

# SUSTAINABLE THINKING

---

ENSURING YOUR LIBRARY'S FUTURE  
IN AN UNCERTAIN WORLD

**REBEKKAH SMITH ALDRICH**

ALA  
Editions

CHICAGO | 2018

[alastore.ala.org](http://alastore.ala.org)

**REBEKKAH SMITH ALDRICH** (MLS, LEED AP) serves as the coordinator for library sustainability at the Mid-Hudson Library System (New York). Her work has focused on library leadership, governance, marketing, and facility design, all with an eye toward inspiring financial investment in libraries. Rebekkah is the sustainability columnist for *Library Journal*, cochair of the New York Library Association's Sustainability Initiative, and a founding member of the American Library Association's Sustainability Round Table. Named a Library Journal Mover and Shaker, Rebekkah is a frequent national presenter and writer on the topic of leading libraries forward in smart, practical, and effective ways.

---

© 2018 by the American Library Association

Extensive effort has gone into ensuring the reliability of the information in this book; however, the publisher makes no warranty, express or implied, with respect to the material contained herein.

ISBNs

978-0-8389-1688-9 (paper)

978-0-8389-1696-4 (PDF)

978-0-8389-1695-7 (ePub)

978-0-8389-1697-1 (Kindle)

Library of Congress Cataloging in Publication Control Number: 2017052428

Cover design by Kimberly Thornton. Composition by Alejanra Diaz in the Charis SIL and Proxima Nova typefaces.

Ⓢ This paper meets the requirements of ANSI/NISO Z39.48-1992 (Permanence of Paper).  
Printed in the United States of America

22 21 20 19 18      5 4 3 2 1

# DEDICATION

*This book is for you and those you love.*

When you read the acknowledgments, you will be introduced to Jeanne and Jean, two of three women in my life who died of cancer this past year. The third woman who died of cancer this past year was my sister-in-law, Kelly, whom I met in elementary school and who, you guessed it, introduced me to my husband, Adam.

I have debated whether to dedicate this book to them, in their memory. Cancer in humans has many ties to the poor environmental practices of multiple generations. But the more I thought about it, the more I kept coming back to the fact that we all love someone. We all love someone impacted by the disruption caused not only by poor environmental stewardship over many generations but by economic policies that are unfair and by social inequities that lead to discrimination based on ethnicity, sexual orientation, age, and other factors out of our control.

We all love someone who, in the future, will be impacted by environmental, economic, and social policy decisions that are made today. Likely you are driven to do what you do in our profession by this love you have for your family and neighbors. Thankfully, we are powerful and can influence what the future will be.

So, in that vein, this book is dedicated to you, and to those you love, in hopes that tomorrow is brighter than today.

Be well. Be kind. Do good work. Good luck to us all.

# CONTENTS

*Acknowledgments* ix

*Introduction* xv

## **PART I: SITUATION REPORT**

|   |   |    |
|---|---|----|
| 1 | Disruption: Inside, Outside, and All Around ..... | 3  |
| 2 | Beyond Our Walls.....                             | 9  |
| 3 | Back to Basics .....                              | 17 |
| 4 | Survive the Earth .....                           | 23 |
| 5 | The Most Important Thing .....                    | 29 |

## **PART II: THE STRATEGY**

|    |  |    |
|----|--|----|
| 6  | Being Strategic .....  | 39 |
| 7  | The Why behind the What.....                                   | 45 |
| 8  | WHY: Core Values of Librarianship.....                         | 53 |
| 9  | HOW: The Three Es of Sustainable Libraries.....                | 59 |
| 10 | WHAT: Local Supports Local .....                               | 65 |
| 11 | Sustainable Thinking Defined.....                              | 73 |
| 12 | Interpreting Sustainability Using the Triple Bottom Line ..... | 79 |

## CONTENTS

|    |                              |    |
|----|------------------------------|----|
| 13 | Whole Systems Thinking ..... | 87 |
| 14 | Beyond Sustainability .....  | 95 |
| 15 | Beyond Resiliency .....      | 99 |

### **PART III: THE TACTICS**

|    |   |     |
|----|---|-----|
| 16 | From the Inside Out .....   | 107 |
| 17 | Change Leadership .....   | 111 |
| 18 | How We Get There .....  | 117 |
| 19 | Benchmarks for Sustainable Libraries .....                          | 123 |
| 20 | Sustainable Library Certification Program .....                     | 127 |
| 21 | Top-Level Infusion .....  | 135 |
| 22 | Sustainable Organizational Culture .....                            | 141 |
| 23 | Increasing Ecological Intelligence .....                            | 147 |
| 24 | Construction and Renovation: Once-in-a-Lifetime Opportunities ..... | 153 |
| 25 | Catalyst and Convener .....   | 159 |

### **PART IV: RESOURCES**

|  |     |
|--|-----|
| American Library Association's Resolution on the Importance of Sustainable Libraries ..... | 167 |
| New York Library Association's Resolution on the Importance of Sustainable Libraries ..... | 169 |
| Case Study: Kingston (New York) Library Climate Smart Pledge .....                         | 170 |
| Climate Smart Community Library Pledge .....   | 175 |
| American College and University Presidents' Climate Commitment .....                       | 179 |
| Long-Range Plan Example: West Vancouver (British Columbia) Memorial Library .....          | 182 |

*Index* 183

# ACKNOWLEDGMENTS

In nature nothing exists alone.

—RACHEL CARSON, *SILENT SPRING*

This book is evidence that no one walks through this world alone.

I am grateful to a *very* long list of colleagues and friends whom I have worked beside and learned from over the past eighteen years.

There is no doubt in my mind that I would never have done half of what I have done professionally without the mentorship, support, and tough love of Joshua Cohen, former executive director of the Mid-Hudson Library System. Josh has helped me create an ethos that has served me well: to do good work and to work on what matters—with a smile. His professional and personal support mean the world to me. Thank you, Josh.

To the member library directors, staff, and trustees of the Mid-Hudson Library System (MHLS) who are always striving to do their best for their communities—thank you. That you invite me to be a part of your story is something I am humbled by. I have learned so much through my eighteen years of working with the sixty-six libraries of MHLS and the directors and thousands of library trustees who step up to make their communities a better place through their public library. We have tried and succeeded, and tried and failed, at many different things. But we’ve always learned together and together have created some wonderful libraries for the people of the Hudson Valley.

In the past year, we have lost two members of the MHLS family—Jeanne Bogino, former director of the New Lebanon Library, and Jean Ehnebuske, former MHLS trustee and library advocate extraordinaire. I have felt their loss keenly as I wrapped up this book. They were two of my biggest cheerleaders: Jean was the first person to ask for my autograph when I was published in “a real book” in 2012. Jeanne and I started writing our books at the same time (I’m not going to admit how long ago that

was!), and we kept each other going when writing got tough (which it always does). They were both earnest, hardworking, caring women who understood the power of public libraries and were willing to fight to make sure others understood the same. I can't help but take this opportunity to acknowledge their influence and reflect on how lucky I was to have them in my life. Jean and Jeanne, thank you for always cheering me on—when doubt sets in I can hear your voices telling me to keep going.

