



# Your Library 2017

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PIERCE COUNTY LIBRARY STRATEGIC FRAMEWORK  
February 8, 2017

## Vision

**We spark success for Pierce County.**

With 20 libraries, hundreds of events, helpful staff, and more than a million materials to choose from, the possibilities are endless.

# Core Services

These Core Services are our commitment to you. You can always count on them.



## **MATERIALS**

We have the books and resources you want.



## **TECHNOLOGY**

We meet your needs with today's technology.



## **STAFF**

Our staff connect you to the right resource at the right time.



## **PARTNERSHIPS**

We collaborate with others to best serve you.



## **SPACES**

Our libraries are welcoming and vital to your community.



## **CLASSES & EVENTS**

We offer interesting programs, skill-building classes, and special events.



## **BUSINESS PROCESSES**

We make smart investments in sound and sustainable operations.

# Focus Areas

## Learning

We support your growth and curiosity.

1. Prepare preschoolers, babies and toddlers to learn.
2. Support school and career success for people of all ages.
3. Strengthen the practical skills and knowledge of Pierce County residents.

## Enjoyment

We help you enjoy your free time.

1. Inspire curiosity and imagination through an extensive and diverse collection.
2. Foster a love of reading.
3. Create opportunities to discover new interests and pursue passions.

## Community

We connect and strengthen your communities.

1. Bring people together around shared interests and activities.
2. Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces.
3. Connect people with information and community resources that help them navigate life's challenges.

# 2017 Initiatives

### 1. Build a reading community.

- Pierce County READS 10th anniversary
- Summer Reading
- Reading kits for Book Clubs
- Mobile app
- Catalog search improvements

### 2. Support your growth and curiosity for:

- Early Learning
  - » Baby Books to Go
  - » Block Play
- Career Success
  - » Free Microsoft Certification
  - » WorkSource in your community
- Science-Technology-Engineering-Mathematics (STEM)
  - » 3D printing
  - » Tech classes, including Camp Code and Get Smart

### 3. Strengthen core services.

- More books, movies, eBooks and other materials
- Technology and space improvements
- Support skilled and knowledgeable staff through training opportunities

### 4. Develop business processes and improve operations to most effectively use taxpayers' investment.



# Guiding Principles

**We are creative, community-focused, and system strong.**

We will:

- **Be true to our communities.** We listen and respond to what is important to you.
- **Innovate strategically.** We find inventive ways to serve you.
- **Provide access for all.** We serve everyone with the same degree of interest and respect.
- **Deliver convenience.** Your life is busy and we make our resources easy for you to use.
- **Play the right role.** We use our strengths as a library to get results and to support our community partners.
- **Be financially sustainable.** You trust us with public resources and we manage them for today and for the future.

## Approach





# Strategic Plan Desired Outcomes

Focus Areas and Strategies	Library's Role	Desired Outcomes
<b>Learning:</b> We support your growth and curiosity		
1. Prepare preschoolers, babies and toddlers to learn.	Leader	<ul style="list-style-type: none"> <li>• Children enter kindergarten ready to learn.</li> <li>• People can navigate the real world and meet their goals.</li> </ul>
2. Support school and career success for people of all ages.	Partner	
3. Strengthen the practical skills and knowledge of Pierce County residents.	Leader	
<b>Enjoyment:</b> We help you enjoy your free time.		
1. Inspire imagination through an extensive and diverse collection.	Leader	<ul style="list-style-type: none"> <li>• People discover outlets to offset the pressures of daily life and relax.</li> <li>• People live balanced lives and find joy.</li> </ul>
2. Foster a love of reading.	Leader	
3. Create opportunities to discover new interests and pursue passions.	Partner	
<b>Community:</b> We connect and strengthen your communities.		
1. Bring people together around shared interests and activities.	Partner Host	<ul style="list-style-type: none"> <li>• People are engaged in their thriving community and are optimistic about its future.</li> <li>• People have a sense of belonging and embrace the diversity of their community.</li> </ul>
2. Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces.	Leader Host	
3. Connect people with information and community resources that help them navigate life's challenges.	Leader Partner Host	

LEARNING • ENJOYMENT • COMMUNITY



Core Service	Desired Outcomes
<p><b>Materials</b> – We have the books and resources you want</p>	<ul style="list-style-type: none"> <li>• Customer focused, well used collection of materials, formats and resources meet diverse community interests and needs.</li> </ul>
<p><b>Partnerships</b> – We collaborate with others to best serve you</p>	<ul style="list-style-type: none"> <li>• Everyone has a positive connection with PCLS and sees it as a valued, responsive organization that contributes to the community.</li> </ul>
<p><b>Staff</b> – Our staff connect you to the right resource at the right time</p>	<ul style="list-style-type: none"> <li>• Staff are actively engaged in achieving library goals and connected to the communities we serve.</li> <li>• Public sees themselves reflected in our positive, skilled staff.</li> </ul>
<p><b>Business Processes</b> – We make smart investments in sound and sustainable operations</p>	<ul style="list-style-type: none"> <li>• Effective processes support excellent, efficient, responsive service through staff collaboration.</li> </ul>
<p><b>Spaces</b> – Our libraries are welcoming and vital to your community</p>	<ul style="list-style-type: none"> <li>• Safe, well-maintained spaces provide a comfortable welcoming environment for public and staff.</li> </ul>
<p><b>Classes &amp; Events</b> – We offer interesting programs, skill-building classes, and special events</p>	<ul style="list-style-type: none"> <li>• Classes/Events spark success for people through a focus on learning, enjoyment and community.</li> </ul>
<p><b>Technology</b> – We meet your needs with today’s technology</p>	<ul style="list-style-type: none"> <li>• Modern, stable, secure technology, equipment and processes that allow delivery of services valued by the community and support staff in providing service.</li> </ul>

# Pierce County Library System Strategic Plan

## FEEDBACK SUMMARY

May 2016

### Thanks for taking the time.

In planning for the future of the library, we wanted to know what was going on in your life and in your community.

We received a tremendous response and enjoyed hearing from you in person and online.

This document provides a snapshot summary of what we heard.



# 11,500+ RESPONSES



OPEN HOUSE

**1,000+**  
RESPONSES

**21** meetings at branch libraries.



ONLINE SURVEY

**7,300+**  
RESPONSES

Survey open March 1 - 31.



POP-UP EVENTS

**200+**  
RESPONSES

**6** events in the community.



SOCIAL MEDIA

**3,000+**  
COMMENTS,  
SHARES & LIKES

**19** posts on Facebook and Twitter.

### YOUR LIFE

#### Top Activities You Enjoy:

**70%** Reading

**49%** Media (music, movies etc.)

**35%** Physical activities

#### Top Challenges:

**55%** Not enough time



**41%** Not enough money

**27%** Dealing with health, social, and/or government services

### YOUR COMMUNITY

#### Excited about...

**1** Growth and development - and the new opportunities they bring (economic prosperity and employment opportunities; social, cultural, and educational opportunities)

**2** Parks and trails (new and improvements)

**3** The library and its services

#### Concerned about...

**1** Growth and development - and the challenges they bring (ability of services and infrastructure to keep pace; traffic and congestion)

**2** Homelessness

**3** Drugs and crime

# YOUR LIBRARY

Respondents visit a library or the website often, with many making it part of their daily and weekly routine.

Every day 35%

Every few days 34%

14% Every few weeks

7% Every few months

5% Few times a year or less

## Most important library services:

60% PHYSICAL COLLECTION

49% CONVENIENT OPEN HOURS

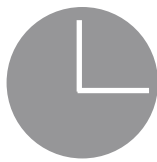
47% DIGITAL ITEMS OR SERVICES



## Top ideas for library improvements:



Parking



Open Hours



Comfortable Spaces

## Most important roles for the library:

Help ME

1. LEARN
2. RELAX
3. BE CREATIVE
4. CONNECT
5. WORK

Help MY COMMUNITY

1. LEARN
2. CONNECT
3. BE CREATIVE
4. WORK
5. RELAX

## Best ways the library can help you:

collection and books "Have a wider array of digital resources."

"More books and broader variety of books. More audio-books."

information access

"Computers and free wi-fi access."

community events

"More community events for all ages and age-specific groups, and events that bring the community together."

outreach learning opportunities

"Get the word out on all the services the library provides."

"Job skills and computer classes; language classes and resources; arts and crafts resources and classes."

## You think the library is...

awesome

helpful

friendly

convenient



Learn more:

[future.pcls.us](http://future.pcls.us)



Pierce County  
Library System

Information & Imagination



# Your Library

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PIERCE COUNTY LIBRARY SYSTEM  
STRATEGIC FRAMEWORK

## Implementation Framework

June 1, 2017

## Introduction and Terminology

In 2016, the Pierce County Library System's planning process established a Strategic Framework that describes the organization's Vision, Guiding Principles, Focus Areas, and Core Services. The Strategic Framework is designed to provide a responsive structure that is both durable for long-term strategy setting and flexible for shorter-term Initiative development.

This Implementation Framework is a how-to-guide for putting the Strategic Framework into action and ensuring that it drives the Library's operational and financial decision making year to year. The Implementation Framework includes:

- An implementation calendar that maps the library's annual process for planning, doing and sharing.
- Guidance for how the library will operationalize each step of the process.

## Strategic Framework & Framework Terminology

The library's Strategic Framework is presented in a folio document, with the following content. Annual progress reports and announcements of the coming year's focus will be presented as one-page inserts. The content contained in the Strategic Framework (Vision, Core Services, Focus Areas, Strategies, and Guiding Principles) is durable and unchanging. Annual Initiatives describe the library's current focus in advancing the ideas contained in the Strategic Framework.

### Vision

The Library's Vision uses minimal words to describe the energy and impact the Library seeks to bring to its work. The Library is a catalyst, enabling all members of the Pierce County community to accomplish whatever is important to them.

**Vision:** We spark success for Pierce County

### Core Services

Core Services represent the fundamental services offered by the Library. Library users can always count on the Pierce County Library System to deliver these services. While the availability of these services is constant, the way in which the Library delivers them may change over time. In an effort to continually improve its offerings and better serve users, the Library may identify ways to improve or update its Core Services. These efforts are called Core Services Improvements.

