe learning to survive, a band of artists seeking new forms of expression, a group of engineers working on similar problems, a clique of pupils defining their identity in the school, a network of surgeons exploring novel techniques, or a gathering of partners helping each other understand staff development. In a nutshell: communities of practice are groups of people who share a concern or a passion for something they do. They learn how to do it better as they interact regularly. The three domains in the process are, work, the building of relationships, and co-learning. Equal weight needs to be given to each domain.

**Network Weaver**
The weaver has the vision, the energy, and the social skills to connect to diverse individuals and groups and start information flowing to and from them.

**Worldview**
Our worldview is made up of our values, beliefs, assumptions, attitudes, and ideas which impact everything from how we understand the nature of reality to how we respond to the environment around us.

Everyone has a worldview. We all view life through some type of lens. Certain predisposed persuasions or seemingly benign biases do, in fact, determine how each of us views our world.

**SMART Goals**
SMART goal setting brings structure and trackability to one’s goals and objectives. The acronym SMART has several slightly different variations, which can be used to provide a more comprehensive definition of goal setting:

- **S** Specific, significant, stretching.
- **M** Measurable, meaningful, motivational.
- **A** Agreed upon, attainable, achievable, acceptable, action-oriented.
- **R** Realistic, relevant, reasonable, rewarding, results-oriented.
- **T** Time-based, time-bound, timely, tangible, trackable.
Strategic framework

Framework
1. Feasible ideas that can be done today with little or no cost.
2. Great ideas that require additional funding to fully implement.
3. Transformative ideas, that need research, community support and capital resources.
4. Continued marketing to further connect the community with the current goings-on at RCPL that might be unknown to the public at large.

Next steps
- Present all ideas/suggestions/priorities and strategies to the board, leadership team, and staff of the RCPL.
- RCPL leadership team reviews community recommendations and help us identify goals and then to categorize them.
- Compare survey results to the World Café comments to find commonalities and difference.
- Obtain staff input for implementation strategies.
- Populate planning matrix with goals, strategies, action steps, etc.
- Develop a training schedule for all staff to be up to date on serving the public as requested especially in new ways of operating/issues/etc.
- Host several targeted and general public events/meetings to inform stakeholders, patrons and formally disengaged public (city council, teens, home schoolers, etc).
- Strategically seek out new and different partners, e.g., artists or Creative Community Leadership Institute (CCLI) fellows, for creative partnerships for the community engagement/development effort.
- Continue a spirit of looking and asking the community for ideas and suggestions as libraries are evolving into the next generation of the hub of learning/discovery, community connections and idea/information sharing.
- Create an ambassadors program. This concept is “both and,” it’s about both asking the public for information and educating them on how they can support the RCPL.
- Over the next three years redesign new staffing descriptions and interview questions to begin meeting the future transformational needs the community is requesting. This is done through learned methodologies like World Café and Open Space Technology.
### Strategic Planning

Information gathered from the community. The ideas that could be organized as they relate to the City of Rapid City’s core values. The library board’s priorities are highlighted. We recommend that action steps, responsible person(s)/party, resources needed, and target dates for those steps be assigned to each idea under “strategic planning”.

### Data organized by City of Rapid City core values

#### Core value: Outstanding recreational, cultural, and leisure opportunities

<table>
<thead>
<tr>
<th>Feasible ideas that can be done today with little or no cost</th>
<th>Great ideas that need funding to implement</th>
<th>Transformative ideas that need research, community support, &amp; funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental space for events</td>
<td>Picture library</td>
<td>Sound studio, art studio space; music practice rooms</td>
</tr>
<tr>
<td>Cultural programming, i.e. Lakota Language, religions of the world, etc.; Lakota life skills; Lakota language and culture</td>
<td>Not enough meeting rooms</td>
<td></td>
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<tr>
<td>Special events days: Pi day, May the 4th, etc.</td>
<td>Music acts</td>
<td></td>
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<tr>
<td>Kids activities on the weekends</td>
<td>Outdoor sporting events-fun for kids, dodgeball, something active, obstacle courses, something to get kids off their devices</td>
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<tr>
<td>Slam poetry</td>
<td>Lego team scored discovery for homeschoolers</td>
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<tr>
<td>Use age specific volunteers like “Teen Up” as storytellers to cater more to the young</td>
<td>Dinosaur exhibit - hands-on museum stuff</td>
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<tr>
<td></td>
<td>Book clubs</td>
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<tr>
<td></td>
<td>Plays or art activities for kids</td>
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<tr>
<td></td>
<td>Library video productions</td>
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<tr>
<td></td>
<td>More non-fiction documentaries (DVDs) rather than encouraging online/Hoopla. Not everyone has access.</td>
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<td>More books on CD / MP3</td>
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<td></td>
<td>eAudiobook readers loaded</td>
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<td></td>
<td>Magazine collections that pay attention to things likely to be topics</td>
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</table>
### Core value: Safe, healthy, inclusive, and skilled community

<table>
<thead>
<tr>
<th>Feasible ideas</th>
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</tr>
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<tr>
<td>that can be done today with little or no cost</td>
<td>that need funding to implement</td>
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</tr>
<tr>
<td>Homeschooling resources &amp; classes</td>
<td>Provide classes - work with city budget process for redirected staff (?)</td>
<td>Mental health / counselors</td>
</tr>
</tbody>
</table>
| Computers designated for learning rather than playing                         | Study rooms; study rooms for young adults                                    | Library access for kids on the reservation; free access outside of Pennington County; no fees for patrons outside of the county—“Library board should request this ASAP from City Council”
|                                                                                |                                                                              | reduce price of library, can’t afford it                                            |
| Student interns / student work-study                                          | More technology - computers, TV                                               | Safe access to services for disadvantaged - lockers, showers, etc.                  |
| Staying up to date with tech and training                                     | **Maker space**: robotics and robotics club; dirty lab & manufacturing classes; clay things; miniatures in 1/4 scale; lathe, mill; jewelry making; sewing; motion capture; more events, more often; virtual reality experience ‘ready player one’; lego building; maker space for little children | Discovery Centers                                                                  |
| Literacy - parents need to be readers so their kids become readers; **family literacy center**; reading challenges for kids; spelling bees | Library of things / tools: Sewing machines; bake ware; Halloween costumes; cameras with film, teach film developing; lawn & garden equipment; suits & ties; pans, records, paddle boards, etc | New library location; another safer location; new branch (east or west); dozens of satellite sites within the community - within neighborhoods and within walking distance |
| Solitaire classes to learn to use the computer                               | Reach out to schools more                                                     |                                                                                     |
| **Leadership Rapid City tours the library as part of their program**         | Community college courses / classes in the library                           |                                                                                     |
| Partnerships                                                                  | College-level creator events                                                 |                                                                                     |
| Hosting science fairs, history & science bees; science experiment programming | Projects past education: home repair                                           |                                                                                     |
| **Maker space - focus on practical, not novelty; have on Saturdays or early afternoons** | More hands-on classes                                                         |                                                                                     |
| GED classes                                                                   | **Community classes regarding the homeless and dealing with them**: "We're not bad people, we're poor." |                                                                                     |
| Homeschooling activities to connect with, activity tubs to check out weekly   |                                                                                |                                                                                     |
| Tutoring                                                                      |                                                                                |                                                                                     |
### Core value: Vibrant, active, welcoming, and livable community