The New York Library Community is a special group of people. Warriors in the fight for library funding, wise and savvy strategists, hardworking and kind, they are the absolute best of what our profession has to offer. Without their strength, vision, and camaraderie, I don't think I would have gotten very far. The New York Library Community would be nothing without the New York Library Association (NYLA) to help us all connect and work together. From my early days on the board of the Leadership and Management Section (LAMS) of NYLA to membership on the NYLA Council to my current roles as the cochair of the NYLA Sustainability Initiative and NYLA Legislative Committee, I have had the distinct pleasure of working with people I admire and whom I aspire to be more like, and with many whom I am proud to call my friends. Thank you for helping to make good things happen. To my longtime LAMS friends—Pat Kaufman, Richard Naylor, Rebecca Lubin, Claudia Depkin, Julie Kelsall-Dempsey, Gillian Thorpe, Frank Rees, Barbara Madonna, and Lauren Comito—thank you. The NYLA Sustainability Initiative (NYLA-SI) might never have happened without your support and encouragement. To the Public Library Section, the Public Library System Directors Organization, Suffolk Cooperative Library System, Suffolk County Library Association, Sandpebble, and Capira—thank you for taking a chance and investing in the NYLA-SI.

To the NYLA Sustainability Initiative Committee members, a heartfelt thank you. Working with you has been a highlight of my career. To work with others who share a vision that libraries can and do and will change the world for the better is energizing and empowering. Your hard work and dedication shine through in all that you do. Thank you for stepping up. I am so excited to see what happens next. We call our committee members *co-creators* because the answers and work that are necessary to help libraries contribute to creating thriving communities cannot be done alone. We all have to pull together to find our way. I would like to acknowledge the energy, vision, and hard work of my fellow co-creators—you are vanguards!

## ACKNOWLEDGMENTS

- Victor Canseco—Sandpebble Builders, Southampton, New York
- Casey Conlin—Haverstraw King’s Daughters Public Library, Garnerville, New York
- Jill Davis—Hendrick Hudson Free Library, Montrose, New York
- Claudia Depkin—Haverstraw King’s Daughters Public Library, Garnerville, New York
- Kelsey Dorado—New York Library Association, Guilderland, New York
- Deborah Emerson—Wadsworth Library, Geneseo, New York
- Jennifer Ferriss—Saratoga Springs Public Library, Saratoga Springs, New York
- B. Maggie Foster—Mundy Branch, Onondaga County Public Library, Syracuse, New York
- Erica Freudenberger—Southern Adirondack Library System, Saratoga Springs, New York
- Eli Guinee—Chautauqua-Cattaraugus Library System, Jamestown, New York
- Margo Gustina—Southern Tier Library System, Painted Post, New York
- Geoff Kirkpatrick—Bethlehem Public Library, Bethlehem, New York
- Lisa Kropp—Lindenhurst Memorial Library, Lindenhurst, New York
- Scott Kushner—LaFayette Public Library, LaFayette, New York
- Jill Leinung—Retired, formerly a school librarian for the East Greenbush Central School District, New York
- Stephen Maher—New York University School of Medicine, New York, New York
- Lisa Matte—Jervis Public Library, Rome, New York
- Kate McCaffrey—Northern Onondaga Public Library, Cicero, New York
- Rebecca Miller—*Library Journal* and Floyd Memorial Library, Greenport, New York
- Richard Naylor—Retired, formerly director of the William K. Sanford Town Library, Delmar, New York
- Jessica Philippe—South Central Regional Library Council, Ithaca, New York
- Tameka Pierre-Louis—Queens Borough Public Library, Queens, New York



- Roger Reyes—Suffolk Cooperative Library System, Bellport, New York
- Todd Schlitt—Half Hollow Hills Community Library, Dix Hills, New York
- Jacie Spoon—Cortland Free Library, Cortland, New York
- Judith Wines—RCS Community Library, Ravena, New York

Jeremy Johannessen, executive director of NYLA—you are always “game.” #NewYorkRepresent. We do good work together. Thanks for making it fun.

Rebecca Miller, one of the NYLA-SI co-creators, just happens to also be executive editor of *Library Journal*. Her intelligence, articulation, and intense focus on what matters for the future of libraries are part of what makes her so good at what she does. That she rolls up her sleeves and is a participant on the front lines as a library trustee and member of the NYLA-SI is often stunning to me. Goodness knows she could get away with doing a lot less. Her championship of the cause of sustainability in libraries and the opportunities she has given me to more fully articulate my own vision for the future have been life altering. Rebecca, thank you for your support and leadership and for the platform you have given to sustainability in our profession.

When I first met Rebecca, I asked her for a favor—would she please introduce me to Louise Shaper, who was the recently retired director of the Fayetteville (Arkansas) Public Library. She did, and Louise graciously took time to talk to me about her experiences advocating for, building, and operating the first building in Arkansas to be registered for the U.S. Green Building Council’s LEED (Leadership in Energy and Environmental Design) certification—her library. Louise’s pioneering 2010 article in *Library Journal*, “Let ‘Green’ Creep,” set the stage for the NYLA’s and the American Library Association’s Resolutions on the Importance of Sustainable Libraries because she talked about the need to embed an “eco-ethic” throughout the library—it wasn’t just about the building. That article and subsequent conversations inspired me to think through how you actually do that—how do you *embed* sustainability into the culture of your library? This book is all but an ode to thinking that came out of those conversations. Thank you, Louise—you are grace incarnate.

The friends and connections I have made at the national level over the past seven years have provided me with a wider view of the world. Their interest in and support of the work I have been involved with here

in New York have emboldened me to think bigger: members of the ALA Sustainability Round Table, the board of EveryLibrary, my patient-as-a-saint editor Jamie Santoro at ALA Editions, ALA president Jim Neal, ALA Center for the Future of Libraries director Miguel Figueroa, Jessamyn West, Sandra Nelson, Susan Benton, Jeffrey Scherer, Carson Block, Peter Hepburn, Kathy Dempsey, Janie Hermann, Traci Engel Lesneski, Maxine Bleiweis, David Bendekovic, Loida Garcia-Febo—I have found allies in all the right places. Thank you for all you do and continue to do.

For those of you who have a calling, a “life’s work,” you know that you can’t do it alone. The rather long list of people I have thanked here and the hundreds I don’t have room to list are proof of that for me. However, there are two other people that I need to acknowledge before I sign off and let you get to reading this book, because without them this book would definitely not exist.

