

Workshop #1 Report Alignment



**Mastics Moriches Shirley Community Library
Shirley, NY**

08 November 2014

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Project Summary

Mastics Moriches Shirley Community Library

The Mastics Moriches Shirley Community Library (MMSCL) was created by the voters of the William Floyd School District in 1974. On December 12, 1979, a bond issue was approved to build a permanent Library on donated land and opened in March of 1982. A 24,000 sq. ft. addition was dedicated in 1995. As a community resource, MMSCL is currently at a crossroads, and the Board of Trustees is looking for the community’s help to make a decision on how best to proceed, given the facility’s need for renovation, repairs, and asbestos abatement. Sandpebble was hired as the Owner’s Representative and Project Managers to help the Board and the community determine the best course of action.



7group was subsequently contracted to facilitate a series of six workshops with the project team and community in order to solicit community participation for engaging an integrative process for engaging a building renovation or pursuing a new library building. The project Architect will be selected after the third workshop.

The first of these workshops, the Alignment Workshop, was held on 08 November, 2014. This workshop was designed around a series of exercises with community members, the project team, library staff, and Board members aimed at: 1) familiarizing community participants with the integrative process required to realize high performance goals and the importance of this approach for co-creating a community library; and 2) aligning community members around the project Purpose and the idea of delivering Value Adding Processes (VAPs) to key stakeholders, along with Principles for doing so. This report summarizes the key essentialized outcomes from the Alignment Workshop.

Workshop #1 Purpose and Agenda

Mastics Moriches Shirley Community Library
08 November 2014

Workshop Purpose:

To develop and align around the Purpose of the MMS Community Library project and the Principles for guiding its development,

In a way that bonds residents together through a fulfilling co-creative transparent process that values the role of all stakeholders,

So that the process energizes community participation in creating a library that transforms the quality of life in our unique community indefinitely.

Targeted Outcomes (Workshop Products):

Functional

1. Develop and align around project Purpose
2. Understand project potential and parameters
 - Primary options
 - Current conditions and restraints
3. Understand the integrative process required to familiarize participants with the importance of this approach for co-creating a community library
 - Arc of proposed 3 Workshops
 - Benefits of an integrative process
4. Develop and align around value-adding processes to be delivered to stakeholders
 - Identify and develop an understanding of core stakeholders
 - Develop Principles for delivering value-adding processes in balance to each core stakeholder group

Being

1. Experience a collaborative spirit that genuinely respects and values each participant's role.
2. Engage transparent co-exploration and collective discovery of unrealized potential that is sourced from what is unique about this particular community and this particular place.

Will

Experience that working on this project will help each of us manifest what we really care about in a meaningful way for ourselves, our community, and the larger world.

Agenda:

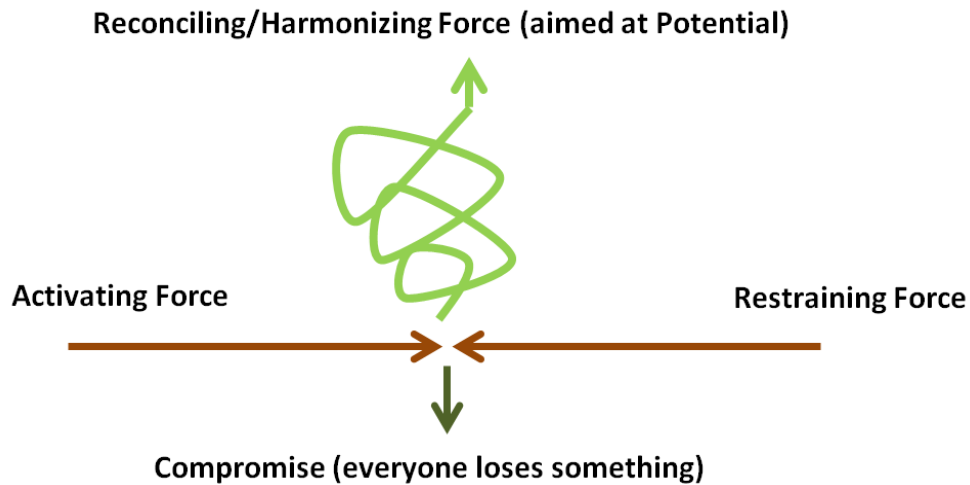
- 8:30 Continental breakfast
- 9:00 Welcome and Opening Remarks – Jim Mazzearella, Board President
- Why are we here?
- 9:20 Open with Context Questions and Exercises
- Introduce aim and arc of Integrative Process: 3 Community Workshops
 - Review current Workshop Purpose – discussion
 - Context questions and opening exercises – Introduce key frameworks
 - Image: what is the single greatest affect I want to make manifest in our community with our work on this library?
 - Reflections
- 10:40 Exercise 1: Break-out group work to identify what we really care about in our work with the MMS Community Library
- Bio Break, as necessary
 - Identify potential of this unique institution: what is special & unique about this place?
 - Group discussion
- 11:40 Introduce five groups of Core Stakeholders
- Group discussion to identify key stakeholders
 - Introduce Living System framework (pentad)
 - Assign break-out group activities for work during lunch
- 12:00 Lunch Break – working lunch
- 12:15 Exercise 2: Develop Principles for delivering value-adding processes to Core Stakeholders
- Break-out group work to Identify on 1 or 2 potential value-adding processes (VAPs) that the library must deliver to each of 5 core stakeholder groups
 - Identify 1 or 2 Principles for delivering VAPs to your core stakeholder group that should guide our work on this project
 - Large group discussion
- 1:45 Exercise 3: Develop first iteration of project Purpose statement
- Review structure of Workshop Purpose statement
 - Break-out group work to develop first iteration of Project Purpose Statement
 - Function, Being, Will
 - Pin-up and review (with Bio Break)
 - Align around project Purpose with large group
- 3:20 Reflections
- 3:30 Adjourn

Frameworks

The following frameworks were introduced in the morning and were employed as instruments for developing an integrative process and alignment throughout the day:

Law of Three:

This framework images the necessity of restraints to engage and develop creative outcomes through discovery of reconciling (or harmonizing) processes by focusing on Potential: *(from Charles Krone)*

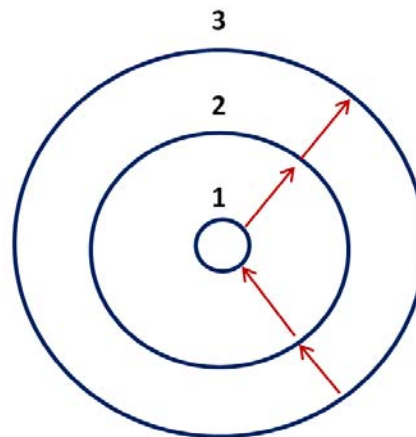


Graphic by Sarah Klinetob

Three Lines of Work:

This framework images an instrument for building Will and positively affecting whole systems by holding simultaneously that we are serving there nested living entities: *(from Carol Sanford)*

- 1 Individual . . . *Work on ourselves*
- 2 Community . . . *Benefitting the group with which we are working or are in relationship*
- 3 Larger Whole . . . *Adding value to all of humanity and the world*



Graphic by Sarah Klinetob

Levels of Thought:

This framework images an instrument for developing an integrative process that significantly increases the likelihood that the resultant effects on the whole will align with our values when we take the time to align around our collective beliefs, philosophies, and principles before design: *(from Carol Sanford)*

Beliefs
Philosophies
Principles

Concept
Strategies
Design (most projects start here)

Audit
Evaluate
Maintain

- **Belief** – How we believe “things work”
- **Philosophy** – Our approach
- **Principles** – Guides to action



Exercise #1: What is special and unique about this Place?

Break-out group work aimed at unpacking what we (community members) really care about in our work with the Mastics Moriches Shirley Community Library identified areas of potential in this unique institution by asking and discussing what is special about this place; the following consolidated list summarizes aspects that were identified:

- **Affordability**
 - Stability
 - Family oriented – place for family growth and connections
 - Choices and freedom
 - Value & convenience of beach access
 - Free public access to cultural resources
- **Water**
 - Proximity to beaches/ocean – sense of pride, brings people to the community
 - Recreational value
 - Wetlands that support diverse wildlife
 - Tourism
 - Fishing