#### Core Services:

- **Materials:** We have the books and resources you want
- **Staff:** Our staff connect you to the right resource at the right time
- **Spaces:** Our libraries are welcoming and vital to your community
- **Technology:** We meet your needs with today's technology
- **Partnerships:** We collaborate with others to best serve you
- **Classes & Events:** We offer interesting programs, skill-building classes, and special events
- **Business Processes:** We make smart investments in sound and sustainable operations

### Focus Areas & Strategies

Focus Areas are thematic emphasis that motivates the Library's provision of Core Services. While Core Services describe the infrastructure and programs the Library delivers, Focus Areas communicate why, to what end.

The Library advances each Focus Area through a small number of supporting Strategies. Each Strategy communicates a distinct role the Library plays in the Focus Area. Each Strategy is advanced through

multiple projects, which are smaller scale, discrete efforts with a particular audience in mind. They are budgeted and managed by the organization, but rarely called out explicitly to the public within the Strategic Plan context. As described below, however, a collection of related projects may be shared with the public as an Initiative.

### Focus Areas & Strategies:

**Learning:** We support your growth and curiosity

Strategies

- Prepare preschoolers, babies and toddlers to learn
- Support school and career success for people of all ages
- Strengthen the practical skills and knowledge of Pierce County residents

**Enjoyment:** We help you enjoy your free time

Strategies

- Inspire curiosity and imagination through an extensive and diverse collection
- Foster a love of reading
- Create opportunities to discover new interests and pursue passions

**Community:** We connect and strengthen your communities

Strategies

- Bring people together around shared interests and activities
- Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces
- Connect people with information and community resources that help them navigate life's challenges

## Initiatives

Initiatives are timebound efforts to improve specific aspects of what the Library does. They are communicated to the public as a way of raising attention about current library efforts. Initiatives should be a big deal; they concentrate library efforts and multiple projects to improve customer-facing services or behind-the-scenes supports in significant ways. They may extend over multiple years.

While public-facing documents will focus on bigger Initiatives, the planning process should also lead to Core Services Improvements as well, which are more incremental improvements to ongoing Core Services. These efforts should be tracked and considered a part of the strategy implementation.

## Guiding Principles

Guiding Principles describe how the Library approaches its work. They may be translated to evaluative questions that help the Library screen and prioritize potential investments of resources.

### Guiding Principles:

- **Be true to our communities:** We listen and respond to what is important to you
- **Innovate Strategically:** We find inventive ways to serve you
- **Provide access for all:** We serve everyone with the same degree of interest and respect
- **Deliver convenience:** Your life is busy and we make our resources easy for you to use
- **Play the right role:** We use our strengths as a library to get results and to support our community partners
- **Be financially sustainable:** You trust us with public resources and we manage them for today and for the future

The Vision and Guiding Principles statements should be reflected in our choices. Turning these statements into questions provides criteria to inform decisions about what the Library will focus on in the coming year.

Content from the Strategic Framework	Evaluative Questions
<b>We spark success for Pierce County.</b>	<i>Does this advance our Vision?</i>
<b>Be true to our communities.</b> We listen and respond to what is important to you.	<i>Is this idea community driven? Is it something that our residents are asking for?</i> <i>Is this an opportunity to attract non-users?</i>
<b>Innovate strategically.</b> We find inventive ways to serve you.	<i>How might a creative, innovative response be better than “business as usual”?</i>
<b>Provide access for all.</b> We serve everyone with the same degree of interest and respect.	<i>Does this idea strengthen our ability to serve an underserved population?</i> <i>Does it maintain or advance openness and access for all?</i>
<b>Deliver convenience.</b> Your life is busy and we make our resources easy for you to use.	<i>Does this idea offer convenient and easy access to resources for busy library users?</i>
<b>Play the right role.</b> We use our strengths as a library to get results and support our community partners.	<i>How does this build on our strengths?</i> <i>Does this idea complement, not duplicate, the work of others?</i>
<b>Be financially sustainable.</b> You trust us with public resources and we manage them for today and for the future.	<i>Can we imagine a way to implement it sustainably?</i> <i>Is this good stewardship of taxpayer investment?</i>

## Performance Management

The Library’s approach to performance management is based on the following concepts:

- We use a balanced approach with both quantitative and qualitative measures, including data, stories, and observations.
- We use existing measures when possible and balance thoroughness with an appropriate level of effort.
- We use measures that can be communicated in dashboards and reports to key stakeholders, including to staff, Board, and members of the public on a consistent basis.

## Desired Outcomes

Desired Outcomes describe a long-term vision for what the Library is seeking to accomplish in each Focus Area and Strategy. These are aspirational statements that will cause the Library to stretch in its ambitions.



- Desired Outcomes answer this question: *Why are we doing this? What is the difference we want to see in the world if we implement this Strategy?*
- In many cases, the Library cannot achieve this Desired Outcome on its own and should not be accountable to these outcomes. Community partners are also working in this direction, and together we hope we can move the needle on these big ambitions.

## Measures of Success

**Measures of Success** are more grounded indicators of progress, including implementation milestones (have we done what we said we would do?) and countable factors such as usage statistics, attendance counts, etc. These Measures will be communicated in the Share phase.

- Measures of Success answer this question: *How will we know we're on track, doing the activities we said we would and having an impact?*
- *Measures of Success* should identify metrics that can be tracked and reported relatively easily, drawing on existing Library or community measures when possible.
- There are different kinds of Measures of Success, including
  - **Input Measures:** the resources required to deliver a service. This could include:
    - Budget for materials.
    - Staff.
    - Equipment.
  - **Output Measures: these are simple counts. This could include:**
    - The number of participants in an activity.
    - The number of classes offered.
    - The number of books circulated.
  - **Benchmark Measures:** these take output measures a step further, identifying targets or analyzing a proportion or trend:
    - Percent of target audience we are reaching.
    - Comparison to best practices or benchmarks from other libraries.
    - Year to year tracking of participation rates, showing an increasing trend.
  - **Outcome Measures:** describe the impact of our work.
    - Test results.
    - Literacy rates.
    - Employment rates.

## Roles

The Library plays three broad Roles, which provide general guidance for investment of resources: time, money, space, etc. The Library will commit greater resource to areas where it is a Leader. Leadership roles will largely be system-wide efforts. Participant and Host roles may vary considerably by location, in response to local needs.

- **Leader:** PCLS is a leader in the district in providing x
- **Partner:** PCLS engages with other entities in the district to provide x
- **Host:** PCLS offers its facilities and other services as a means for x to happen

## Overview of Phases

The outline below summarizes the Library's process to plan for the year ahead and identifies specific Initiatives that will be used to:

- Achieve the Library's Vision,
- Advance its Focus Areas and Strategies, and
- Strengthen its Core Services.

The Library's Guiding Principles will be reflected in the decisions the Library makes and the approaches it takes. The steps summarized briefly below are presented in more detail on the following pages.

<b>Plan for next year</b>	Each year, the Library considers what Initiatives it will implement in the coming year. Selection of these Initiatives is informed by an updated situation assessment.
May to June	Update situation assessment using evaluation and performance measures, community input, staffing analysis, financial outlook
July to September	Identify and prioritize initiatives and core service improvements
October to December	Develop budget and work plans Identify staff goals

<b>Do this year</b>	Implementation of selected Initiatives helps the Library continuously advance Focus Areas, strengthen Core Services, and improve service to the community.
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<b>Share</b>	Over the course of the year, the Library shares progress updates with its Board of Trustees, staff, customers, partners, and community members.
January to March	Publish Your Library report to present the coming year's Initiatives and Core Service improvements.
June to August	Mid-year progress report shared with Board and on public website.
November to December	Publish Annual Report, share with Board and on public website. Identify staff goals

## Plan

### 1. Update Situation Assessment & Resource Capacity

In this step, the Library gathers and updates the contextual information necessary to identify and prioritize potential Initiatives and Core Services Improvements. This assessment should include:

- Evaluating the implementation of last year's Initiatives and updating the Library's Desired Outcomes and Measures of Success (Annual Report).
- Gathering and compiling community input: what is changing in terms of what is important to the community? What feedback does the community have for the Library?
- Analyzing operational context, including current staffing capacity and activities, as well as a financial projection for the coming year.

The Library identifies the resources needed to realistically and sustainably implement potential Focus Area Initiatives and Core Services Improvements. Resources to consider include:

- Budget
- Staff capacity and expertise
- Infrastructure capacity, including technology, library buildings, and administrative supports
- The availability of political capital
- Interested partners

### 2. Identify and Prioritize Potential Activities

The Library identifies, evaluates, and narrows to specific, actionable Focus Area Initiatives and Core Services Improvements for the coming year. This process is informed by the Situation Assessment, and identifies needs and opportunities to advance the Library's Vision, Core Services, and Focus Areas. Focus Area Initiatives and Core Services Improvements are identified and evaluated based on the Library's:

- Understanding of Community Interest
- Desired Outcomes and Measures of Success.
- Vision and Guiding Principles.
- Roles and Concept of General Resource Allocation.
- Resource Capacity.

### 3. Develop Budget and Workplan

Next, the Library moves into budgeting and workplanning for the following year. This involves adopting significant Initiatives and making actionable, resourced workplans to implement them, as well as any system improvements that have been identified as priorities. This process involves the Library's Board of Trustees considering and adopting a final budget for the coming year. This process should also identify:

- Connections to other planning and implementation efforts, including the Library's capital facilities plan, technology plan, training plan, etc.
- Implications for staffing, including hiring, training, evaluation, and recognition.
- Relationships between Initiatives and Core Services. In almost all cases, Initiatives will require action in one or more of the Library's Core Services.

**Identify Staff Goals.** The Library will use the Initiatives, Strategies, and Core Services as the basis for team, department, and individual goal setting so that staff at all levels and across all program areas are aligned with and connected to the Library's Vision and priorities.

All team, department, and individual goals will map to a Core Service, Strategy, and/or Initiative. Goals can support Initiative-level changes or continuous improvement efforts related to Core Services.

## Do

The Library ensures that Initiatives move from plans to actions to completion by deploying thoughtful and sustainable implementation strategies that touch all staff, clearly identifying responsible teams and individuals.

Below are the basic building blocks for implementing the Strategic Framework. Each step includes discussion questions in italics that the Library can use as it clarifies how it will manage this “Do” phase.

### 1. **Distribute the work of implementation and organize for clarity in roles**

- How will the Library organize the work across the organization?