Matthew Bollerman, my cochair of the NYLA Sustainability Initiative, deserves a great deal of thanks and, likely, a lifetime supply of gin for working with me. He is a leader whom I admire and feel lucky to have the chance to work with. As a friend, there can be no one better—the kind who tells it like it is, calls you out when you aren’t doing what you should be, and is there when you need him—all with a kind heart. In 2012 he told me to stop just talking about libraries and what they could be doing in the realm of sustainability and to *do something about it*. And then he stepped up to help. Although we have been friends for over a decade, we’ve definitely tested that friendship in the past few years as we have journeyed together to help libraries embrace the role of sustainability leaders. He is a joy to work with and his intelligence, sense of humor, and good taste in beer have saved the day more than once. Thank you, Matthew—you are one of a kind, and I am thankful to have you in my life.

I devote much of my waking life to libraries: thinking about libraries, working and volunteering for libraries, writing about libraries, researching what libraries are up to . . . I can only do what I do, at the level I choose to do it, thanks to my husband, Adam. He is far more than home IT support and the guy who makes sure there is food in the house. If I had a dollar for every time he tells me “you can do this” when I doubt myself or when he wishes me well on the latest road trip that will keep us apart as I speak in front of library audiences around the country or when I say I need “just” thirty more minutes to write before we can start the movie

## ACKNOWLEDGMENTS

or when I forget what I'm doing in the kitchen because I'm lost in thought about my work and he still smiles—let's just say that I would be a very wealthy individual. Thank you, Adam, I love you.

# INTRODUCTION

My day job is to help libraries get elected.

At the polls, in the state capitol, in the county legislature, and, most important, in the hearts and minds of citizens.

Over the past eighteen years I have worked on more than one hundred library referendum campaigns for operating and capital funds. I have served on my state association's legislative committee for almost a decade. I have worked alongside my colleagues to secure millions of dollars in aid for libraries—locally and at the state level. I am on the front lines of the fight for funding for libraries. And trust me, folks, **it is a fight**.

Library people are, for the most part, **goodness and light**. We believe in common sense. We believe that facts win the day. We believe that democracy works. But we currently live in a world where facts are obscured or ignored, and “alternative facts” are shared by the highest office in the land. We are learning new terms such as *astroturfing* (the practice of masking the sponsors of a message or organization to make it appear as though it originates from and is supported by a grassroots participant). We live in a world in which various political and corporate factions are actively working against what is best for the majority. We live in a world in which money talks.

What does the world look like when democracy can be bought? When free speech is suppressed? When the free press is cast as villainous? What does it look like when a free people can no longer freely govern themselves? What happens to “life, liberty, and the pursuit of happiness” when we are so busy fighting each other over perceived and real slights that we are unable to come together to face some of the biggest crises of our lives?

Much of my job entails listening to influencers—decision makers and opinion leaders—to help create sustainable libraries. Not just the governor, a state senator, or a mayor but everyday taxpayers who are voting whether to invest more of their dollars into their library. What I hear is shifting. What I hear worries me. Increasingly libraries are called *elitist*, *liberal*, *nonessential*. Instead of combating that attitude with confidence, library advocates get flustered and defensive, defaulting into a pugilistic stance that only amplifies the opposition’s feeling that its proponents are correct.

What our profession needs now is **confidence, determination, and the will to succeed**. Our communities are counting on us.

The heavy lift of advocating for libraries is simultaneously tougher and easier than it has ever been. Tougher because to cut through the noise of modern life and help people understand what we are doing is a massive challenge. Easier because what we do as libraries, and, more important, why we do it, has never been more relevant.

Research I share in this book points to disturbing declines in library use. Library win margins at the polls are shrinking; more libraries are positioned to lose in the coming years. Messaging from libraries is all over the place or nonexistent or, worst of all, untrue.

Do you know that feeling when your sock is falling down inside your shoe as you are walking? It starts out as mildly irritating and then it gets worse. You start to think to yourself, “Ugh. I’m going to have to find a spot to sit down, untie my shoe, and pull up this sock,” but you keep walking, hoping it won’t get worse. But it does. It gets downright uncomfortable. You might even be limping. That is where I think libraries are right now. It’s downright uncomfortable to watch libraries who don’t get how they are perceived in the community. It’s downright uncomfortable to listen to library leaders who are focused on the wrong things. It’s downright uncomfortable to have to go to conferences where heads are in the sand.

**It is time to get focused.** To sit down, untie the shoe, and pull up the damn sock. Let’s do the work so we can stand tall and walk forward with confidence.

That’s what this book is about—giving you the foundation and talking points you need to walk into the unknown with confidence that libraries are more important than ever and to never, *never* allow someone to tell you otherwise.

I live libraries. Every day. I love libraries and the people who make them possible. My life's work has been to support those who make libraries **viable, visible, and vital**—to create “sustainable libraries.”

People often look at me sideways when I share my title: coordinator for library sustainability. What is that, they ask? Because I am certified as a Leadership in Energy and Environmental Design Accredited Professional (LEED AP), people often assume that my job is isolated to helping build library buildings, and although that is part of my job, it is a smaller part than you might guess. My true job is to ensure that my libraries have the capacity to meet community needs—funding, facilities, leadership, advocacy—these things all work in concert to create a library that is worthy of investment, that matters to those it serves.

Through my unbelievable luck to have had the opportunity to work with some of the best library people in the world—from directors and trustees to library staff and Friends groups to library consultants and architects and, most of all, to the people we serve as librarians—I have learned so much.

I look for patterns. Why did this library succeed? Why do people flock to this library? Why was this program so successful? Why did this vote fail? Why is everything so hard for this library? What makes patrons so loyal to this library?

This book is about those patterns.

This book is about pattern recognition beyond libraries that libraries need to respond to. This book is about the very survival of libraries and our communities.

The world we are living in today has never needed libraries more. Never before has it been so critical that libraries become master tacticians working through a shared strategy that we all need to get behind.

This book is a case for that shared strategy: *sustainable thinking*.

Sustainable thinking, as outlined in this book, helps reset the clock, bringing us back to basics. Our goal is to position the future success of your library in the context of your community's capacity to endure, to bounce back after disruption, and to *thrive*—regardless of what is thrown its way.

In this book, I am asking you to get really good at talking about why we do what we do. I am asking you to live the values that we claim to support throughout all aspects of our operations and outreach.

We need street credibility like never before in order to do the work the world needs us to do. Our commitment to core values such as democracy, diversity, and the public good needs to be reflected in all we do in order for our messaging to resonate.

Now is the time to kick into high gear and use our resources wisely.

To ensure that libraries, and those we serve, are around for the long haul, we must commit to sustainability for our institutions and for our communities.

I believe that libraries are here to **make the world a better place**. That we represent the best of humanity and hope for the future. That our profession is about caring for those who come through our doors, who work in our facilities, and even those who do not directly use library services. We are service professionals, we are information professionals, we are educators—but first and foremost *we are fellow citizens* to those we serve.