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<tr>
<td>Library as destination</td>
<td>Library feels like home/sense of home; comfy chairs</td>
<td>Mobile services - bookmobile; Library outside the library; Traveling library - go to SDSMT, museum, historic sites - partner with the site for specific activities; books on wheels</td>
</tr>
<tr>
<td>Library as a place where people listen in a respectful way</td>
<td>Provide an environment to casually relax and learn</td>
<td>Small business center</td>
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<td>Soundproof / heated study rooms; family rooms</td>
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<tr>
<td></td>
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<td>Extended evening hours: M-Th, 9-8; Fri-Sat, 9-6; Sun, 1-8; stay open till 9pm</td>
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<td></td>
<td></td>
<td>Coffee shop (ambiance would require safe/quiet downstairs, more study rooms, dedicated spaces); coffee shop atmosphere; coffee shop before &amp; after hours</td>
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### Core value: Economic prosperity, stability and growth

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<tr>
<td>Education and facilitation of mentoring relationships to bridge gaps and improve opportunities</td>
<td>Community education classes</td>
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<td>Life skills classes</td>
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### Core value: Balanced pattern of growth

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<th>Feasible ideas</th>
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### Core value: Efficient, connected transportation and infrastructure systems

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</tr>
<tr>
<td>Marketing transportation options for low income - Rapid Ride?</td>
<td>WiFi hotspot at major external events</td>
<td>Library districts</td>
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</table>

### Core value: Revenue issues

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<thead>
<tr>
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</tr>
<tr>
<td>Lower overdue fees for DVDs - late fee $1.00 after a week.</td>
<td>New methods of funding services</td>
<td>Hate the meters! ; free parking; new parking lot closer to the library</td>
</tr>
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</table>

### Not connected to community goals / vision

<table>
<thead>
<tr>
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</tr>
<tr>
<td>Customer service-awareness, acknowledgement, engagement</td>
<td>Educate mayor and maker space</td>
<td>Private [separate?] entrances but joined at the library [Beadle?]</td>
</tr>
<tr>
<td></td>
<td>Staff children's area with people who want to interact with kids</td>
<td>Awareness / marketing of services to the community</td>
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<tr>
<td></td>
<td>Re-locate screen temptations (iPads? - already removed)</td>
<td>Welcome packets for new people in town - get real estate agents involved</td>
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<td></td>
<td>Identify what is being used by specific demographic groups; new services have been added, how is the community using them?</td>
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<td>Advertise to specific age groups, psychographics in schools &amp; community centers; address school boards, city council, etc.</td>
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<td>Market resources together with the BHLC</td>
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<td>Community task force [advocates?] for outreach trained with talking points</td>
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<td>Welcome wagon packet</td>
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<td></td>
<td>Get pro bono marketing</td>
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Appendix

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World Café/Open Space Technology convening with staff

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Big idea, Maker Space, & know about library survey

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Initial recommendations and strategic planning tools listed in draft version of report
Appendix A

World Café/ Open Space Technology convening with staff over three sessions in June, 2016

World Café

Question 1

What does all this change and trends in libraries mean to the individual (staff, patrons, board, friends and community)?

- Financial, existence, confusing, learning curve, irritating, fearful, insecure, exciting, challenge, evolution
- Question why—for change sake or good of library
- Need buy-in (listened to & involved/otherwise CHAOS)
- Threatening to some
- Push on despite lack of control
- Change is hard for some
- Stress for everyone involved
- Excitement for staff & patrons
- New experiences
- Being able to offer free movies and concerts is good for patrons
- Hard to understand the bigger picture (nebulous)
- Financial Burden—limitations
- What direction are we going in?
- Staying up-to-date w/ tech & training
- Staff needs to be informed & opinions appreciated (feel like we have no say)
- Libraries aren’t stagnant, they can adapt
- Examples for our library: CHAOS, History room, remodel, KOHA
- Change is positive but can cause chaos/unrest among patrons & staff
- Most people don’t like change because its hard/difficult
- There’s no easy way of helping patrons through change/transition
- New technology
- New spaces—community space
- Library as destination
- Events
- Funding shift/constraints
- Trade-off of old vs new
- Safe zone
- Higher patron expectations
- Increasing in technology questions
- Lack of specialized knowledge—pulled in many directions
- Space constraints
- Less staff but more responsibility
- What about patrons needs w/o tech?
- Learning new things, adopting
- Changing the way we search
- Changing to meet the new needs and anticipating those needs
- Becoming more of a hive-mind, influenced by Google
- Losing indiv. perspective, but expanding reach
- Are we losing ability to curate the info we receive?
- Can educate on ways to evaluate the information, but can’t force
- Fear of relevance of libraries, how can we stay relevant?
- Think we are relevant, but need to prove ourselves
- This fear can inspire change
- Homebound is not concerned with the emerging technologies, but concerned that is where the focus is being spent
- Diverse service population—Adding new features to reach new portions of the population changed how we made decisions—try to make decisions on facts. What is being used by community?
- Services we offer and how we offer them or add engagement in the community
- New ways of funding
- How to reconcile “old” ideas of libraries with “new” ideas
- Recognizing feedback from all corners
- Combat, “Aren’t the libraries dying?” question
- Relevance
- Knowledge for public
- Up-to-date
- Connectedness
- Awareness/marketing of services
- Money
- Library doesn’t always equal books
- Sense of community
- Subversion—challenging knowledge
- Having a space that allows access to all social—Society equalizer
- Bridging the digital divide
- Continued relevance to patrons
- Updated services
- Multi-generational resource
- Technology—literacy more required
- Higher IT demands
- Can only offer services demanded or predicted what’s next
- Staff awareness to community needs
- Highly adaptive skill set for staff
- Cognizant of staff limitations
- Staff fostering of communications & cooperation between admin & patrons
- Board needs info on operational cost
- Board needs to be more active in library programs and affairs
Question 2
What are the possibilities for the Rapid City Library and the community?