#### 1a. **Assign responsibility for overall plan implementation to leadership.**

- Senior Management is responsible for reporting implementation progress to the Board.
- What is expected of leadership with respect to implementation of Initiatives and Core Services Improvements?
- What does the Library Director need from leadership to report to the Board?
- Who is responsible for reporting on implementation to staff? to stakeholders? to the public?

#### 1b. **Assign responsibility for implementation items**

- What elements of the Strategic Framework should the Library assign to individuals or teams? E.g. at the Initiative-level or Strategy-level?
- How will Initiatives and Core Services Improvements be managed?

### 2. **Identify and communicate implications for staff and support infrastructure**

- How will the Library communicate changes related to Initiatives and Core Services Improvements internally?
- Who is responsible for communicating?

### 3. **Celebrate successes!**

- How will the Library celebrate success internally and with partners and the public?

### 4. **Document lessons learned**

- How can the Library build institutional knowledge with the Strategic Framework?
- How can lessons learned be collected and shared?
- How does each annual round of “do-ing” inform the next year’s work?

## Share

Over the course of the year, the Library shares regular updates with its Board, staff, customers, partners and public.

Audience	Media	Content
<b>Board</b>	Meeting presentations and dialogue	System-wide commitments and progress.
<b>Public</b>	“Your Library 20XX” update	Progress on “Your Library” – an Annual Report of accomplishments.  Presentation of the coming year’s Initiatives and Core Services Improvements.
	Public website	Often (but not always) branch-driven, tailored for the local community.
	Social media, marketing and public relations campaigns	Timely updates.
<b>Staff</b>	Internal communications	Current year’s focus, making a connection to implications for staff.  Summary information on previous year’s efforts and results.  Workplan.  Timely progress updates



# Your Library 2017

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PIERCE COUNTY LIBRARY SYSTEM  
STRATEGIC FRAMEWORK

FEBRUARY 8, 2017

## Summary of Inputs



*"Helping Communities and Organizations Create Their Best Futures"*

Founded in 1988, we are an interdisciplinary strategy and analysis firm providing integrated, creative and analytically rigorous approaches to complex policy and planning decisions. Our team of strategic planners, policy and financial analysts, economists, cartographers, information designers and facilitators work together to bring new ideas, clarity, and robust frameworks to the development of analytically-based and action-oriented plans.

**Brian Murphy**, Project Manager

**Claire Miccio**, Co-Facilitator & Strategist

**Jennifer Tippins**, Engagement Lead

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# PIERCE COUNTY LIBRARY SYSTEM STRATEGIC FRAMEWORK

## Introduction

Never before has the health of communities and the functioning of their libraries been so connected. Changes in society and technology affect the way people access and share information, and shape the issues that are most important to communities. In the face of these changes and opportunities, the Pierce County Library System recognized a need to prioritize its work by listening carefully to what is most important to the community it serves and by establishing its role based on its resources, its strengths, and in relation to what other organizations can offer.

To meet this need, the Library began a strategic planning process driven by community and stakeholder engagement. In Winter 2016, the Library launched an ambitious engagement process that included:

- Open houses at all branch libraries and “pop-up” events in community-based settings.
- An online survey and interactive social media campaign.
- Interviews with local community leaders and representatives of community-based partner organizations.

In total, the Library received more than 11,500 responses from the community and learned important information about the lives of Pierce County residents and the library services they value.

With this input as a foundation, a Strategic Planning Team, working in collaboration with members of the Library’s Leadership Team and its Leadership Academy graduates, articulated a Vision for the Library and developed a Strategic Framework that provides direction and focus to the organization’s ongoing efforts to achieve that Vision. An accompanying Implementation Framework describes how the library will focus its decision-making year to year, using its Strategic Framework as a disciplined prioritization tool.

## Purpose of this Summary of Inputs

This Summary of Inputs compiles and documents the major activities, findings, and materials generated and considered during the strategic planning process. Taken as a whole, it demonstrates the collaboration and careful thought that went into developing the Strategic Framework and is a record of the data and decision-making that shaped the planning process.



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# SECTIONS

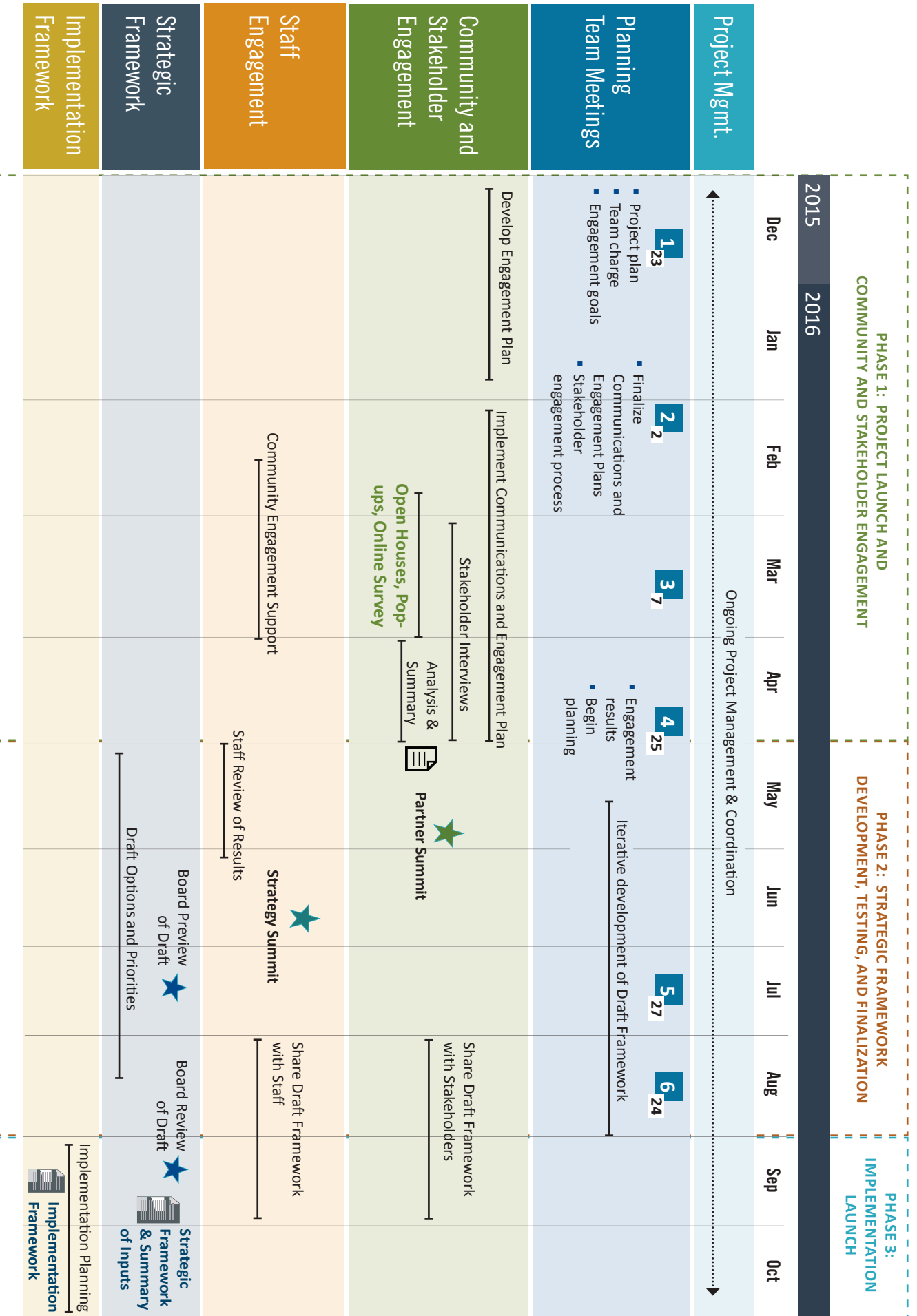
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# Section 1

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PROJECT SCHEDULE





# Section 2

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SUMMARY OF FEEDBACK

# Pierce County Library System Strategic Plan

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Most important library services:

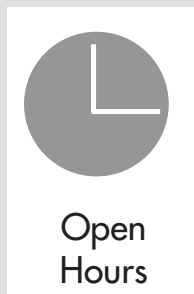
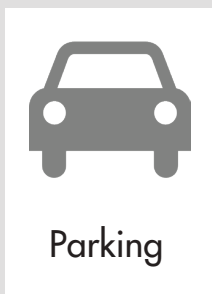
60% PHYSICAL COLLECTION

49% CONVENIENT OPEN HOURS

47% DIGITAL ITEMS OR SERVICES



Top ideas for library improvements:



Most important roles for the library:

Help ME

1. LEARN
2. RELAX
3. BE CREATIVE
4. CONNECT
5. WORK

Help MY COMMUNITY

1. LEARN
2. CONNECT
3. BE CREATIVE
4. WORK
5. RELAX

Best ways the library can help you:

**collection and books** "Have a wider array of digital resources."  
 "More books and broader variety of books. More audio-books."  
**information access** "Computers and free wi-fi access."  
**community events** "More community events for all ages and age-specific groups, and events that bring the community together."

**outreach** "Get the word out on all the services the library provides."  
**learning opportunities** "Job skills and computer classes; language classes and resources; arts and crafts resources and classes."

You think the library is...

awesome

helpful

friendly

convenient



Learn more:

[future.pcls.us](http://future.pcls.us)





# Section 3

COMMUNITY ENGAGEMENT DETAIL

# PIERCE COUNTY LIBRARY SYSTEM STRATEGIC PLAN | ENGAGEMENT SUMMARY April 15, 2016

## 1. INTRODUCTION

This document summarizes responses from community engagement activities to collect public input on community needs and challenges to help guide the library strategic plan. These activities include an online survey, 20 library open houses, and 6 pop-up activities held during March and April 2016.

### Online Survey

An online survey with 15 questions was available on the library's strategic planning website. The survey was open and available to all residents from March 1 through March 31, 2016.

### Library Open House

Open house meetings were held in each of the 20 branch libraries in the PCLS system. Questions posed were similar to those of the online survey.

### Pop Up Events

Six pop-up events were held throughout the county in March and April. Only a selected sub group of open house questions were offered, including Questions 2, 3, 7, 8, and the Mad Libs.

## 2. SUMMARY RESULTS

The following summary aggregates all responses across all engagement activities.