**Libraries are empowerment engines.** We are on the front lines of empowering individuals and communities to make the world a better place. This is a unique and special role we play that we must deliberately embrace. Our power and influence are vast and, in many ways, largely untapped.

We are positioned to effect great change, to make our communities stronger, healthier, safer places to live, work, learn, and play. But we can only do that if people believe in us, and people want to believe in us, they really do.

Thank you for reading this far. I hope you continue. Your library's future may depend on it.



**PART I**  
SITUATION REPORT



# DISRUPTION

## INSIDE, OUTSIDE, AND ALL AROUND

---

**WELL-MEANT NEWSPAPER HEADLINES LOVE TO QUESTION** the vitality and viability of libraries, noting popular opinions that libraries have gone the way of the dinosaur. Reporters and writers across the world, sympathetic to the plight of an institution they view much like their own profession, note the danger of extinction. I've read so many of these articles in the past five years I've lost count.

Dozens upon dozens of newspaper articles, magazine stories, and online news source features follow this same formula: bet you thought libraries were a thing of the past → but wait, there's more to the eye → [insert latest technology or unexpected program] → cute, right? Rarely does a writer miss the opportunity to speak to her own nostalgia about libraries, the printed word, and the quiet solitude of the libraries of her youth. The librarian who changed the writer's life by putting the right book in her hands at the right moment. The fondness that writers and reporters have for libraries is undeniable. The charm, the promise, the hope that libraries have always embodied is still there, everyone!

We are often viewed as passive, awaiting your attention, here to help if you need us. Our bread and butter is storytime and free, high-speed access to the Internet; everything else seems to be cast as the flavor of the month.

Use of libraries, overall, is down. Spin, spin, spin, but the data don't lie. Fewer people are coming through the doors of our libraries. Fewer

people borrow items, the same people visit our websites, and we struggle to get people to interact with our electronic resources, save e-books. “That’s not the story at my library!” I’ll often hear. “People love our library!” “Why, I had fifty kids at this program or the other.” That’s nice. In fact, that’s *great!* I’m so glad to hear it. However, a trend is a trend for a reason—it means that more often than not, use of libraries is down, overall, nationwide.

The Pew Research Center data are invaluable to libraries if you’re willing to assess all the data, not just the stuff that makes us look good. The center’s 2013 report, *The New Library Patron*, has one of the best headlines about libraries in decades: “91% of Americans think libraries are important.” Boom! That’s amazing, fantastic, and pretty hard to top. However, read a bit farther and you’ll see a startling statistic: 30 percent admit—perhaps sheepishly—that they don’t quite understand what libraries do anymore.<sup>1</sup> We look different. We’re “more than books.”

The fact that 30 percent (21 percent of whom earlier answered that they think we are important) are confused about what we do should set off warning bells, like when a hurricane is reclassified to the next highest category. This is our honeymoon period and has been for the past decade. We’ve tried to tackle it as a messaging issue: okay, we’ve got a public relations problem—let’s fix that; let’s learn to talk about ourselves in new ways that will resonate and turn this confusion around.

Valiant efforts are undertaken, regularly, to find new ways to talk about libraries, to find that perfect phrase that’s going to turn things around. Yet in 2016, in a new report from Pew, released in April, right at the start of National Library Week thank-you-very-much, came the statistical headline we’ve all secretly known was coming: “Use of Public Libraries Drifts Down,” and no, e-use does not make up the difference.<sup>2</sup> You can read the report for yourself.

Now, you can continue to be in denial (not my library!), talk about how it’s not about the numbers (it’s all about outcomes!), and, honestly, that’s the truth. It should be about the outcomes, about the lives changed, but the numbers are the numbers, and they are used for us and against us in critical moments tied to our funding.

If we are going to be relevant, remain trusted, and be able to truly ride the story line about outcomes to success at the polls and in the hearts and minds of those we serve, we’ve got a lot of work to do.

A new campaign slogan isn't going to fix this. A new innovative program isn't going to fix this. A cool new application of tech isn't going to fix this. This is big and needs a true, long-haul thinking strategy to address.

The mixed messaging out there about who libraries are and what we do causes confusion among our community members, even our stakeholders. We are many different things to many different people, which means there is a lack of cohesion behind the messaging of why we matter.

*Libraries transform. Libraries change lives. Libraries matter.* All popular phrases used nationally that say, basically, nothing to someone who isn't a native library user or parent.

We're slipping when we should be shining. There are dozens of beacons out there, libraries "doing it right," who are hardwired into their communities, truly working hand-in-hand with their neighbors to create a better world through library services, but not enough of them. Not enough to stem the tide of uncertainty about the future of libraries. Not enough to turn the tide in Plainfield, Illinois, when an antitax Super PAC turned its sights on the library's building referendum and squashed it. Not enough to quell the inevitable questions we field from family members and friends about the future of libraries.

But we know, we library leaders, we library advocates. We know that libraries *do* matter. We *do* change lives. But we also know that we're often spread too thin, that the impact we're having should be bigger, more obvious. Our institutions, designed for a world that existed decades ago, are struggling in this age of amplified disruption.

We have limped along for a long time, but our honeymoon is over. Outside forces are afoot, directly and indirectly shaping the future of libraries and our communities.

The Americans for Prosperity (AFP) Political Action Committee, a well-known Super PAC underwritten by the Koch brothers, promulgates the Tea Party flavor of the antitax faction: *any tax is a bad tax*. The Koch brothers, two of the richest men on Earth, together worth roughly \$43 billion, have sunk funding into AFP that makes this Super PAC a force to be reckoned with. They have helped a fringe movement become mainstream, and in 2016 set their sights on Plainfield, Illinois.

The Plainfield Public Library worked for years to understand what the community needed from it. Through focus groups, surveys, and public town meetings, librarians identified the need for a new library facility.

The library followed a textbook path to build consensus about the new facility and worked hard to present an opportunity to the community that would be affordable and help community members reach their goals for library services in their town.

AFP swooped in after the campaign to pass a referendum to fund the new building got started. The Super PAC funded robocalls to all residents, underwrote signs and ads, and ran a textbook misinformation campaign. The library's \$6,000 campaign committee budget could not compete. The referendum was crushed at the polls. The library tried again the next year, lowering the amount requested, but the damage was done. The referendum lost again, by a lot.

Today's civil wars can be won with money if a community is not **cohesive**. A library that is operating with the old handbook is going to limp into the future, its fate uncertain. What is swirling around outside our professional lives is getting weirder and scarier. To weather what is already happening, and what is coming, **we need a loyal base of supporters**—not just users—in our communities that “get” what their library is all about and why that matters in modern society.

The first worksheet of the book, “By the Numbers,” can give you a bird's-eye view of how a few people can influence the fate of a community. Voter apathy in local elections and unpredictable voter turnout at the polls can leave a library scrambling to gather enough votes to win. Libraries cut it too close for comfort in more cases than not. Understanding these numbers is critical to being more strategic in the future about who knows about us, who understands us, and who benefits from our services. These are actually three distinct groups, all with the power to sway the financial future of the library.