- Service
- Outreach
- Reliability
- Community
- Space
- Expansion
- Necessity of library even though things have changed—Why are we here?
- Public support of library services
- It all has to be paid for somehow
- Drive bookmobile
- Automated library system
- Educational center
- Mentors
- More branches
- Staff increase/shift
- Experience/educational among staff
- Gym for staff
- Gathering place
- Dancing
- Hygiene
- Free event center
- Art museums
- Super WIFI
- Rooftop garden
- Butterfly garden
- Community garden not grass
- Mobile library
- Library of things/tools
- Reading with dogs
- Sewing machines
- More books on CD/MP3
- E audio Book readers loaded
- Playground outside
- WIFI hotspot at major external events
- Sky is the limit
- Community of patrons who know how to use overdrive
- 100% tech literacy
- Community college course/classes in the library
- Solitaire classes to learn to use the computer
- Cooking classes at the library
- Library of things (bakeware, Halloween costumes)
- Opportunities for kids to get things out of the library that they don’t get in school
- Consistent schooling opportunities—improved
- Our patrons know what happens at the library and how to find
- Outdoor sporting events—fun for kids, dodgeball, something active, obstacle
- Courses, something to get kids to get off their devices
- More options about what your options/opportunities are—especially for the poor
- Moving more towards specialized
- Being closed down, lose funding, ordering 1/4 of what it is
- Attracting a larger population, expanding
- All the remodeling going through
- Homeless moving out of area, losing that patron base because of community change
- Mobile services
- Dirty lab
- Small business center
- Homeschool resources
- Classes
- Mental Health counselors
- Employment opportunities for homeless
- More use -> more funding
- Expanding into education (training for city and in general) ex. Basic computer classes
- Becoming priority for the city
- Expanding non book collection (beyond entertainment) — lawn equipment, sewing machines, suits & ties
- Adapting to needs of community
- Makerspace — focus in practical instead of novelty
- Project passed education — home repair

For Rapid City

- Population group
- Low unemployment
- Improve social relations
- Opportunities for South Dakota grads within the state
- Advertising to younger job force
- Improve infrastructure such as roads
- Change the current things like alternative stuff at Journey
- Driving economic base
- Cultural understanding
- Recreational activities that are affordable
- More arts/music in town
- Increased tourism
- Appreciation of arts and culture Community in embracing maker movement
- Improved education
- Better education system, including post high school
- More dog park

For the community

- Expanding service area, library districts and expanding downtown and how we respond to new patron’s needs

For the library

- Engaging a variety of people
- Signing up all county citizens
- Welcome mean place for all excellent circulate all rap city public library items
- Fostering knowledge of various skills— foraging
- Check out cameras with film and teach developing
- Provide pans, records, sewing machines, etc.
- Contain a picture library
- Music practice rooms
- Endless!
- Library of things
- Partnerships
Appendix B

Big idea, Maker Space, & know about library survey results, July 30, 2016

If I were thinking “BIGGER & DIFFERENTLY” about the Rapid City Public Library...

My BIG IDEA for the RCPL

- I would like to see more technology (computers, TV, Robotics)
- Sound studio
- Stand up paddle boards to borrow (two people said this)
- Give kids from the reservation access to the library (from a teacher on the reservation)
- To start implementing more manufacturing classes in theory
- Stay open till 9 PM—like many other libraries in the state lower income people rely on the library for job searches, schoolwork, etc.
- This CHAOS is a good start.
- “Traveling Library”—go to SDSMT, museum—a different historic site, etc.—partner with site for specific activities.
- Special days on calendar—i.e. National Pi Day—all activities around #s and pies!
- Take new information in technology and introduced to community.
- Yoga classes and brown bag lunch lectures just thinking outside the box
- How to garden successfully
- Senior citizens 15 minute programs, they what to learn something teach people in the community activities
- How to volunteer in the community for senior citizens (they want to be contributing)
- Reach out to schools more
- More books!
- More hands on classes
- The big area
- Connect personal trade a book houses and families with library
- Lego team scored discovery for homeschoolers
- Make maker space Saturdays or early afternoons
- A dinosaur exhibit hands-on more museum stuff
- Homeschooling activities to connect with, activity tubs to check out weekly
- Kids activities on the weekends
- Book clubs
- Advertising of events
- Plays or art activities for kids
- More kids books and reading materials
- Reduce the price of library, can’t afford it
- College-level creator events
- VR experience
- Sound studio for folly arts, art studio space, coffee shop, slam poetry

Ideas for Maker Space

- Music acts
- Clay things
- My first time so I’m not sure
- Just more
- Have the robotics club back
- Everything
- Technology design
- Besides of buildings
- Miniatures in ¼ inch scale
- Make precision parts—Lathe, Mill, etc.
- Also jewelry making
- Pick up crazes—do a day of 3-Ding, etc. relating to that craze
- Science experiment
- Ride a tandem bike (2 answered)
- Sewing
- 3 D printers
- Scheduled events more often
- Martial arts—Motion capture classes
- Lego making in building
- Robotics
- Stuff for kids
- Knitting on a loom for senior citizens
I would like to know about RCPL

- The variety of books
- Do they have garden books
- Do they use online checkout like OverDrive?
- Total involvement in community—all ages
- How much it cost if there is a website program itinerary etc.

- Selections
  - What it offers or what’s available
  - How many books are in it
  - Needs for little children for makers space.
  - Is it online?
  - To learn more about what CHAOS is
  - Do they advertise?

- I don’t feel that the library is safe for kids to be out as due to transients homeless people
- Programs offered
- How do you find out what stuff is happening?
Appendix C

World Café/Open Space Technology convening at library, September 18, 2016

Attendees
Peggy Saunders  Leanna Bussell  Jeremy Altman  Ritchie Nordstrom  Norma Thomsen  Chris Heaccock  Becky J Drury
Caitlin Monahan  Marilyn Jacks  Patri Acevedo  Frankie Howey-Hofer  Rochelle Rogers  Lois Facer  Ruth Brennan

World Café

Question 1
In the face of new technologies, libraries are adapting to a new reality. So what and how do they plan to continue engaging communities?