### Participation

In total, there were approximately 8,600 participants in all three outreach methods. For open house and pop-up events, attendance counts are best estimates. Online survey participants account for the vast majority of respondents (86%).

Outreach Total Participation Summary

Outreach Activity	Total	Percent
Open House	1,027	12%
Survey	7,384	86%
Pop-up event	208	2%
<b>TOTAL</b>	<b>8,619</b>	<b>100%</b>



## Open House Participation Summary

<b>Branch Library</b>	<b>Date of Open House</b>	<b>Attendee Count</b>
Lakewood	2/22/2016	40
Summit	2/29/2016	47
University Place	3/1/2016	48
Gig Harbor	3/5/2016	83
Tillicum	3/5/2016	35
Buckley	3/7/2016	25
Fife	3/7/2016	54
DuPont	3/8/2016	43
Graham	3/8/2016	65
Sumner	3/9/2016	57
Eatonville	3/12/2016	27
Admin Center Library	3/14/2016	8
Parkland/Spanaway	3/15/2016	105
South Hill	3/19/2016	136
Milton/Edgewood	3/19/2016	25
Key Center	3/21/2016	37
Orting	3/21/2016	49
Steilacoom	3/21/2016	39
Anderson Island	3/23/2016	47
Bonney Lake	3/28/2016	57
<b>TOTAL ATTENDEE COUNT</b>		<b>1,027</b>

## Pop-up Event Participation Summary

<b>Event Name</b>	<b>Date of Event</b>	<b>Attendee Count</b>
Harvest House Food Pantry	3/12/2016	44
Pierce College ESL OSLC	3/8/2016	28
Pierce College Fort Steilacoom	3/7/2016	34
Chief Leschi Family Night, Chief Leschi School of the Puyallup Tribe of Indians	3/24/2016	48
Red Barn, Lakebay/Key Peninsula	3/28/2016	24
Sprinker Recreation Center	3/23/2016	30
<b>TOTAL ATTENDEE COUNT</b>		<b>208</b>

## YOUR LIFE

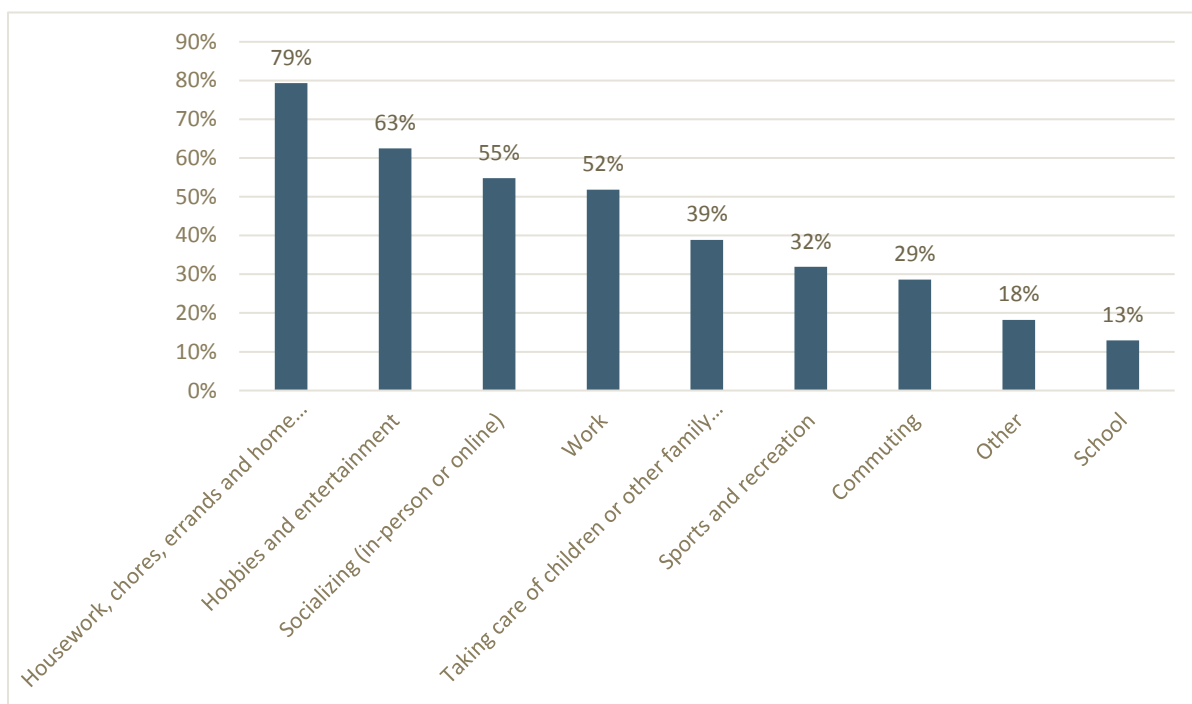
### 1. What activities make up your typical week? Choose all that apply.

Q1: Summary Table

Activities	Open House		Survey		TOTALS	
	n=	1,027	n=	7,336	n=	8,363
	TOTAL	%	TOTAL	%	TOTAL	%
Housework, chores, errands and home repair	435	42%	6,203	85%	6,638	79%
Hobbies and entertainment	370	36%	4,857	66%	5,227	63%
Socializing (in-person or online)	286	28%	4,299	59%	4,585	55%
Work	331	32%	4,004	55%	4,335	52%
Taking care of children or other family members	286	28%	2,966	40%	3,252	39%
Sports and recreation	237	23%	2,431	33%	2,668	32%
Commuting	221	22%	2,175	30%	2,396	29%
Other	123	12%	1,403	19%	1,526	18%
School	228	22%	853	12%	1,081	13%

(\*) n = total attendance at open houses/pop-ups, not able to track question level response rate.

Q1: Activities as Percent of Total Responses



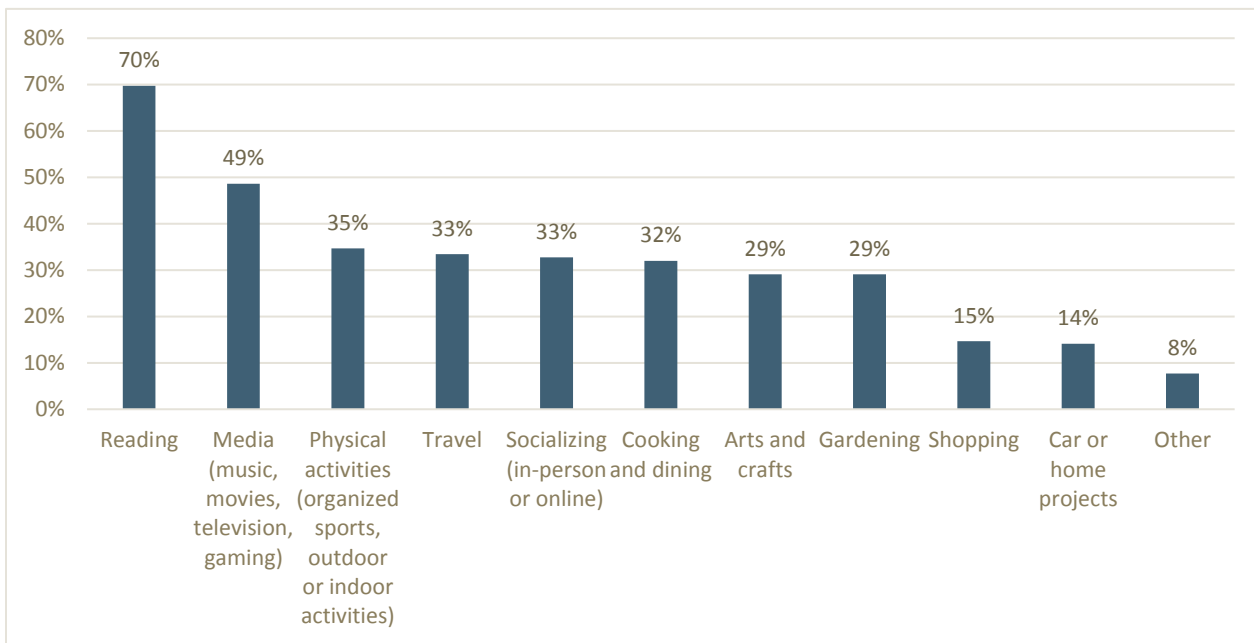
**Q2: What activities do you enjoy doing in your free time? (Choose top 3)**

Q2: Summary Table

Activities	Open House		Survey		Pop-ups		TOTALS	
	n=	1,027	n=	7,307	n=	208	n=	8,542
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
Reading	407	40%	5,483	75%	67	32%	5,957	70%
Media (music, movies, television, gaming)	398	39%	3,668	50%	85	41%	4,151	49%
Physical activities (organized sports, outdoor or indoor activities)	236	23%	2,663	36%	62	30%	2,961	35%
Travel	256	25%	2,545	35%	53	25%	2,854	33%
Socializing (in-person or online)	179	17%	2,578	35%	39	19%	2,796	33%
Cooking and dining	251	24%	2,413	33%	71	34%	2,735	32%
Arts and crafts	292	28%	2,124	29%	70	34%	2,486	29%
Gardening	184	18%	2,269	31%	32	15%	2,485	29%
Shopping	144	14%	1,063	15%	49	24%	1,256	15%
Car or home projects	141	14%	1,036	14%	30	14%	1,207	14%
Other	65	6%	586		7	3%	658	8%

(\*) n = total attendance at open houses/pop-up, not able to track question level response rate.