A new slogan, shiny new tech, and pop-up libraries alone are not going to turn the tide. We need to be strategic, and that's what this book is all about. Being strategic about the future of libraries to the point at which we are sewn so tightly into the fabric of the lives of the communities we serve that it would be unthinkable to underfund, defund, or vote against our libraries.

## NOTES

1. Kathryn Zickuhr, Lee Rainie, Kristen Purcell, and Maeve Duggan, “How Americans Value Public Libraries in Their Communities,” Pew Internet and American Life Project (December 11, 2013), <http://libraries.pewinternet.org/2013/12/11/libraries-in-communities/>.
2. “Use of Libraries Drifts Down, While Use of Library Websites Levels Off,” Pew Research Center: Internet and Technology (April 6, 2016), [www.pewinternet.org/2016/04/07/libraries-and-learning/pi\\_2016-04-07\\_learning-and-libraries\\_0-02/](http://www.pewinternet.org/2016/04/07/libraries-and-learning/pi_2016-04-07_learning-and-libraries_0-02/).



---

## BY THE NUMBERS

Hypothetically, if your library went for a vote this year for a building referendum, how many votes would it take to win? \_\_\_\_\_

(To find the answer, call your board of elections or school district and ask how many people normally come out to vote in the general election or the school budget process in your legally chartered service area.)

How many library cardholders do you have? \_\_\_\_\_

How many of your library cardholders have actively used your library in the past twelve months? \_\_\_\_\_

How many donors do you have? \_\_\_\_\_

How many of your active cardholders and donors are currently registered to vote? \_\_\_\_\_

Is there a gap between the number of likely supporters of your referendum (users and donors who are registered to vote) and the number of votes you would need to win (50 percent + 1 of the number of voters who come out in a similar election)?

---

---

---

# INDEX

## A

access, 54  
action, 113–114, 123  
active listening, 143  
advocacy, xv–xviii  
Advocate, Merribeth, 142  
“Agents of Change: The Importance of Sustainability in Public Schools, Universities, and Libraries” event, 162–163  
allies, 112  
American Business Act on Climate Pledge, 139  
American College and University Presidents’ Climate Commitment, 179–181  
American Institute of Architects, 155  
American Library Association (ALA)  
    Center for the Future of Libraries, 90  
    Core Values of Librarianship, 48–49, 53–57  
    Library Bill of Rights, 84  
    Resolution on the Importance of Sustainable Libraries, 139, 167–168  
    sustainable thinking, case statement on, 73–75  
    “turning outward” resources, 67–68  
Americans for Prosperity (AFP) Political Action Committee, 5–6  
amplified disruption, 9, 10–13

Anderson, Laurie, 9  
*Antifragile: Things That Gain from Disorder* (Taleb), 142  
Anythink, Rangeview Library District, 62  
Apple, 47–48  
Asheville, North Carolina, 66  
astroturfing, xv  
*Authentic Happiness* (Seligman), 61

## B

B Corporation, 82, 133  
*B Corporation Certification Handbook* (B Corporation), 133  
*Band of Brothers* (miniseries), 53–54  
basic needs, 11  
“Be a Part of Something Bigger Than Yourself” worksheet, 122  
beliefs, 154–155  
belonging, 18  
benchmarks  
    Benchmarking team, 120  
    for certification, 127  
    for sustainable libraries, 123–125  
    for water sustainability, 130  
Bergen, Garrett, 162  
black hat hackers, 101  
“Block Party Planning” worksheet, 34, 36  
Bollerman, Matthew, 118

- bottom line  
 See triple bottom line
- Brand, Stewart, 12
- branding, 40
- Brundtland Commission, 79
- budget committee, 138
- building  
 libraries, role in resilience of  
 community, 32–34  
 passive survivability of facilities, 29–30  
 Resilient Design Principles, 30–32  
 See also construction/renovation projects
- BuildingGreen* (journal), 29
- “bunker mentality,” 19
- Burke, Bill, 156
- business, 79–82
- Business Alliance for Local Living  
 Economies, 66, 67
- “By the Numbers” worksheet, 6, 8
- C**
- Camp Happiness, 62
- Cannibals with Forks: The Triple Bottom Line of 21st Century Business* (Elkington), 80
- Canseco, Victor, 120
- Carlin, George, 24
- Carpet and Rug Institute, 150
- Carson, Rachel, ix
- Case, Tria, 162
- catalyst/convenor, librarian as, 159–163
- Center for Green Schools, 133
- Center for the Future of Libraries, 90
- certification  
 benchmarks for sustainable libraries, 123–125  
 design certification programs, 157–158  
 of green products, 150  
 integrated building design and, 156–157  
 of sustainable libraries, 121  
 Sustainable Library Certification Program, 120, 127–133  
 “What Is Already Out There?” worksheet, 126
- Chambers, Mark, 162
- change  
 Community Change Agents team, 120  
 leadership, 111–115  
 “The Change Leadership Sustainability Demands” (Lueneburger & Goleman), 111–114
- checkpoints, 148
- Chrisney Branch Library, Indiana, 96
- Cities in Evolution* (Geddes), 65–66
- cleaning products, green, 148–150
- climate change  
 building for resiliency, 29–34  
 impact of, 11  
 IPCC report on, 23–25  
 library call to action about, 25–27  
 “My Little Corner of the World” worksheet, 28
- Climate Change 2014: Impacts, Adaptation, and Vulnerability; Summary for Policymakers* (IPCC), 23–25, 33
- Climate Smart Community Library Pledge (Kingston Library)  
 case study, 170–174  
 copy of, 175–178
- The Clock of the Long Now: Time and Responsibility* (Brand), 12
- Cohen, Josh, 48
- collaboration, 156
- collections, 131
- collective impact, 90–91
- “Committee Charges” worksheet, 139, 140
- committees, 137–139, 140
- communication  
 See messaging