Table 1

<table>
<thead>
<tr>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Free community meeting rooms, coffee shop—after hours</td>
</tr>
<tr>
<td>o More study rooms (soundproof/heated)</td>
</tr>
<tr>
<td>o Back filled for what schools are losing (e.g., art, music, library,</td>
</tr>
</tbody>
</table>
  gifted programs)—do a partnership with them                        |
| o Promote library, more funding                                     |
| o Better use of space, underutilized space                          |
| o Fill holes and gaps in community                                  |
| o Computer center assistant                                         |
| How                                                                 |
| o Private entrance/separate but joined at the library               |
| o Library is infrastructure to sponsor other groups to instruct     |
| o Maker space as hands-on, science experiments                      |
| o Folks against the wall                                            |
| o Staff help with use of computers, completing forms, create        |
  accounts                                                             |
| Resources                                                           |
| o Student interns                                                   |
| o Library video productions                                         |
| o Student work-study                                                |

Table 2

<table>
<thead>
<tr>
<th>What</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Provide access for those without internet—offer internet access</td>
</tr>
<tr>
<td>o Teach using computers wisely</td>
</tr>
<tr>
<td>o Physical safety net for information</td>
</tr>
<tr>
<td>o Technology/physical books—not an either or situation</td>
</tr>
<tr>
<td>o Speak up about library to communities</td>
</tr>
<tr>
<td>o Use library as back-up system in case electrical breakdown</td>
</tr>
<tr>
<td>How</td>
</tr>
<tr>
<td>o Provide person to guide/help on internet access and computer</td>
</tr>
</tbody>
</table>
  operation                                                           |
| o Inform staff members to help with computer internet               |
| o Provide classes—work with city budget process for redirected staff|
| o Browse site on computer                                           |
| When                                                                |
| o Now and continued into future                                     |
| Resources                                                           |
| o Train staff on the computers (e.g., South Dakota Tech brought to  |
  facilitate courses)                                                |
Table 3

What
○ Virtual reality “ready player one”
○ Augmented reality
○ Helping people understand what technology is out there—tech gatekeepers
○ Chaos maker space: represent the spectrum of reality

How
○ Museum (e.g., Louve tours for students through technology available at the library)
○ Provide technology to people who cannot get it or keep it up
○ PR budget

Resources
○ One-on-one assistance
○ Welcome wagon pack

Table 4

What
○ Informational programs
○ Educational series for public
○ Community outreach
○ Specialize programming
○ Musical program
○ Making nonfiction more accessible
○ Maker space

How
○ Through human interactions (instruction)
○ Social media outreach—TV newspaper social media

When
○ Weekends, after hours
○ Some during the day

Resources
○ Staff is a resource for teaching programs
○ Maker space hands-on learning

Large Group Discussion
○ Virtual >Augmented Reality
○ Tech Gate Keepers ---Video { Freegal = Freemusic
○ Consortium
○ Providing infrastructure for what is lacking—Fill in the holes/gaps
○ Schools lacking in:
  ○ Art
  ○ Music
  ○ Science experiments
○ Get People Here
  ○ Coffee Shop
  ○ Better Self-promotion
○ PR Budget is Zero
○ Do video history of this place
○ Partnerships with schools and colleges
○ Become the Go To Place for INFO
○ Resources
  ○ Human w/ Training
  ○ $$$
  ○ Volunteers
**Question(s) 2**
What kind of community do we want? Given what you shared, what are the two or three most important issues when it comes to the community? What’s the RCPL’s role as it relates to the community you want and the important issues you identified?

### Table 1

**What**
- Resources available whether or not they’re used
- Caring - people care
- Shelter, education, healthcare—All adequate
- Open-minded and compassionate
- Respectful
- Informed

**Issues**
- Amenity that believes in rights with responsibilities
- Diversity — gender, native/Non-native, Age
- Education about regional history
- Communication

**Role**
- Library as a place where people listen in a respectful manner
- Diverse opinions—not attacking!
- Learning and reading/writing basic skills
- Family literacy center

**Changes needed**
- More education service and communication
- Homelessness addressed
- Affordable housing
- Decent wages
- So people can be dignified

### Table 2

**What**
- Rapid City should become the Boulder of South Dakota—Large, vibrant, “Brain infusion” instead of “brain drain”
- An integrated but diversified place where you can interact with the larger swath of the community than you meet in your everyday life...
- Progressive thinking

**Issues**
- Getting children used to reading
- Parents need to be readers for children to be readers
- Rapid City is becoming more tolerant and accepting of serious discussion topics like racism

**Role**
- Rapid City Public Library dependent upon services for homeschoolers, small business owners
- Finding new programs to offer going forward

### Table 3

**What**
- Positive
- Community that values the library is a place to come in an emergency
- The community center—The third place
- Small business and students
- Not enough meeting rooms

**Issues**
- Not enough meeting rooms
Table 4

<table>
<thead>
<tr>
<th>What</th>
<th>Large group discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education support on community issues</td>
<td>Community we want</td>
</tr>
<tr>
<td>Be part of the solution</td>
<td>A library that has resources for the</td>
</tr>
<tr>
<td></td>
<td>community at large</td>
</tr>
<tr>
<td>Issues</td>
<td>Caring, bolder/Boulder, positive, &amp;</td>
</tr>
<tr>
<td></td>
<td>healthy</td>
</tr>
<tr>
<td>Homelessness</td>
<td>Good relations (Native &amp; non-Native)</td>
</tr>
<tr>
<td>Drugs</td>
<td>Supportive/compassionate</td>
</tr>
<tr>
<td>Lack of awareness and education on</td>
<td>Everyone has a voice here—moving to</td>
</tr>
<tr>
<td>homeless and drugs</td>
<td>more equity</td>
</tr>
<tr>
<td></td>
<td>Safe access to services for</td>
</tr>
<tr>
<td></td>
<td>disadvantaged (e.g., other community</td>
</tr>
<tr>
<td></td>
<td>libraries have lockers, showers)</td>
</tr>
<tr>
<td>Role</td>
<td>Safe place for all opinions on</td>
</tr>
<tr>
<td></td>
<td>controversial topics</td>
</tr>
<tr>
<td>Centralized—greater location to meet</td>
<td>The library that</td>
</tr>
<tr>
<td>people where they are at</td>
<td>Is a nonreligious &amp; nonpolitical</td>
</tr>
<tr>
<td>Center for support</td>
<td>Partners with the schools</td>
</tr>
<tr>
<td>Financial services, utilities, office</td>
<td>Family literacy center</td>
</tr>
<tr>
<td>hours</td>
<td>Customer services</td>
</tr>
<tr>
<td>Assists with access</td>
<td>Staff trained like Scheels</td>
</tr>
<tr>
<td>Clearinghouse for services</td>
<td>Coffee shop</td>
</tr>
<tr>
<td></td>
<td>Multipurpose &amp; mobility</td>
</tr>
<tr>
<td>Changes needed</td>
<td>Entertainment</td>
</tr>
<tr>
<td>Areas to meet?</td>
<td>Safe place</td>
</tr>
<tr>
<td>Additional staffing for after hours</td>
<td>Expertise</td>
</tr>
<tr>
<td>Staff – better customer service</td>
<td>Everyone believes the library is a</td>
</tr>
<tr>
<td></td>
<td>peoples place for gathering</td>
</tr>
<tr>
<td>More encompassing like a bookstore</td>
<td>Life skills</td>
</tr>
<tr>
<td></td>
<td>Learn Lakota language or about culture</td>
</tr>
</tbody>
</table>
Open space technology