Q2: Response Percent





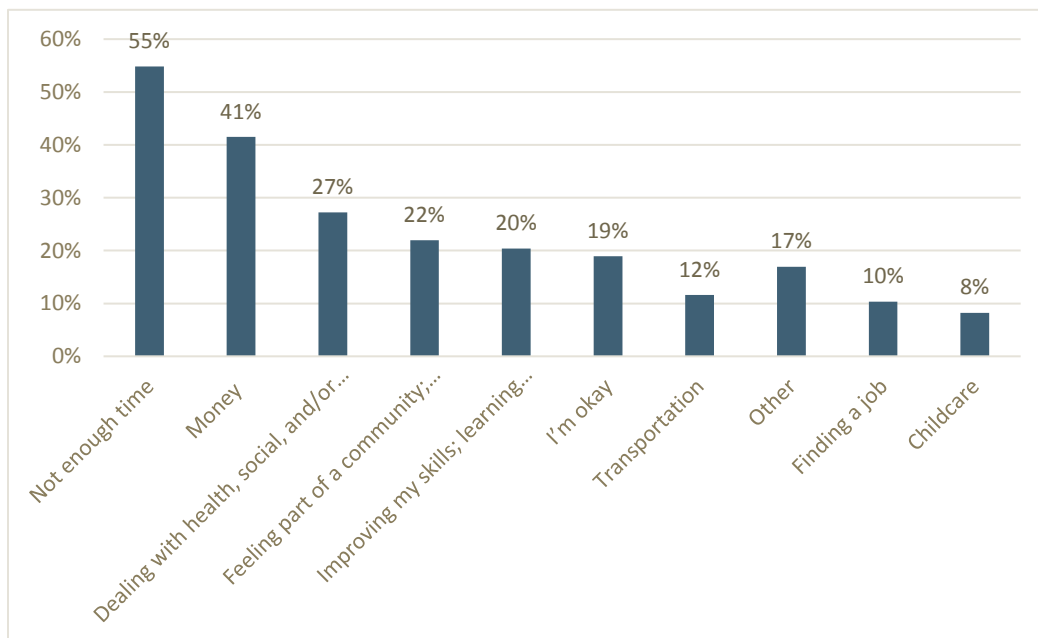
### Q3: What complicates your life?

Q3: Summary Table

Challenge	Open House		Survey		Pop-ups		TOTALS	
	n=	1,027	n=	5,927	n=	208	n=	7,162
	TOTAL	%	TOTAL	%	TOTAL	%	TOTAL	%
Not enough time	334	33%	3,514	59%	81	39%	3,929	55%
Money	312	30%	2,597	44%	63	30%	2,972	41%
Dealing with health, social, and/or government services	181	18%	1,713	29%	54	26%	1,948	27%
Feeling part of a community; Improving my skills; learning something new	107	10%	1,435	24%	32	15%	1,574	22%
I'm okay	175	17%	1,224	21%	59	28%	1,458	20%
Transportation	224	22%	1,094	18%	40	19%	1,358	19%
Other	147	14%	657	11%	26	13%	830	12%
Finding a job	56	5%	1,143	19%	13	6%	1,212	17%
Childcare	111	11%	597	10%	33	16%	741	10%
	52	5%	501	9%	36	17%	589	8%

Survey: "I'm okay" is listed in "other" option, see Survey Monkey for text analysis - 1800 'Other responses' of that, 1094 coded with 'okay'.

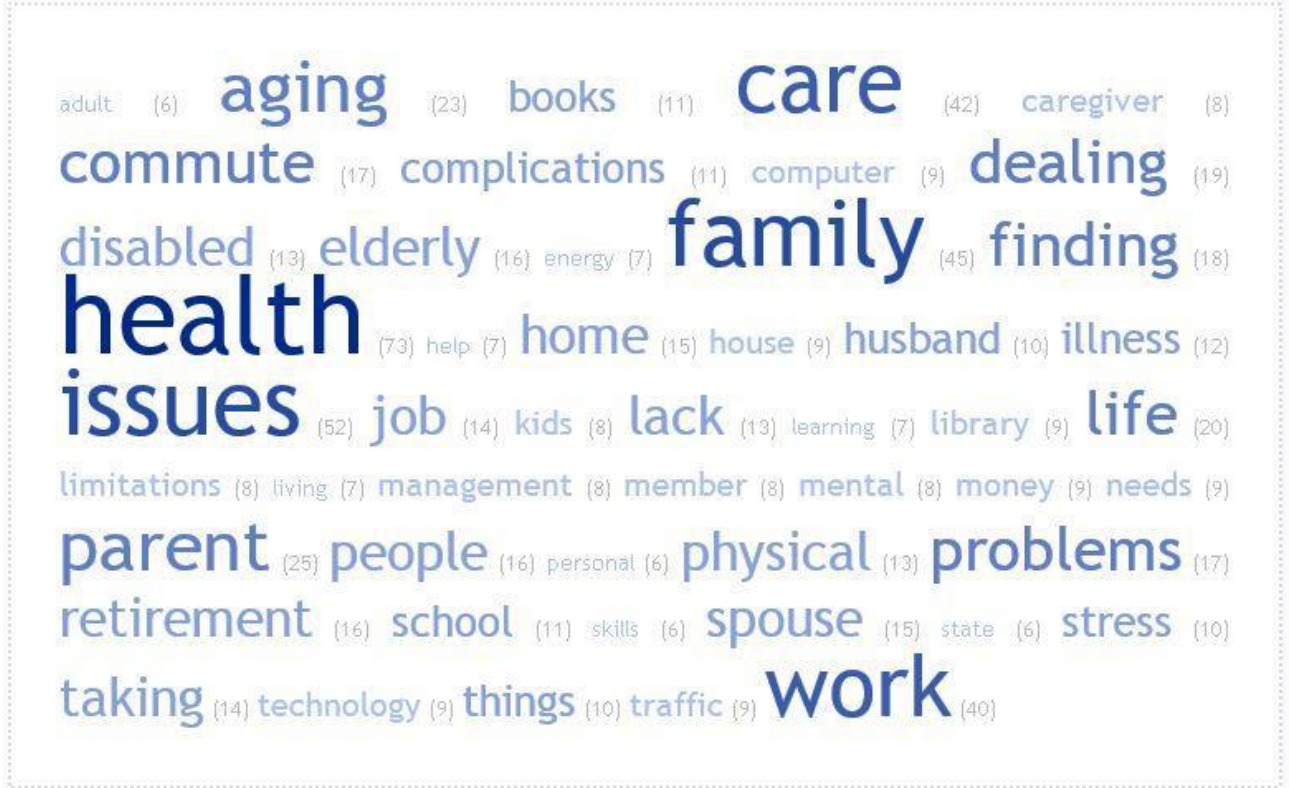
Q3: Response Percent



Q3: Other Responses (Open House, Pop-up, Survey)

n = 1,212

Showing top 50 of 683 possible words



### Q4: What could help you with these challenges?

See pdf attachment for open ended responses from survey results.

#### Q4: Survey Monkey Top Results (Survey Results Only)

n = 3,228

Online Survey Top Categories	Count	Percent
Job	228	7%
Library	216	7%
Money	184	6%
Books	154	5%
Finding	139	4%
Community	129	4%
Learning	92	3%
Activities	88	3%
Resources	78	2%
Groups	76	2%

#### Q4: Top Results Word Cloud (Open House, Survey, Pop-up Results)





## YOUR COMMUNITY

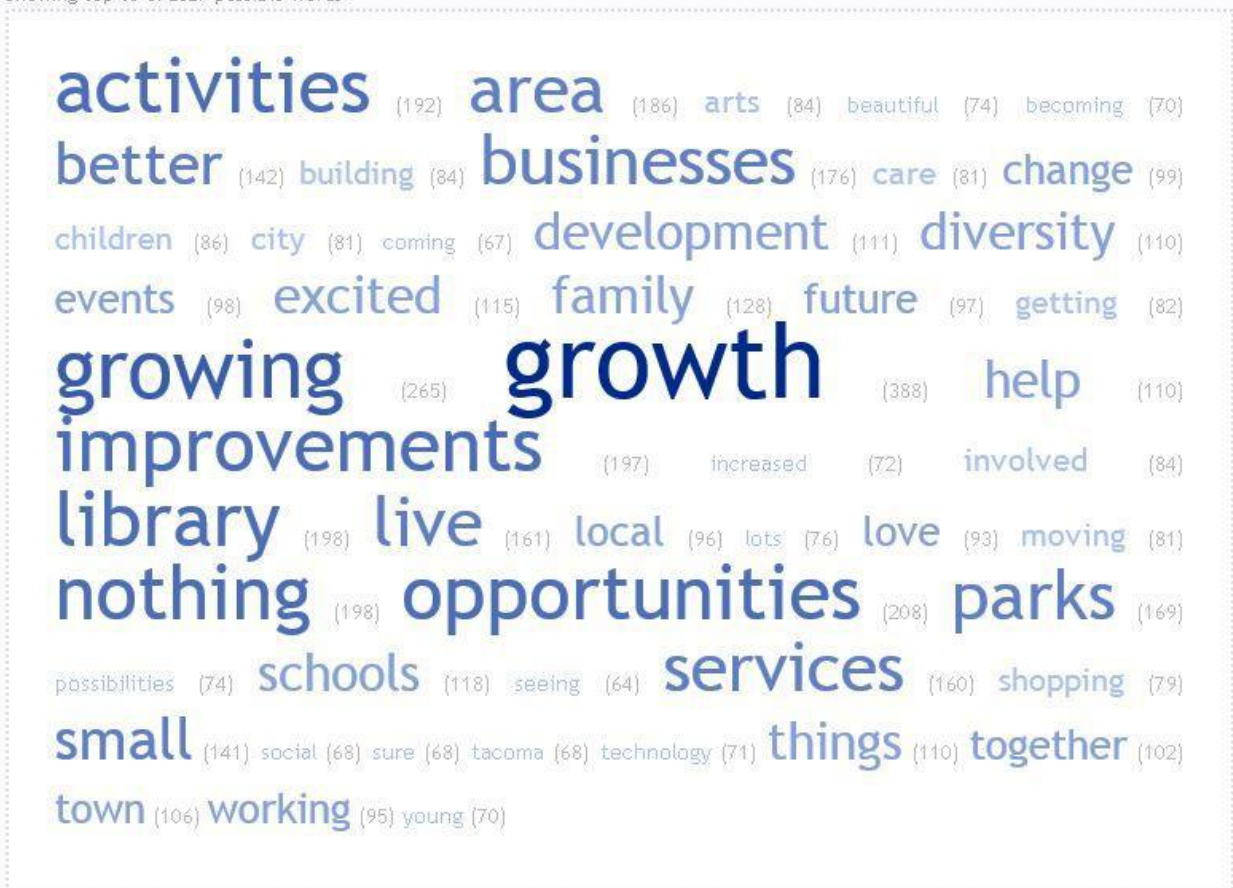
### Q5: What excites you about the future of your community?

See pdf attachment for open ended responses from survey results.