- community
- climate change and, 25–26
  - hierarchy of needs and, 17–20
  - leveraging sustainability into, 113–114
  - library articulation of vision and, 48–51
  - localism, 65–67
  - “Map the Helpers” worksheet, 21
  - needs, responsiveness to, 136
  - platform for sustainable community investment, 137
  - resilience, library role in, 32–34
  - strategic thinking and, 40–42
  - Sustainable Library Certification Program, 130
  - sustainable thinking and, 73–76
  - Three Es of Sustainable Libraries, 59–64
  - trustee choices for community, 137–139
- Community as Collection program, 63
- Community Change Agents team, 120
- compass, 75–76
- confidentiality/privacy, 55
- connector, role of, 161
- consensus document, 139
- construction/renovation projects
- certification path, 156–158
  - design of sustainable library facility, 153–154
  - Integrated Building Design, 155–156
  - Levels of Thought model, 154–155
- “Continuity Planning” worksheet, 97–98
- Core Values of Librarianship (American Library Association)
- for articulation of why, 53–54
  - how to carry out, 59
  - library articulation of vision and, 48–50
  - overview of, 54–57
- Cradle to Cradle Certified products, 150
- Crafting a Nation* (documentary), 66
- D**
- Damon-Moore, Laura, 63
- Dana, John Cotton, 61
- Davis, Jeffrey L., 100
- Davis, Jill, 124–125
- “Deep Dive: Mission Statement” worksheet, 41, 43
- democracy, 55
- design
- See* building; construction/renovation projects
- Design and Construction Delivery Process* (U.S. General Services Administration), 156
- design certification programs, 157–158
- disruption
- amplified disruption, types of, 10–13
  - “Continuity Planning” worksheet, 97–98
  - “Disruption Inventory” worksheet, 14–15
  - library resilience and, 96–97
  - Maslow’s Hierarchy of Needs and, 20
  - mind-set as key to, 142
  - as part of library leadership challenge, 39
  - situational awareness, 9–10
  - sustainable thinking and, 76
- diversity, 34, 55
- domestic violence shelter, 87–88
- durability, 31
- E**
- ecological intelligence, 147–150
- economic disruption, 10
- economic feasibility, 80–82
- economics, 84

## education

- about sustainability, 112
- as core value of librarianship, 55
- of staff, 147–149

Elkington, John, 80

empathy, 32–33, 59–64

## empowerment

- culture of, 142
- libraries as engines of, xviii
- of patrons/community by library, 59–60

## energy

- Sustainable Library Certification Program, 128
- Three Es of Sustainable Libraries, 59–64

energy audit, 172

## energy efficiency

- building design and, 154
- certification path and, 156
- Kingston (New York) Library Climate Smart Pledge, 171–174
- net-zero energy standards, 158

Energy Star, 150, 158, 171–172

“Engage the Integrated Design Process” (National Institute of Building Sciences), 156

engagement, 59–64

## environment

- climate change, IPCC report on, 23–25
  - climate change, library call to action about, 25–27
- ecological intelligence, 147–151
- environmental disruption, 11
- environmental stewardship, 80–82
- libraries as sustainable organizations, 83–84
  - “My Little Corner of the World” worksheet, 28

Environmentally Preferable Purchasing (EPP), 149

esteem, 18

## F

## facilities

- construction/renovation projects, 153–158
- facilities/building committee, 138–139

“fail fast” idea, 143–144

“Failure: A Retrospective” worksheet, 144, 146

Fathom Information Design, 101

Fayetteville Free Library, New York, 101

feedback loops, 142–143

financial sustainability, 131

## food

- endangered food supply, 23
- IPCC report on food security, 24
- in Maslow’s Hierarchy of Needs, 18

Forest Stewardship Council (FSC), 150

*From Awareness to Funding: A Study of Library Support in America* (OCLC), 45–46

*Fundamentals of Integrated Design for Sustainable Building* (Keeler & Burke), 156

funding, 136

## G

Gandhi, Mahatma, 161

Geddes, Patrick, 65–66

## generative

- libraries as, 100–102
- Living Building Challenge, 158
- use of term, 100

George Mason University, 26

“Global Alignment” worksheet, 91–94

## global warming

- IPCC report on, 23–25
- library call to action about, 25–27
- “My Little Corner of the World” worksheet, 28

goal, 89

- Godin, Seth, 75
- Golden Circle, 45–46
- Goleman, Daniel
- on change leadership, 111–114
  - on ecological intelligence, 147
  - principles of “compassionate consumption,” 149
- Grand Rapids, Michigan, 66
- Green Building Operations and Maintenance Manual* (Green Seal), 132
- Green Business Certification program, 124–125, 131
- Green Classroom Professional Certificate* (Center for Green Schools), 133
- Green Globes, 157–158
- green products, 148–150
- Green Seal, 132, 150
- green team, 128
- Greenhouse Gas (GHG) Emissions Inventory, 129–130
- H**
- hacking, 101
- happiness, 61–62
- Happiness Experience, 62
- Hauser, Emilie, 173–174
- Hayward, California, 96
- Hendrick Hudson Free Library (HHFL), 124
- Hierarchy of Needs, 17–20
- how
- in Golden Circle, 46
  - “Power to the People” worksheet, 64
  - Three Es of Sustainable Libraries, 59–61
  - Three Es, program examples, 62–63
- Hurricane Irene, 30
- I**
- “Inch by Inch, Row by Row” worksheet, 115
- Integrated Building Design (IBD), 155–156
- intellectual freedom, 55
- Intergovernmental Panel on Climate Change (IPCC)
- on climate change, 23–25, 74
  - on iterative risk management, 33
- International Living Future Institute, 158
- investment, 137
- iteration, 144
- iterative risk management, 33
- J**
- Jobs, Steve, 39
- K**
- Kania, John, 91
- Keeler, Marian, 156
- King, Martin Luther, Jr., 11, 48
- Kingston (New York) Library
- case study, *Climate Smart Community Library Pledge*, 170–174
  - copy of *Climate Smart Community Library Pledge*, 175–178
  - link for *Climate Smart Community Library Pledge*, 140
- Kingston, New York, 170, 173
- Kingston Library Climate Smart Advisory Committee (CSAC), 170–174
- Koch brothers, 5–6
- Kramer, Mark, 91
- L**
- land use, 129
- Lankes, David, 41, 88
- leadership
- change leadership, 111–114
  - librarian as catalyst/convener, 159–163
  - organizational culture and, 141–142