The topics and questions below were raised by participants at the convening.

**Topic or question 1**
What does the library do well?

Bulleted main points/themes
- Public – multiple access points – variety of identities within library
- Comfortable space and safe – for everyone/diversity of population
- Partnerships – access to a huge consortium collection
- Friendly staff
- Excellent collection and well balanced

Raw notes/ideas
- Everyone is welcomed
- Promoting children’s activities
- Holding on to funding
- Diversity of population—comfortable space
- Great location
- Not making people seem dumb about tech help
- Great collection, and size of collection
- Excellent consortiums/partnerships

**Topic or question 2**
Library public relations

Bulleted main points/themes
- Educate mayor on maker space
- Showed home school students they are doing stuff that is cooler than what’s happening at school
- Get pro bono marketing
- Get a branding tagline
- Leadership rapid city tours the library as part of their program

Actions
- To educate the mayor, what list services are available
- Newsletter availability/newsletter by mail
- Library can “up sell”
- Book receipts can have events/newsletter on it
- Welcome packets for new customers—leave them in new houses of people are transferring out of town—get real estate people involved

**Topic or question 3**
What do you know about the library that I don’t?

Bulleted main points/themes
- HOOPLA
- Interlibrary loan
- Security Guard
- Button Maker

**Topic or question 4**
What should library hours be? Could it be open until 8:00 PM?

Bulleted main points/themes
- Missing parents who like to visit after dinner
- Need for study time in the evenings as work schedules require flexibility
- Realize budgeting and managing staff are issues to address
- Extending evening hours Sunday-Thursday:
  - Monday–Thursday 9:00 AM – 8:00 PM
  - Friday & Saturday 9:00 AM – 6:00 PM
  - Sunday 1:00 PM – 8:00 PM

Actions
- More programs could be offered with extended hours
- If budget allows—(values, priorities)—extending hours from 7 to 8 Sunday–Thursday to serve needs of our community
Appendix D

World Café/Open Space Technology convening at The Sandwich Shop in the Historic Fairmont Creamery Building, November 29 2016

Attendees
Linda Colhoff-Glover  Jacey Napier  Emily Heilman  Martine Kline  Lori Barnes  Wes Brown
Anna Quinn  Barry Zimney  Mo Zimney  Gordon Decker  Paula Stotz  Malik Dixson
Eda Unzular  Don Stover  Marty Stover  Lloyd LaCroix  Natalie Lecy  Jennifer Williams
Marta Olson-Rangitsch  Jim Weimer  Laura Hovey Neubert

World Café
Question 1
In the face of new technologies, libraries are adapting to a new reality. So what and how do they plan to continue engaging communities?

Table 1

<table>
<thead>
<tr>
<th>What</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Encourage long term `education</td>
<td>o Marketing library programming to specific demographics</td>
</tr>
<tr>
<td>o New ways to reach people</td>
<td>o Providing opportunities for face-to-face</td>
</tr>
<tr>
<td>o Childproof children’s area</td>
<td>o Scan and go</td>
</tr>
<tr>
<td>o Children must learn to respect</td>
<td>o Transition books between paper and digital</td>
</tr>
<tr>
<td>o Reason libraries are silent is because we all need to be respectful of one another’s experience</td>
<td></td>
</tr>
<tr>
<td>o Open space invites free play- If not intended for that use, reanalyze</td>
<td></td>
</tr>
<tr>
<td>o Discovery centers</td>
<td></td>
</tr>
</tbody>
</table>

Table 1
Table 2

What
- Open library for public rental cheaply (i.e., company Christmas & birthday parties, catered events, artist shows, cocktail parties, etc)
- "Make library sexy"
- Meeting space for community (e.g., Parks Dept, info meetings etc)
- Have relevant materials informing public about ability to order items on request
- Hate the meters!!
- Book clubs organized by library—young moms, teams, new dads, retirees, empty-nesters
- Bringing in authors for special events
- Make space feel safer!
- Summer book clubs for students, getting public school kids more involved

How
- Have spaces available for rental with online sign-up available
- More online and social media presence
  - Suggested reading list based on books read
  - Email sent about happenings based on patrons preferences i.e. “I wanted email about all kid related events”
- Giving information about library happenings to school kids in (weekly folders)
- More information to public about services offices

When
- Evenings, weekends, daytime

Table 3

What
- Community spaces—accessible
- Tutoring, partnering, resources
- Tech resources
- Pockets of community—for resources

How
- Community recognize that library is available to teach through
- Teen programs
- Cafe

Resources
- Tutors

Table 4

What
- Going back to fundamentals
- Love of Reading
- Love of Learning
- Love of Understanding
- Different approaches
- Different values
- Different outlooks

How
- Reach out to the community—schools, community centers, churches, groups
- In library activities and events to draw crowds
- County wide access
Table 5

What
- Tablet type computer that can be checked out temporarily for doing research or reading a novel. Tablet turned in when leaving library
- Computer literacy classes
- Transportation options for low income to get to library

How
- Purchase adequate amount of tablets to fulfill daily needs

When
- When resources are available

Resources
- Grant to provide tablets and charging stations

Table 6

What
- Keep up with technology
- Teach adults technology
- Community Gathering/engagement
  - Shared workspace/coffee
  - Book clubs (online & in-person)
  - Community education
  - Meeting spaces

How
- Teach research skills
- Young tutors
- Bring in people/access outside of county (eliminate fee)
- Improve parking costs

Resources
- Tutors
- Computers
- Notebooks
- Software

Large group discussion

What
- Going back to fundamentals—love of reading
- Tablets to check out
- Gather the community back to the library
- Sexy—rent it out to events, local input of demographics

How
- Concept—reaching out to community to schools
- Eliminate fee for out of county
- Improve parking meter cost
- Money aspect—rental spaces
- Corporate sponsorships, grants
- Foot in the door
- Ways to market the things library does and has now

When
- In the email list too
- Accessible—parking fees

Resources
- Market to specific demographics
Question(s) 2
What kind of community do we want? Given what you shared, what are the two or three most important issues when it comes to the community? What’s the RCPL’s role as it relates to the community you want and the important issues you identified?