#### Q5: Word Cloud (Survey and Open House Results)

n = 4,135

Showing top 50 of 2327 possible words



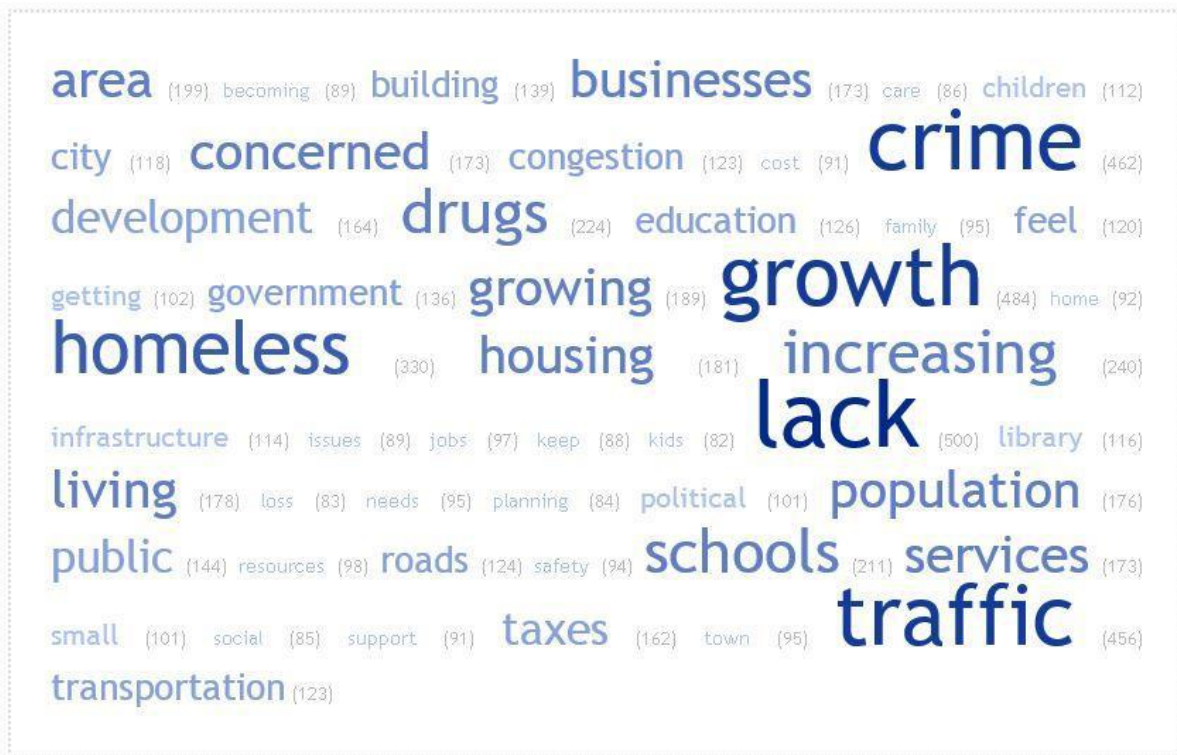


## Q6: What concerns you about the future of your community?

See pdf attachment for open ended responses from survey results.

### Q6: Word Cloud (Survey and Open House Results)

n = 4,818



## YOUR LIBRARY

### Q7/Q8: What library roles are most important to you, to your community?

- Open house and pop-up question: What 3 library roles are the most important?
- Survey question: Rank the choices below based on how important they are. List the most important as number 1 and the least important as number 5.

Q7: Help ME Summary Table (Open House and Pop-up)

	Open House		Pop-up*		TOTAL	
HELP ME	n=	1,027	n=	48	n=	1,075
Challenge	COUNT	%	COUNT	%	COUNT	%
Learn	439	43%	3	6%	442	41%
Relax	374	36%	6	13%	380	35%
Be creative	268	26%	7	15%	275	26%
Connect with others	179	17%	1	2%	180	17%
Work	134	13%	0	0%	134	12%

Help ME Survey Results

Survey Results	
n=	5,934
Challenge	Rating Average
Learn	2.05
Relax	2.54
Be creative	2.92
Connect with others	3.70
Work	3.70

Q8: Help MY COMMUNITY Summary Table

	Open House		Pop-up*		TOTAL	
HELP MY COMMUNITY	n=	1,027	n=	48	n=	1,075
Challenge	COUNT	%	COUNT	%	COUNT	%
Learn	382	37%	5	10%	387	36%
Be creative	244	24%	6	13%	250	23%
Connect with others	230	22%	5	10%	235	22%
Relax	191	19%	3	6%	194	18%
Work	144	14%	1	2%	145	13%



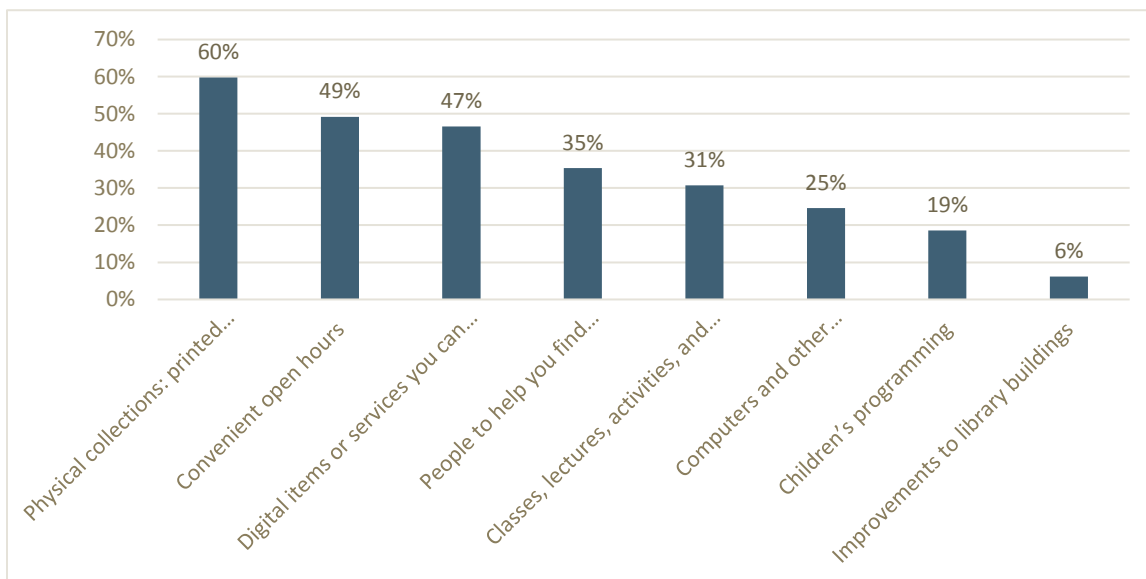
### Q10: Of these library services, which 3 are most important to you?

Q10: Summary Table

Services	Open House		Survey		TOTALS	
	n=(*)	1,027	n=	6,067	n=	7,094
	TOTAL	%	TOTAL	%	TOTAL	%
Physical collections: printed books, magazines, DVDs, etc.	506	49%	3,732	62%	4,238	60%
Convenient open hours	285	28%	3,205	53%	3,490	49%
Digital items or services you can access online or on a	215	21%	3,089	51%	3,304	47%
People to help you find	188	18%	2,319	38%	2,507	35%
Classes, lectures, activities, and other events	163	16%	2,019	33%	2,182	31%
Computers and other	256	25%	1,491	25%	1,747	25%
Children’s programming	170	17%	1,146	19%	1,316	19%
Improvements to library	71	7%	365	6%	436	6%

(\*) n = total attendance at all open houses, not able to track question level response rate.

Q10: Response Percent



## YOUR FAVORITES

### MAD LIBS 1: The thing I love most about my library is...

#### Mad Libs 1 Response Count

Outreach Activity	Answered Question
Survey	4,536
Open House	258
Pop-up	11
<b>TOTAL</b>	<b>4,805</b>

#### Online Survey Top Results

Survey Monkey Top Categories	Number	%
Books	1055	23%
Location	309	7%
Access	281	6%
Convenient	219	5%
Materials	161	4%
Staff (Friendly)	144	3%
Staff (Helpful)	141	3%
Selection	119	3%
Librarians	109	2%
Resources	93	2%

#### Word Cloud (Open House, Pop-up, Survey Results)



## MAD LIBS 2: One thing I would change about my library is...

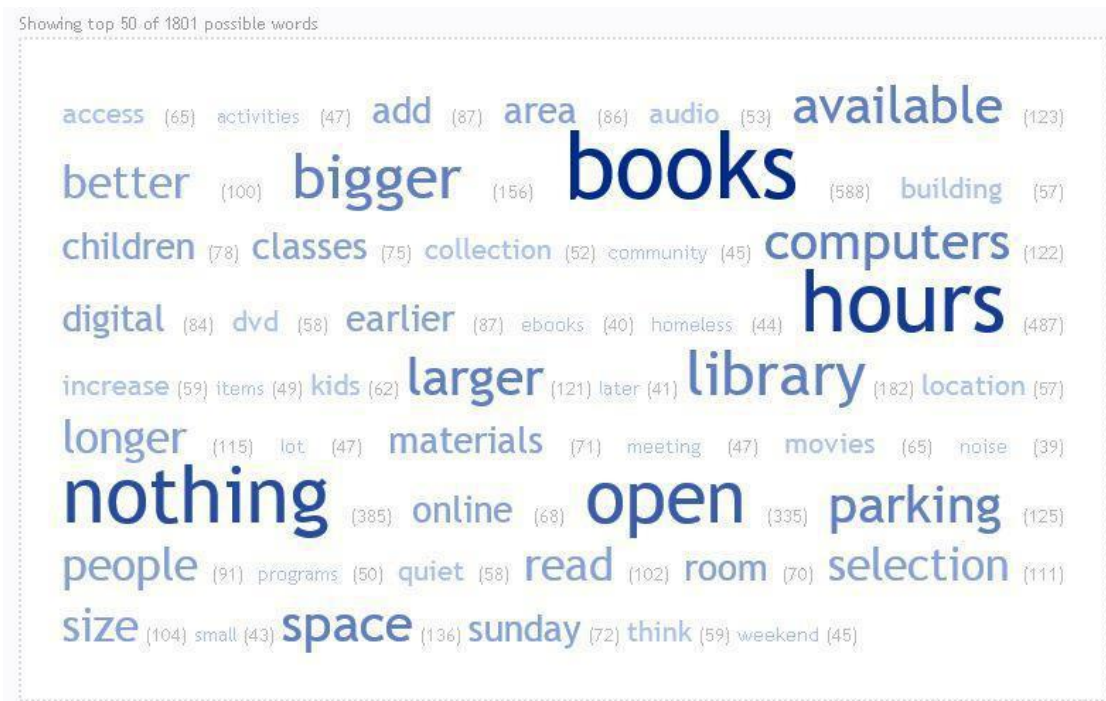
### Mad Libs 2 Response Count

Outreach Activity	Answered Question
Survey	3,951
Open House	227
Pop-up	11
<b>TOTAL</b>	<b>4,189</b>