- Leadership in Energy and Environmental Design (LEED), 100, 157
- Lec, Stanislaw Jerzy, 80
- Lerner, Jaime, 117
- Lesneski, Traci Engel, 100
- “Let’s Get Started” worksheet, 164
- Levels of Thought model, 154–155
- librarians
- amplified disruption and, 10–12
  - as catalysts/conveners, 159–163
  - Core Values of Librarianship, 53–57
  - as long-haul thinkers, 13
  - situational awareness, 9–10
- libraries
- advocating for, xv–xviii
  - AFP Super PAC and, 5–6
  - benchmarks for sustainable libraries, 123–125
  - change leadership, 111–115
  - climate change and, 25–27
  - construction/renovation projects, 153–158
  - decline in use of, 3–4
  - disruption, preparation for, 96–97
  - ecological intelligence, 147–151
  - facilities, building for survivability, 29–30
  - Golden Circle and, 45–47
  - local community, support of, 65–70
  - “Map the Helpers” worksheet, 21
  - Maslow’s Hierarchy of Needs and, 17–20
  - messaging about, 5
  - organizational culture, sustainable, 141–145
  - regeneration by, 100–102
  - resilience, role in building, 33–34
  - Resilient Design Principles, 30–32
  - staff development, 144–145
  - sustainability, how to get there, 117–121
  - sustainability from inside out, 107–110
  - Sustainable Library Certification Program, 127–133
  - as sustainable organizations, 83–84
  - sustainable thinking, case statement on, 73–75
  - Three Es of Sustainable Libraries, 59–64
  - top-level infusion for sustainability, 135–140
  - vision/values, articulation of, 48–51
  - “Libraries as Empowerment Engines” worksheet, 103
- Libraries Transforming Communities (LTC) initiative, 67–68
- Library Bill of Rights (ALA), 84
- library staff
- See* staff
- Library Takeover program, 62–63
- life cycle cost analysis, 149
- lifelong learning, 55
- Living Building Challenge (LBC), 100, 158
- localism
- based on relationships, 66
  - definition of, 67
  - library’s support of, 67–70
  - resiliency with local resources, 31
  - “Think global, act local” phrase, 65–66
- long view, 12, 13
- long-range plan example, West Vancouver Memorial Library, 182
- love, 18
- loyalty, 65, 70
- Lueneburger, Christoph, 111–114
- M**
- Madison (Wisconsin) Public Library (MPL)
- Library Takeover, 62–63
  - Tell Us/Cuéntenos Campaign, 68–69
- Madison Public Library Foundation, 62–63

makerspaces, 100–101  
 “Map the Helpers” worksheet, 20, 21  
 marketing, 76, 119  
 Marketing the Cause team, 119  
 Maslow, Abraham, 17–20  
 materials management, 128–129  
 McDermott, Meredith, 162  
 Mead, Margaret, 120–121  
 meaning, 61  
 “Measure What Matters” worksheet, 84, 85–86  
 media, 12  
 messaging  
   Golden Circle, 45–47  
   library articulation of vision/values, 48–51  
   mixed messages about libraries, 5  
   “‘What Message Are You Sending?’” worksheet, 51–52  
   why, examples of, 47–48  
 Mikszewski, Alex, 162  
 mind-set, 142  
 mindtools.com, 143  
 mission statement, 42–43  
 Muir, John, 87  
 “My Little Corner of the World” worksheet, 28

## N

*NASPO Green Purchasing Guide* (NASPO), 149  
 National Institute of Building Sciences, 156  
 natural systems, 31  
 Needham, George, 33  
 needs, 17–20  
 “Net Positive | Library Design 2017” (Davis), 100  
 net zero energy (NZE) certified buildings, 96  
 net-zero energy standards, 158  
*The New Library Patron* (Pew Research Center), 4

New York, 30, 33  
 New York Library Association (NYLA)  
   benchmarks for sustainable libraries, 123, 124–125  
   Resolution on the Importance of Sustainable Libraries, 118, 139, 169  
   sustainability event, 162–163  
   Sustainability Initiative Committee, 118–120  
   Sustainable Library Certification Program, 127–133  
   sustainable thinking definition, 41  
 New York State Energy Research and Development Authority (NYSERDA), 172  
*1984* (Orwell), 47

## O

Oakland (California) Public Library, 102  
 OCLC, 45–46  
 OneNYC, 162–163  
 organizational commitment, 128  
 organizational culture, sustainable  
   active listening, 143  
   failing fast, 143–144  
   “Failure: A Retrospective” worksheet, 146  
   feedback loops, 142–143  
   leadership for sustainable, 141–142  
   staff development, 144–145  
   understanding/respect/empathy, 141  
 Orwell, George, 47

## P

partnerships, 127, 130  
 Passive House, 158  
 passive survivability, 29–30  
 patterns, xvii  
 Patterson (New York) Library, 102  
 personnel committee, 138  
 Pew Research Center, 4

philosophies, 154–155  
 Pierre-Louis, Tameka, 162–163  
 Plainfield Public Library, Illinois, 5–6  
 planning committee, 137  
 pleasure, 61  
 policy committee, 138  
 policy writing, 127  
 political disruption, 10  
 Portfolio Manager, 171  
 “Power to the People” worksheet, 61–62, 64  
 preservation, 56  
 Presidents’ Climate Leadership Commitments, 139  
 principles, 154–155  
 products, green, 148–150  
 professionalism, 56  
 public good, 56  
 Public Library Association (PLA), 62  
 public library board, 135–136, 140

## Q

Queens (New York) Library, 162–163

## R

Rangeview Library District (Colorado), 62, 102  
 regeneration  
   by libraries, 100–102  
   “Libraries as Empowerment Engines” worksheet, 103  
   Living Building Challenge, 158  
   regenerative design, 99–100  
 renovation  
   *See* construction/renovation projects  
 repair cafés, 101–102  
 resilience  
   antifragile resists shocks, 142  
   built in, 95–96  
   “Continuity Planning” worksheet, 97–98

definition of, 29  
 disruption, library preparation for, 96–97  
 libraries role in building, 32–34  
 regeneration and, 99  
 Resilient Design Principles, 30–32  
 social equity/community principle, 67  
 Sustainable Library Certification Program, 130  
 Resilient Design Institute (RDI), 29  
 Resilient Design Principles, 30–32, 67  
 resolution, 136, 139  
 Resolution on the Importance of Sustainable Libraries (American Library Association), 73–75, 167–168  
 Resolution on the Importance of Sustainable Libraries (New York Library Association), 118, 169  
 resources  
   American College and University Presidents’ Climate Commitment, 179–181  
   Climate Smart Community Library Pledge (Kingston Library), 175–178  
   on energy conservation/efficiency, 158  
   on Integrated Building Design, 156  
   Kingston (New York) Library Climate Smart Pledge, case study, 170–174  
   long-range plan example, West Vancouver Memorial Library, 182  
   NYLA-SI scan of resources for library, 124  
   Resolution on the Importance of Sustainable Libraries (ALA), 167–168  
   Resolution on the Importance of Sustainable Libraries (NYLA), 169  
   for Sustainable Library Certification Program, 131–133  
 respect, 32–33  
*The Responsible Business* (Sanford), 154

*The Responsible Entrepreneur* (Sanford),  
154  
risk management, 39, 96–98  
Road Map team, 119–120

## S

safety, 18, 23  
Sandpebble Project Management, 120  
Sanford, Carol, 154  
Sasser, Sue Lynn, 67  
scales, 30  
School of Information Studies (iSchool)  
at Syracuse University, 63  
self-actualization, 18, 19  
self-transcendence, 19, 61  
Seligman, Martin, 61  
service, 56  
shareholders, 81  
Shubert Library Excellence Award, 124  
Sinek, Simon, 45–48  
sitrep, 9  
situational awareness, 9, 10–13  
sleep, 18  
small businesses, 67  
“Small-Business Inventory” worksheet,  
68, 71  
social disruption, 11  
social equity  
as element of TBL, 80–82  
libraries as sustainable organizations,  
84  
resilience and, 32, 67  
Sustainable Library Certification  
Program, 130  
Tell Us/Cuéntenos Campaign and, 69  
social responsibility, 56–57  
social services agencies, 21  
staff  
education about ecological  
intelligence, 147–149  
staff development, 144–145  
stakeholders, 81, 114