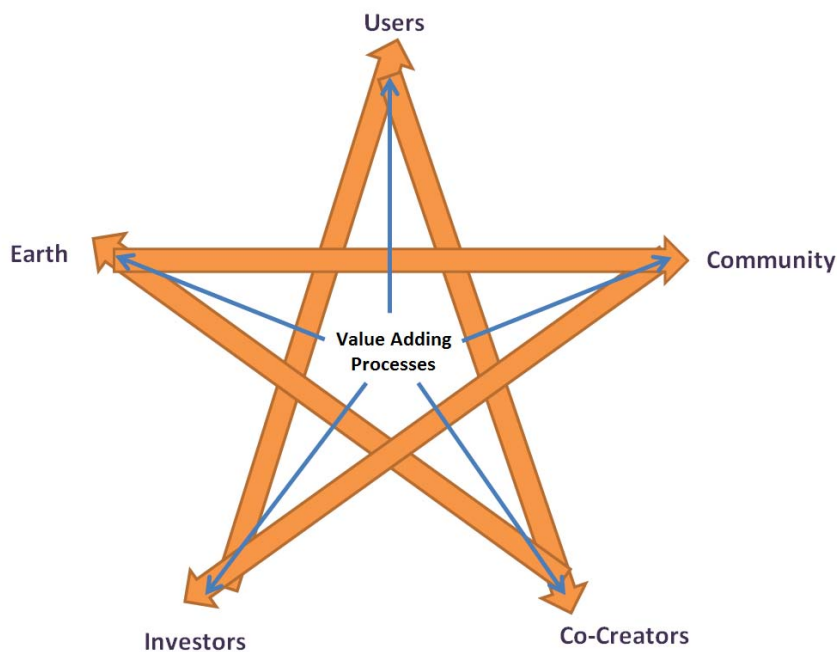
- Commerce associated with water & boating
- Forge and Carmans rivers
- Town of Brookhaven Aquatic Center
- National seashore
- Smith Point Park
- Proximity to Fire Island
- Connection with Nature
 - Scenic beauty and aesthetics
 - Habitat – endangered species/biodiversity
 - Local produce
 - Parks & Wertheim National Wildlife Refuge
 - Scenic trails
 - Camping (6,000 visitors per year)
 - m
- Diversity
 - Diverse in culture & ethnicity – large Hispanic community
 - Talented musicians
 - 37 languages spoken in school
- Proximity to higher education
 - Access to NYC
 - Scientific community (Brookhaven Lab)
- History
 - Tourism
 - Perspective on the past – good & bad, i.e., slavery
 - Native American Reservation: Poospatuck (Shinnecock) can share historic/cultural relationship with the land
 - Sites such as Manor of St. George, William Floyd Estate
- Civic mindedness
 - Pride . . . of place and community
 - Three communities in one: disconnected – need for community center
- Gateway to the Hamptons
- Hardworking town – working class community
- Good Schools



Exercise #2: Core Stakeholders and Value-Adding Processes

Break-out group work session groups identified key stakeholders and the project’s potential for developing value-adding processes that will benefit each of the library’s major stakeholders. It was discussed that for an organization, institution, entity, or business to be sustained and evolve into greater levels of health, capability, and vitality over time, five stakeholder groups need to be served, and they are interrelated in the ways they also serve each other. The key stakeholders for the Mastics Moriches Shirley Community Library are: (framework from Carol Sanford, The Responsible Business)

- The Customers (library users)
- The Co-creators (staff and administration)
- The Community (community members within which the library operates)
- The Earth’s value-adding processes (soil health, clean water, clean air, healthy habitat, etc.)
- The Investors (the Board – and others, including taxpayers)



Graphic by Sarah Klinetob

If any one of these five groups does not receive a continual stream of added value, the business (or library, in this case) is not viable, or sustainable, for the long term; therefore, it is essential to understand the purpose (functions, interrelationships, and deep reasons we are engaged with each key stakeholder group) in order to offer the best levels of performance and effectiveness in terms of achieving long-term benefits for the library.