Table 1

What
○ Issues—learning, sharing community

Issues
○ Homelessness, diverse community, education

Role
○ Multipurpose
○ Place to meet, teach & public speaking
○ Education

Changes needed
○ Community view
○ Inform community of multiple diversity of the library

Table 2

What
○ Safe, affordable community gathering place
○ Another location, safer
○ Computers in children’s area

Changes needed
○ Art on walls, warm colors, casual setting
○ Coffee shop
○ Staff children’s area with people who want to interact with kids
○ Family rooms/Study rooms
○ Limit/remove iPads, wifi

Table 3

What
○ Diverse offering – art, parties, education, entertainment
○ Taking care of everyone

Issues
○ Good jobs
○ Homes
○ Educational opportunities
○ Diversity
○ Social services
○ Substance abuse programs
○ Justice system working towards rehab

Role
○ Gathering place, safe place—community center
○ Changing art exhibits and presentations

Changes needed
○ Library outside the library
○ Mental health person on staff
○ Customize email information
Table 4

**What**
- We want a community that wants to learn, to grow, that cares together

**Issues**
- Library is not a sense of home
- Should be a familiar, warm, welcome and comfortable destination
- Lack of community communication
- Money and location

**Role**
- Provide an environment to casually relax and learn around others

**Changes needed**
- Provide an environment to casually relax and learn around others
- Replicate coffee shop atmosphere
- Technology classes
- Study group atmosphere
- Community education type classes
- Communication to public on what the library has using Facebook and Twitter

Table 5

**What**
- Community—growing into accepting welcoming for the community

**Issues**
- Racial/cultural/low income
- Alcohol/drugs
- 15% poverty

**Role**
- Transportation—mobile library
- Long term education library
- Repository of our community’s history/credibility
- Cultural programming i.e. Lakota language, religions of the world
- Classes of basic life skills, employment search, etc

**Changes needed**
- Get rid of meters will encourage use

Table 6

**What**
- Community wants Kind, Giving, Prosperous, Caring, Inclusive, Genuine, Educated
- No more have’s and have not’s
- Build relationships—all have a voice
- Safe for all

**Issues**
- Inclusive/Equality improvement
- Access to education for all through tutoring/mentoring relationships to bridge gaps and improve opportunity

**Role**
- Facilitate
- Bring in people & volunteers
- Provide education
Large group discussion

Community we want
- Diversity & inclusive
- Safe & less alcohol
- Places to gather, learn, & grow
- Educated

The library that
- Is a safe place
- This is inclusive
- Everyone believes that the library is the people’s place
- Multipurpose
- Place to learn Lakota life skills

Issues
- Communication
- Racism
- Need jobs
- Physical location of library
- Education
- $$$
- Parking meters
- Homelessness

Changes needed
- Coffee shop
- More space for tutoring
- Comfortable
- Know you are welcome
- Sense of place—with forward “coffee shop vibe”
- Comfy chairs
- Story of this place
- Getting the word out thru Facebook, Snap Chat, Twitter
- Entertainment to enrichment
- Be a homeschool leader
Open space technology

Topic or question 1
Why would a boomer go to the library?

Bulleted main points/themes
- Information from online resources
- Programming/purchase books
- Volunteer/Book checkout
- How-To/Personal development
- Research/sport/hunting/outdoor activities

Raw notes/ideas
- How baby boomers get to learn about services that the library provides

Actions
- Providing information to directors
- Providing information on what the library provides

Take away
- Socialize and learn

Topic or question 2
How can we create welcoming, age-appropriate & educational spaces for age 0-18?

Bulleted main points/themes
- Relocate “PG-13” materials where kids won’t pass by
- Relocate screen temptations
- Enrichment stations
- Science experiment programming
- Free play art time (materials, variety kids book clubs, reading challenges, incentives)
- Public school district—new reading program
- Open area, comfortable welcoming space
- Sense of community
- Textbooks in use

Topic or question 3
How do we communicate RCPL’s relevance to our citizens?

Bulleted main points/themes
- Advertise to market segments (age groups, psychographics) in schools, centers, etc;
- Encourage public relations opportunities like address the school board, city council, etc;
- Save space language/plain clothes profiles of security
- Use media consistently (budget for)
- Community task force for outreach trained on talking points
- Use age specific volunteers like “TeenUp” as storytellers to community
- Long-term planning on ideas that will NOT be quick changes

Raw notes/ideas
- Less interest in paper information
- Platforms abound however: RCPL is a community space where people can gather for a sense of same (i.e., education, entertainment)
- Outreach/not strong messages to the community on resources/programming
- Advertising service/products
- Promotion/connection “we serve” all communities like schools, colleges, churches, senior centers, and etc

Actions
- Percentage of marketing as coalition of BH libraries—marketing resources together

Take away
- We need to do more communication outreach to communities about our resources and technology.
Topic or question 4
How do we create a café in the library?

Bulleted main points/themes
○ Coffee vibe-ambiance
○ Safe quiet downstairs
○ More study rooms
○ Dedicated spaces

Topic or question 5
What can the city do to make the library more convenient to access? Easier to use?

Bulleted main points/themes
○ Remove fees for parking meters on street and garage
○ Remove library fees for outside of city/city residents
○ New parking lot closer to library
○ New branch, east or west (separate buildings)
○ Books on Wheels

Actions
○ Library board should go to city council to ask these two be implemented (also county commission)
○ Library board implement ASAP

Take away
○ Free parking
○ No fees (outside area)
Appendix E

World Café/Open Space Technology convening with Teen UP and college students at library, December 22, 2016

World Café

Question 1
In the face of new technologies, libraries are adapting to a new reality. So what and how do they plan to continue engaging communities?