### Online Survey Top Results

n= 3,951	
Survey Monkey Top Categories	Number %
Books	527 13%
Library	143 4%
Bigger	142 4%
Open Hours	121 3%
Larger	118 3%
Parking	108 3%
Space	98 2%
Size	98 2%
Longer Hours	79 2%
Open Earlier	65 2%

### Word Cloud (Open House, Pop-up, Survey Results)





## MAD LIBS 3: I would use my library more if...

### Mad Libs 3 Response Count

Outreach Activity	Answered Question
Survey	3,709
Open House	205
Pop-up	12
<b>TOTAL</b>	<b>3,926</b>

### Online Survey Top Results

n= 3,709		
Survey Monkey Top Categories	Number	%
Books	291	8%
Closer	210	6%
Library	117	3%
Open more hours	92	2%
Open Earlier	82	2%
Larger	66	2%
Longer Hours	64	2%
Open Later	63	2%
Selection	56	2%
Activities	52	1%
Access	52	1%

### Word Cloud (Open House, Pop-up, Survey Results)



## MAD LIBS 4: The one thing I get from my library I can't get anywhere else is...

### Mad Libs 4 Response Count

Outreach Activity	Answered Question
Survey	3,838
Open House	228
Pop-up	11
<b>TOTAL</b>	<b>4,077</b>

### Online Survey Top Results

n= 3,838

Survey Monkey Top Categories	Number	%
Reading	366	10%
Access	348	9%
Materials	285	7%
Access to Books	167	4%
Audio Books	143	4%
Resources	97	3%
Books and Movies	93	2%
Quiet	82	2%
Service	78	2%
Staff	74	2%
Library	72	2%

### Word Cloud (Open House, Pop-up, Survey Results)













## FAVORITES 4: What is your favorite place to hang out?

### Response Count

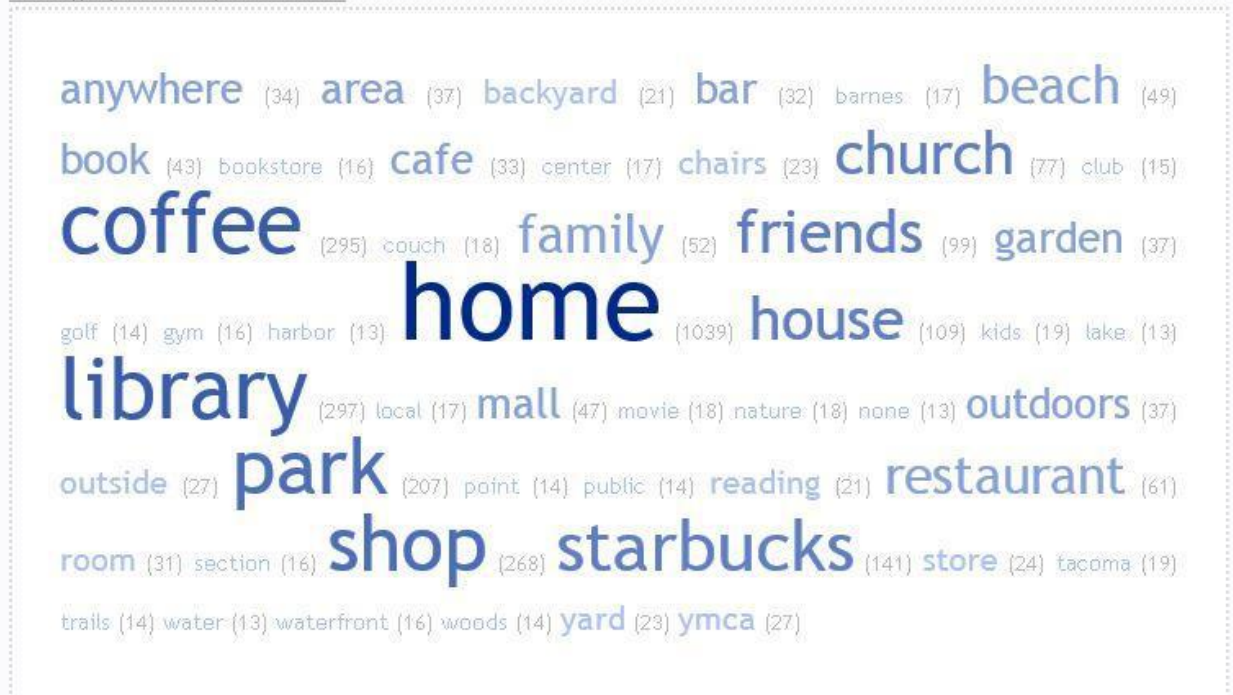
Outreach Activity	Answered Question
Survey	3,217
Open House	111
Pop-up	(not offered)
<b>TOTAL</b>	<b>3,328</b>

### Online Survey Top Results

n= 3217	
Survey Monkey Top Categories	Number %
Library	261 8%
Coffee shop	238 7%
Park	192 6%
Starbucks	132 4%
House	94 3%
Church	68 2%
Friends (house)	61 2%
Family	47 1%
Beach	43 1%
Mall	39 1%

### Word Cloud (Open House, Survey Results)

Showing top 50 of 886 possible words





## FAVORITES 5: What is your favorite online community?

### Response Count

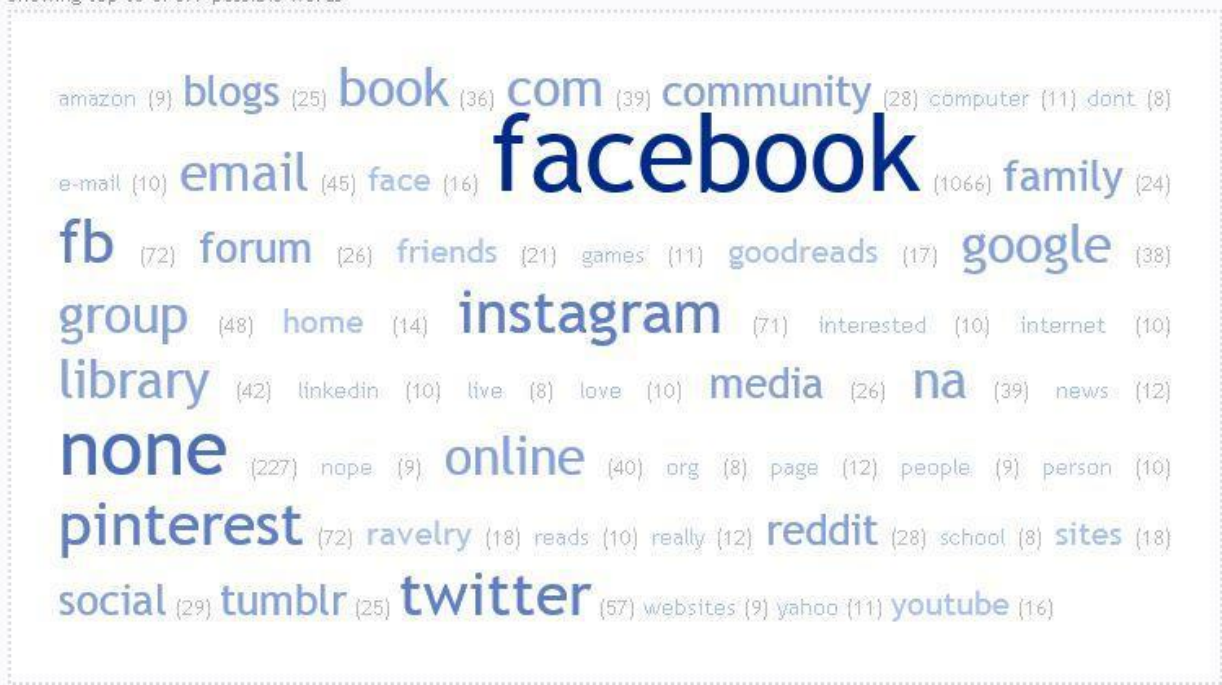
Outreach Activity	Answered Question
Survey	2,732
Open House	74
Pop-up	(not offered)
<b>TOTAL</b>	<b>2,806</b>

### Online Survey Top Results

Survey Monkey Top Categories	Number	%
Facebook	1044	38%
Pinterest	62	2%
Instagram	61	2%
Twitter	53	2%
Group	45	2%
Library	42	2%
Email	39	1%
Google	37	1%
Reddit	27	1%
Blogs	22	1%

### Word Cloud (Open House, Survey Results)

Showing top 50 of 877 possible words



## FAVORITES 6: What is your favorite place to shop?

### Response Count

<b>Outreach Activity</b>	<b>Answered Question</b>
Survey	3,179
Open House	123
Pop-up	(not offered)
<b>TOTAL</b>	<b>3,302</b>

### Online Survey Top Results

		n=	3179
<b>Survey Monkey Top Categories</b>	<b>Number</b>	<b>%</b>	
Amazon	390	12%	
Stores	273	9%	
Mall	225	7%	
Fred Meyer	213	7%	
Costco	171	5%	
Target	162	5%	
Walmart	88	3%	
Trader Joes	71	2%	
Goodwill	47	1%	
Safeway	45	1%	