The attendees engaged an initial discussion about serving key stakeholders by working in break-out groups, followed by discussion with the larger group to identify value-adding processes (VAPs) and benefits that the library provides for each of these stakeholder groups; the following consolidated list of VAPs and associated Principles for delivering these VAPs were identified:

Users:

VAPs:

- Personal and professional development through meeting, collaborating, gaining knowledge
- Engagement that creates meaningful connections
- Pride in Library building, services, and longevity

Principles for delivering VAPs:

- Focus on educational opportunities for personal and community growth
- Create and operate a green smart building

Co-creators:

VAPs:

- Meaningful engagement as a co-creator
- Collaboration that fosters human development

Principles for delivering VAPs:

- Strengthen community collaboration through clear 2-way communication/constant feedback
- Focus on creation of a healthful environment

Community:

VAPs:

- Community center that all members (people, businesses etc.) consider the “go-to” entity and the gathering place for gaining sense of community
- Nurturing and nourishing epicenter for developing community continuity/vitality – building and maintaining community values
- Meeting place for multi-generational cultural events, educational opportunities, and municipal services

Principles for delivering VAPs:

- Welcome and anticipate present and future needs for community development
- Constantly improve flexibility (adaptability to change) and versatility
- Improve accessibility with location and proximity in relation to population
- Evolve the principle of equality through education, empowerment (empowers you), and enrichment (enriches your life)

Earth Systems:

VAPs:

- Restorative to the local ecology of the community – develop site to be further restorative to the larger community through education/demonstration
- Re-establish a positive relationship between people and the land in a way that learns from the native people
- Model an educational example of regenerative practices for others

Principles for delivering VAPs:

- Contribute to the improvement of living systems (the lifeshed) cost-effectively
- Aim for net-positive energy, water, nutrients
- Supply all energy needs with renewable, non-polluting, locally available energy sources

Investors:

VAPs:

- Continually improving services
- Affordable value
- Pride of Place as a leader

Principles for delivering VAPs:

- Develop through collaborative strategies with Community (input/outreach)
- Provide return on investment



Exercise #3: Project Purpose

A large group discussion about the Project Purpose identified the following aspects of what the project is aiming to achieve in terms of Function, Being, and Will outcomes. Break-out work session groups then developed a first iteration of a draft Project Purpose Statement. The following nine statements resulted:

- 1) **To create a community centered library,**
In a way that engages, educates, entertains and empowers the people of our community,
So that the quality of life foreveryone is improved.
- 2) **To develop a library that provides a diverse community with professional and educational benefits,**
In a way that incorporates community thought and input,
So that through enrichment, we improve our community's quality of life.
- 3) **To create a safe, accessible and welcoming center for the community,**
In a way that promotes lifelong learning and community collaboration,
So that the library grows with the community and improves the quality of life with its residents.
- 4) **To co-create the MMS Community Library,**
In a way that meets the needs of a diverse community with respect for the environment now and in the future,
So that its patrons are educated, empowered and enriched.
- 5) **To create a warm and inviting epicenter for the community,**
In a way that fosters community engagement and adaptability to change in a cost effective manner that builds and maintains community values and restores and improves life systems,
So that we enrich lives.
- 6) **To create a community center that is a beacon of knowledge, innovation and pride,**
In a way that fosters community involvement and maintains fiscal and environmental integrity,
So that we can thrive and grow professionally and personally for generations to come.
- 7) **To develop the library to be a center for learning and living,**
In a way that capitalizes upon the diversity of the community, serves long into the future, preserves and expresses the rich local history and is restorative to the ecology and people of the area,
So that residents transcend their potential as essential members of the community.

- 8) **To** re-conceptualize the library of the MMS Community,
In a way that is collaborative and inclusive of the values and interests of the stakeholders,
So that ultimately we create a library that is accessible to all and meets the needs of the community while remaining fiscally responsible.

- 9) **To** develop a planning guide to present to the community,
In a way that reflects its diversity, development and needs,
So that the library embraces and encourages community interaction, ecology, bonding and growth.



After the workshop, the following Project Purpose Statement was developed by trying to consolidate the above statements onto a single draft of an essentialized version:

To re-conceptualize and develop the MMS Library to serve as an epicenter for community collaboration, professional development and personal growth,

In a way that fosters community involvement in a co-creative process that leverages diversity and regenerates living systems cost-effectively,

So that residents are enriched and engaged as essential members of an interconnected community improving their quality of life indefinitely.

Next Steps

- Workshop #2: Goal-Setting with the community and project team: 31 January 2015
- Workshop #3: Concept with the community and project team: 21 March 2015