*Stanford Social Innovation Review*, 91  
“Start Small: Hospitality” worksheet, 151  
*Start with Why* (Sinek), 45–48  
State Aid for Library Construction  
program, 30  
strategic thinking, 40  
strategy  
community, library contribution to  
sustainability, 39–40  
“Deep Dive: Mission Statement”  
worksheet, 43  
strategic thinking, 40  
sustainable thinking, 41–42  
Suffolk County Library Association, 120  
summer reading, 83  
Super PAC, 5–6  
support, 6, 118  
survivability, 32–33  
sustainability  
beyond, 95–97  
change leadership, 111–115  
as core organizational value, 39  
as core value of library, 41, 50–51  
definition of, 79  
ecological intelligence, 147–151  
how we get there, 117–121  
from inside out, 107–110  
regeneration and, 99  
triple bottom line and, 59, 67, 79–84  
Sustainability Initiative Committee (NYLA-  
SI)  
benchmarks for sustainable libraries,  
123  
charge of, 118–119  
NYLA-SI scan of resources for library,  
124  
teams of, 119–120  
sustainable library  
construction/renovation projects,  
153–158  
Resolution on the Importance of  
Sustainable Libraries (ALA),  
167–168

- sustainable library (*continued*)
- Resolution on the Importance of Sustainable Libraries (NYLA), 169
  - Sustainable Library Certification Program, 127–133
  - Three Es of, 59–64, 79–80
- Sustainable Library Certification Program
- categories of, 128–131
  - creation of, 120
  - library activities to achieve certification, 127–128
  - resources for, 131–133
- sustainable thinking
- case statement, 73–75
  - as compass setting, 75–76
  - definition of, 41
  - diagram of, 107
  - future success of library and, xvii–xviii
  - librarian as leader and, 163
  - libraries as good return on investment, 136
  - by library, from inside out, 107–110
  - regeneration, 99–102
  - resilience and, 96
  - strategy to infuse, 42
  - “Taking Your Why to the Next Level” worksheet, 77
- systems
- change in purpose and, 109–110
  - simple, passive, flexible, 31
  - whole systems thinking, 108–109
- T**
- “Taking Your Why to the Next Level” worksheet, 76, 77
  - Taleb, Nassim Nicholas, 142
  - Team Coordination Training Student Guide* (United States Coast Guard), 9
  - teams, 119–120
  - technological disruption, 10–11
  - thinking
    - See* sustainable thinking; whole systems thinking
  - Three Es of Sustainable Libraries
    - as components of TBL, 79–80
    - description of, 59–61
    - examples of, 62–63
    - “Power to the People” worksheet, 64
  - top-level infusion, 135–140
  - transportation, 129
  - triple bottom line (TBL)
    - application of in business, 81–82
    - certification activities and, 128
    - description of, 79–80
    - green buildings and, 157
    - libraries as sustainable organizations, 83–84
    - “Measure What Matters” worksheet, 85–86
    - in nonprofit/government planning, 82–83
    - Sustainability Initiative Committee’s use of, 118
    - sustainability seen through lens of, 89
    - Venn diagram of, 81
  - trustees, 135–138
  - “turning outward” resources, 67–68
- U**
- UN Sustainable Development Goals, 89–90
  - understanding, 32–33
  - United States Coast Guard, 9
  - Urb.ag, 101
  - U.S. Environmental Protection Agency, 171
  - U.S. General Services Administration, 155, 156
  - U.S. Green Building Council
    - conference of, 29
    - Green Classroom Professional Certificate*, 133



LEED for Operations and  
Maintenance: Existing Buildings  
Certification, 131–132  
LEED program overseen by, 157  
U.S. Small Business Administration, 67  
“Use of Public Libraries Drifts Down”  
(Pew Research Center), 4

## V

values

articulation of vision and, 48–51  
Core Values of Librarianship, 53–57  
happiness, 61  
sustainability as core library value,  
39, 41  
for sustainable organizational culture,  
141  
sustainable thinking and, 75, 108–110  
of West Vancouver Memorial Library,  
182  
“What’s Your Why?” worksheet, 58

vision, 48, 113–114

## W

water

IPCC report on, 24  
in Maslow’s Hierarchy of Needs, 18  
Sustainable Library Certification  
Program, 129–130  
wars predicted over, 23

West Berkeley Public Library, California,  
96

West Vancouver (British Columbia)  
Memorial Library, 50–51, 182

what

in Golden Circle, 46  
intense local loyalty to library, 65  
library’s support of local, 67–70  
localism, 65–67  
“Small-Business Inventory” worksheet,  
71

“What Message Are You Sending?”  
worksheet, 51–52  
why vs., 45

“What Is Already Out There?”  
worksheet, 126

“What Message Are You Sending?”  
worksheet, 51–52

“What’s Your Why?” worksheet, 58  
white hat hackers, 101

*The Whole Earth Catalog* (Brand), 12

whole systems thinking

collective impact, 90–91  
domestic violence shelter, experience  
at, 87–88  
“Global Alignment” worksheet, 91–94  
with Integrated Building Design, 156  
by libraries, 108–109  
library struggles with, 124  
roles of librarians, 88–89  
UN Sustainable Development Goals,  
89–90

why

Core Values of Librarianship, 53–57  
examples of, 47–48  
in Golden Circle, 45–47  
library articulation of, 48–51  
“What Message Are You Sending?”  
worksheet, 51–52  
“What’s Your Why?” worksheet, 58

Wilson, Alex, 29–32

worksheets

“Be a Part of Something Bigger Than  
Yourself,” 122  
“Block Party Planning,” 34, 36  
“Committee Charges,” 140  
“Continuity Planning,” 97–98  
“Deep Dive: Mission Statement,” 41,  
43  
“Disruption Inventory,” 14–15  
“Failure: A Retrospective,” 146  
“Global Alignment,” 91–94  
“Inch by Inch, Row by Row,” 115  
“Let’s Get Started,” 164

worksheets (*continued*)

- “Libraries as Empowerment Engines,”  
103
  - “Map the Helpers,” 20, 21
  - “Measure What Matters,” 84, 85–86
  - “My Little Corner of the World,” 28
  - “By the Numbers,” 8
  - “Power to the People,” 64
  - “Small-Business Inventory,” 68, 71
  - “Start Small: Hospitality,” 151
  - “Taking Your Why to the Next Level,”  
77
  - “What Is Already Out There?,” 126
  - “What Message Are You Sending?,”  
51–52
  - “What’s Your Why?,” 58
- written plan, 148

## Y

- Yale University, 26, 27

## Z

- Zero Energy Certification, 158