What
- Tech grown
- Coffee shop
- Meals for last
- Themed nights
- Work with schools
- The GED classes

How
- Advertise what you are and what you already have
- Create study rooms for young adults and make more user-friendly

When
- Next five years

Raw notes
- Create resource center
- Make happy medium between kids and adults
- Study rooms
- Recent magazine subscriptions to pay attention to things like to be topics
- Advertising that encourages caring opportunities and everything
- Advertise your assets
- Pushing it more in public high schools
- Bring back coffee shop, this is huge for young adults
- Quiet areas for brainstorming rooms
- College-level type of hours

A place of resources for youth to discover new arts, careers, any possible new interest. A place to explore, to learning. Having a wide variety of eBooks, audio books. Making technology updated and available to people. Printers, computers, apple products. The accessibility and programs that help students to find books based on their interests, easy to find recommendations. Reaching out to more kids involving schools. The events and clubs for teens, book clubs, different careers, science group. Coffee shops are very important, for some reason. Kids go there. Presentations about physics, chemistry, new technology, & college.

- Lilly Gibson
Question 2
What kind of community do you want? Given what you shared, what are the two or three most important issues when it comes to the community? What’s the RCPL’s role as it relates to the community you want and the important issues you identified?

Issues
○ Homelessness, human relations.
○ The arts definitely need to be encouraged
○ More areas for showcasing and performing
○ Encouragement of all different kinds of art
○ Classes/resources for GED, SAT, ACT
○ Tutors for sure
○ Job application, classes
○ Resources for people who are homeless and may not be aware of what is available to them
○ Education programs for incorporating diversity
○ Bringing people together people who don’t often interact…police/community, races, Young Life/Ateyapi, different ages
○ Holding dinners, lunches centered around conversations for the sake of having conversations
○ Community unification—use public library to unify people by hosting events directed for different demographics
○ Racial diversity, bring cultural awareness

Role
○ Place to bring people together

Changes needed
○ Public transportation to and from RCPL

Raw notes
○ We want a community with diversity, that greatly appreciates their diversity, better representation of all people, especially in leadership roles, teachers

“…to incorporate technology into the library-going experience for everyone.”
Questions about the creative lab

- What do I need to know to access it?
- Is there an introductory class they offer?
- Could they have a class for homeschoolers?
- Are there books about learning to read for young children?

Thanks to the library

- Having a variety of books for homeschoolers
- Willingness to purchase books or materials
- Librarians being more helpful

Suggestion for changes

- No fee or discount for homeschoolers who don’t reside in the county
- More Christian based materials
- Access to computers designated for learning
- More board games
- Not display suggestive and or disturbing content near the children’s section
- A quiet area
- Moving computers for recreation news downstairs so the kids are not distracted by them
- Access: check out for learning
- Big tables: check out for learning
- Do more than one week in late fee of $1
- Science experiment kits for stations at the library
- More craft books
Appendix G
Selections from RC Public Library online surveys, January 2017

Who responded to the survey
- 46 responses
- Age range 25-75
- How respondents identified nationality
  - 43 white
  - 2 Native American
  - 1 other

Survey questions & responses
The following are highlights from the comments found in the surveys.

Question 1
In your opinion, how does the library impact the community?
- The library plays such an important role in enacting and protecting the values of democracy and ensuring progress. Access to information, free trainings, education, and resources. To me, the library is the place where everyone can go to hear yes: yes, you can learn this; yes, you can do this; yes, you can be this; yes, there is an answer to that question; yes, there is a way to solve that problem.

- I believe it has an enormous positive impact in being a place where the financially disadvantaged can still have access to many things that might otherwise be out of their reach.

- In general, the library raises the intellectual and artistic level of Rapid City citizens in many ways. It empowers people to be a positive part of our community. The library provides a safe space for diverse members of our population to interact, which builds respect and tolerance among our citizens. Specifically, children’s and new parents’ programming introduces reading and curiosity to kids at an early age; adults can get tutoring in basic English reading skills so they can get better jobs, be better parents, and contribute more to Rapid City; school librarians and teachers use it for reading and research for students because the school libraries are deeply underfunded and outdated; artists of all types have opportunities to share their work. These activities have a vital secondary purpose of uniting us as a community.

- The public library is the heart of the community. It is a place of equal footing for all people to come together as one. Without the resources of the public library, the community would be poorer. Those without access to books, internet, and even a good place to meet and have the kind of community interaction found at the library, Rapid City would suffer in seen and unseen ways.

- Currently? It's about 95% the daytime homeless shelter. That is somewhat acceptable. It should be a nice place to come and sit and enjoy for everyone. The amount of intoxicated individuals greatly detracts from the pleasant atmosphere that it should be. There also needs to be quiet areas to study. Why aren't there ceilings on any of the separate rooms!? I hope your 3 month long renovation address that nonsense.

- I really like the library's openness to the homeless. That's truly serving your community. I seldom come, but I think the speakers you have are excellent. The services for youth are so important. I wish there were more similar programs for the oldies during the day—though where the space would come from I don't know.

- The library is an amazing resource for the community! It has the possibility to impact people from all walks of life.

- The library provides opportunities to participate in quality activities and programs it offers, as well as a resource for books & movies for education and entertainment. I like the kid's area upstairs. The library also seems to be a place where homeless people spend time.
Question 2
What kinds of services are you interested in seeing the library implement?

- Whereas the library used to provide information—mainly in the form of the written word—now I think that responsibility is held in providing tech access for those who can't afford it, and the ability to work on skill sets (for jobs, for school, for fun) in areas that individuals can't always afford. Classes in things for those who need it and are outside “school” age.
- A community center that provides opportunities for learning and keeps up with the latest technology.
- An even larger network of community facilities, each teeming with shelves of materials and staffed with many, many knowledgeable librarians to encourage all from the community to learn and explore what they have to offer and show all the ways one can connect with others in the community. A vast array of community resources.
- To serve as a research/study center and historical archive place.
- Providing free information and resources through a wide-range of materials is still the primary focus, but becoming a community center where people can gather to discuss, to interact, and to enjoy time alone or together is becoming increasingly important.
- Continuing to provide literary content to the community, computer access, events, especially opportunities for children, helping confused adults with their computers, etc.
- Customer service is excellent: your staff is genuinely patient, kind, efficient, and welcoming. I do wish you employed trained librarians who could help with research and source evaluation for both print and online resources. A full-time worker with reference librarian training who could be accessed when library patrons needed help would be a welcome staff addition.
- It depends on the day. They are some fantastic folks there but there are also so very rude older staff members. She is always extremely short and just plain rude when asking her questions about things at the front desk.
- Service has always been good when I ask a question. I’d like to see the front desk people interacting more with patrons and less looking at or working on their computers. It feels like I am interrupting their work when I have to ask a question or have them check out items. It would be nice if they were aware and able to ask if I need help.
- I think that the recent graduates from library MLS programs have very little understanding of customer service.

Question 3
My big idea for the library is?

- I lived in Lincoln, NE for a while and was overwhelmed with many of the things their library did that I never even thought possible. I’d say give them a call. I am totally serious. When I lived there, I had a satellite library station a block from my house that had a small but good selection of books and a dozen computers for free access, staff on hand to help me get materials within a day from any of the other dozens of library locations throughout the city, and many other things.
- I would like to see the library implement satellite sites by the dozens upon dozens throughout the communities, within the very neighborhoods within walking distance and easy access for all ages, making it easy for everyone in Rapid City to be able to visit a library site at easy, despite economic status. Please, library of the future, do not leave the poorest of us behind. To that note, please re-implement the ability to order and have on hand non-fiction documentaries. Not all people have computers and the ability to watch Hoopla. I don't, and it is really sad that I can order any fictional movie but I cannot learn about a topic through documentary because the library will not order non-fiction films any more.
- CHAOS tutorials
- What about therapy dogs and reading to a dog program for kids? Yoga or other health classes? Crafting classes? Tech petting zoo? Art wall? Volunteer program where organizations that need volunteers can be matched with volunteers? Open mic night?
- Reference service, more study rooms for medium size groups (12-20) with larger white boards, more ways to improve critical thinking skills among our citizens (posters; displays of factual history; hosting geography, history, and science bees for students or adults; maybe hosting science fairs for home-schoolers and kids whose schools don't offer science fairs.)
- Work with other agencies, groups, events, etc. Collaborate with the Outdoor Campus - books and media to match skill learning and outdoor activities. Craft fairs - show the books and media available on wide ranges of crafts. Put some heads together and this list will quickly grow. Get the books and media out of the library and into the public spaces where people will see them and remember what a joy a book can be.
Appendix H

Some of comments from RC Public Library surveys conducted at Cornerstone Rescue Mission, March 2017

The following responses are an aggregate of interviews conducted in March at the Cornerstone Rescue Mission. The information was gathered after lunch (one of the busiest times at the mission) and is put together in this format because the interview(s) was done in a group setting in which individuals engaged in as much or as little of the conversation depending on their comfort level.

Who responded to the survey
- 18 responses
- Age range 23-67
- 13 men & 5 women
- All respondents self-described as homeless and frequent users of the RC Public Library

Survey questions & responses

Why do you visit the library?
- The responses included: to socialize, read books but more so the newspaper, stay out of inclement weather, take advantage of children’s time.
- The majority (fifteen) said that they used the library’s computers to look for a job.

How often do you visit? (These individuals were chosen because they were frequent users of the library/services.)
- All said that they used the library at least once a week while the majority, twelve, said that they used the library several times a week.

How In your opinion, how does the library impact the community?
- The library impacts the community in a positive way. However, we [the homeless], “get strange looks from other library users from time to time.
- Much needed, the homeless can have access to library services.
- Positive but we need to expand the services to teach the community about poverty and homelessness in the community.
- Overall accepting of the homeless population.

What kinds of services are you interested in seeing the library implement?
- Expanded computer services including time spent on the computer. The time is not enough to look for a job.
- More computers or a different system in which a certain percentage of them can only be used for those looking for employment.
- Classes for job seekers.
- Meeting center – designed to dive into community issues.
- Catalog of classes offered. Explanation of resources available for the community.
- Customer service is perfect
- All sorts of internet browsers, i.e., Chrome, Mozilla

My big idea for the library is?
- Add a coffee snack shop.
- Community classes about relationships for dealing with the poor and the homeless. “We aren’t bad people, we’re poor.”
- Host a mini job fair for the homeless.
- One stop shopping for other than library services that the homeless may need.
Appendix 1

Initial recommendations and strategic planning tools listed in draft version of report

This report’s recommendations are broken into four strategic priorities, followed by eleven key strategy areas. These priorities and areas are then supported by both short and long term SMART goals. Each goal is accompanied by action steps, responsible person(s)/party, resources needed, and target dates for those steps.

**Strategic Priorities**
- Things the RCPL is currently doing and not many people are aware is taking place.
- Ideas that are good and doable today with little or no cost attached to them.
- Ideas that are great and require funding to be implemented.
- Ideas that are great, big and that could be transformative for the RCPL and the community. These ideas require more research, greater community support and additional capital resources.

**Key Strategy Areas**
- Topics/Issues
- Physical space
- Software
- Hardware
- Programing
- Organizational philosophy & service
- Target populations
- Staffing
- Operational systems
- Funding
- Marketing

**Next Steps**
- Present all ideas/suggestions/priorities and strategies to the board, leadership team, and staff of the RCPL.
- RCPL leadership team reviews community recommendations and help us identify goals and then to categorize them.
- Compare survey results to the World Café comments to find commonalities and difference.
- Obtain staff input for implementation strategies.
- Populate planning matrix with goals, strategies, action steps, etc.
- Develop a training schedule for all staff to be up to date on serving the public as requested especially in new ways of operating/issues/etc.
- Host several targeted and general public events/meetings to inform stakeholders, patrons and formally disengaged public (city council, teens, home schoolers, etc).
- Strategically seek out new and different partners, e.g., artists or Creative Community Leadership Institute (CCLI) fellows, for creative partnerships for the community engagement/development effort.
- Continue a spirit of looking and asking the community for ideas and suggestions as libraries are evolving into the next generation of the hub of learning/discovery, community connections and idea/information sharing.
- How? – By creating Training Library Ambassadors to give people language to discuss their experiences with the library. This concept is “both and” It’s about asking the public for information and educating them on how they can support the RCPL.
- Over the next three years redesign new staffing descriptions and interview questions to begin meeting the future transformational needs the community is requesting. This is done through learned methodologies like World Café and Open Space Technology.
Strategic Priority: Things the RCPL is currently doing and not many people are aware is taking place.

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### Strategic Priority: Ideas that are good and doable today with little or no cost attached to them.

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