### Word Cloud (Open House, Survey Results)





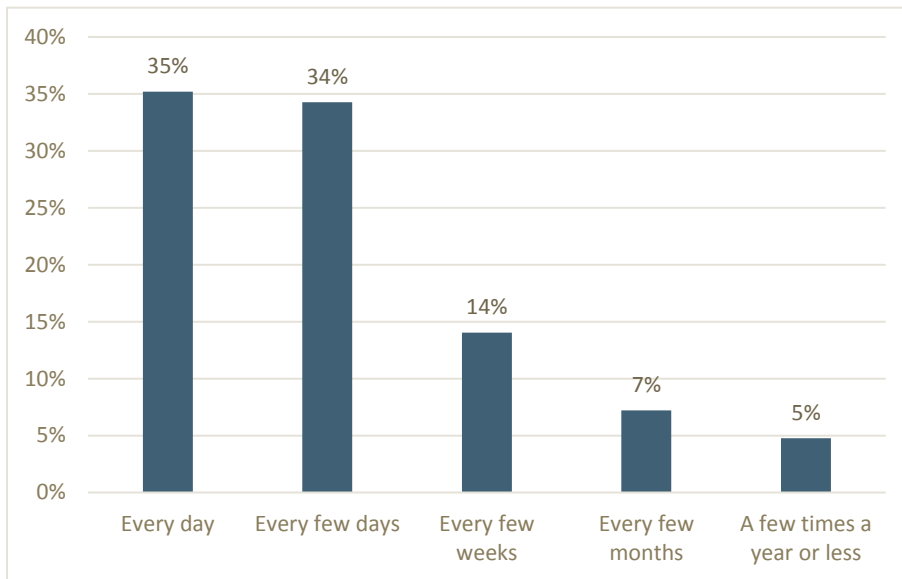
**Q14: How often do you use the library (physical building or online)?**

Q14: Summary Table

Services	Open House		Survey		TOTALS	
	n=	1,027	n=	5,362	n=	6,389
	TOTAL	%	TOTAL	%	TOTAL	%
Every day	116	11%	2,133	40%	2,249	35%
Every few days	341	33%	1,849	35%	2,190	34%
Every few weeks	200	19%	697	13%	897	14%
Every few months	54	5%	407	8%	461	7%
A few times a year or less	28	3%	276	5%	304	5%

(\*) n = total attendance at all open houses, not able to track question level response rate.

Q14: Response Percent



**Q15: Which branch library do you visit most often? (Asked only in survey)**

Survey Summary Table

<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
I mostly use the library online	19.8%	1,064
Gig Harbor	17.3%	926
University Place	17.0%	914
South Hill	15.0%	806
Lakewood	14.1%	758
Parkland/Spanaway	10.5%	565
Sumner	10.3%	554
Summit	8.1%	435
Bonney Lake	8.0%	427
Graham	6.9%	371
Steilacoom	5.4%	288
Milton/Edgewood	5.3%	283
Other (please specify)	4.8%	260
Key Center	4.1%	219
DuPont	4.0%	213
Buckley	3.7%	200
Fife	3.4%	185
Orting	2.9%	155
Eatonville	2.0%	105
Administrative Center	1.7%	93
Tillicum	1.0%	53
Anderson Island	0.5%	26
<b><i>answered question</i></b>		<b>5,367</b>
<b><i>skipped question</i></b>		<b>2,017</b>



# Section 4

STAKEHOLDER SUMMARY

# PIERCE COUNTY LIBRARY SYSTEM STRATEGIC PLANNING | STAKEHOLDER INTERVIEW SUMMARY & KEY THEMES

## May 2016

### SUMMARY

As part of the community engagement process for the Pierce County Library Strategic Plan, key stakeholders and partners in Pierce County were invited to voluntarily participate in a short phone interview to discuss key issues, challenges, and opportunities in the County today. In total, 21 interviews were conducted between March and April 2016. The last page of this document lists the interview questions and individuals who contributed their input.

### KEY THEMES

#### Economic Development

Economic development was a common theme throughout the interviews. Interviewees identified a lack of living wage jobs, needed skills training and development, and small business supports as specific economic challenges.

- There is a need across Pierce County for more living wage jobs and employment opportunities. These opportunities need to include work options for all, including residents with special needs and disabilities.
- Relatedly, many Pierce County residents need training and educational resources to develop marketable skills to gain employment.
- Small businesses need support to survive their first two years, which is usually the most critical time in a business's development – many businesses fail within these first two years.

The library is seen as a real resource for all of the above challenges through its ability to offer targeted programming, classes, and material resources. Some specific ideas include:

- Skills development classes, both in branches and online.
- Market research, branding, and marketing training and resources for small businesses through community partnerships or online resources.
- Workshops to facilitate connections between businesses and skilled employees.
- In-library resources related to city codes, regulations, and laws.

“While the Pierce County economy is improving, it’s slow and Seattle and King County continue to be the region’s economic engines. The library could absolutely support small businesses and job growth in Pierce County.”

John Caulfield,  
Lakewood City Manager

#### Technology Access and Skill Development

Technology access and skill development were described as increasingly important to Pierce County residents. Simply being able to connect to the internet or use a computer are valuable and increasingly essential abilities. These are services the library currently provides that are widely appreciated and valued.

Stakeholders notes that it is important for the library to continue to keep pace with the ever-changing technology landscape.

## Human, Health, and Social Services

Many stakeholders spoke to the need for strong human, health, and social services. Current concerns include increased homelessness, mental health issues, and substance abuse, as well as challenges with affordable housing and transportation.

- Stakeholders are concerned about the inequity of access to resources in Pierce County. This is reflected in health disparities by zip code, among other indicators. To be healthy and prosperous, the county’s residents need equitable access to food, healthcare, housing, and supports.
- There are many providers in the county, but they aren’t necessarily working together to tackle these issues. A desire was expressed for more coordinated responses and many stakeholders suggested the library could be seen as a reliable and respected convener.
- The use of the library by homeless individuals is a challenging topic. Many understand that it is an important resource available to all residents, while at the same time acknowledge the disruption it can have on other patrons. Stakeholders understand that this is a delicate role the library plays, and they want to help – whether it is partnering with the library to host resources or helping to come up with creative ways to partner so the library can serve all patrons.

“The library has a very strong connection with the portion of the community that I don't know a lot of other organizations have. So many staff at PCLS speak a lot of languages so they are able to offer communication and comfort to those individuals. These people tend to get lost. But the library keeps in touch with them. They also have a finger on issues that others don't tend to see.”

Tyler Pease,  
Sunset Baptist Church

## Education and Learning

Stakeholders understand and strongly support the library’s role as a community education resource. The library as supporter of life-long formal and informal learning is an enduring and important role.

- The community loves Pierce County Reads! Many stakeholders mentioned this and would like to see the program continue or expand.
- Partnerships with local schools was a popular topic among stakeholders. Specifically, many were interested in finding ways to make the library a popular and active “other space” for school children and teens. A number of ideas were suggested, including:
  - A reciprocal library card agreement with schools.
  - A satellite branches at local schools.
  - Homework help at all branches.
  - Collaboration with schools and other community providers on open source content to avoid duplication of effort and to ensure community members are aware of what resources are available.
- Early learning is a priority for many in the community. Many stakeholders noted that the library does and can play an important role in that space.
- It is important to stakeholders that the library continue to ensure that library resources and classes are easily accessible through language services and consideration for older adults and individuals with disabilities.

## Community Development and Connections

Stakeholders stressed the important role the library can play in fostering community and strengthening social connections. This was noted as particularly important given the growth and increasing diversification of the Pierce County population, as well as the geographic and social isolation of some communities.

- Local governments are resource constrained now more than ever. They may be open to creative ways to efficiently to meet their community needs through partnerships and regional service provision.

## 4. Stakeholder Interview Summary and Key Themes

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- Traffic and transportation were noted as challenges to community connection and identity.
- The library was described as a focal point of communities across Pierce County. This was described as particularly important in smaller communities. The library is one of the few free public spaces in many communities.
- The library’s meeting rooms are seen as a huge value to the community and some stakeholders spoke to the need to increase spaces for informal and formal gatherings.
- The library can also be a proactive supporter and convener of community-based organizations. The library can provide resources, meeting space, and collaborative sessions that enable them to work better together for the common good.
- PCLS has the ability to offer an opportunity for people to have dialogue and think about issues impacting the community in a non-threatening, unbiased way. The library has a unique platform from which it can encourage conversations about national or local issues.
- Various stakeholders noted specific communities that could benefit from library support, including refugees and immigrants, individuals or families living with disabilities, foster families, and the LGBT community.
- Some stakeholders described military families as a demographic that could benefit from greater support from the library. Ideas include a military family book group, services night, and targeted information and referral services, all of which would help connect military families to the broader off-base community.

“Thank you to PCLS. They are an important part of the community, and Pierce College appreciates what they have done. We wish them continued success.”

Michelle Johnson,  
Pierce College Chancellor

## Relaxation and Leisure

The Library’s value in helping people relax and engage in leisure activities was also touched on by stakeholders.

- It was suggested that by engaging the youth councils of local organizations in programming options and advertising could help get more teens into the library for leisure activities.

## INTERVIEW QUESTIONS

### Pierce County Communities

1. What do you see as the most pressing issues facing Pierce County today?
2. What are the hot issues facing your organization and its constituents today?
3. Where is your organization or field headed in the next three to five years? What key challenges and opportunities do you foresee that will impact your clients/customers/employees the most??
4. What will members of your field or community need in the years ahead to be successful?

### The Library’s Role and Contributions to Pierce County Communities

5. What role does PCLS play in the community you serve? How do members of your community or the communities you serve currently use PCLS?
6. How could the Library more effectively support the community you serve? What new or emerging needs or interests do you see in your community that PCLS may be able to address by offering specific resources, programming, or services?
7. What might increase use of the Library by members of your community or the communities you serve?

## Top Priorities and Closing Thoughts

8. What two or three outcomes would you like to see accomplished through PCLS's strategic planning process?
9. Any other thoughts about the Library you'd like to share?

## INTERVIEW PARTICIPANTS

**Jay Brower**, Bethel School District, Director of Community Connections

**John Caulfield**, City of Lakewood, City Manager

**Liz Dunbar**, Tacoma Community House, Executive Director

**Natalie Findlay**, Greater Tacoma Community Foundation, Board Member

**Andy Fry**, UW Tacoma Institute of Technology, Assistant Director of Industry Partnerships and Lectures

**Eric Hahn**, General Plastics, Vice President, Organizational Development

**Marcia Harris**, Key Peninsula Community Council, Vice President

**Thad Huff**, Bonnie Lake Chamber of Commerce, President

**Michele Johnson**, Pierce College, CEO/Chancellor

**Seth Kirby**, Oasis Center/Rainbow House, Executive Director

**Jeff Klein**, Sound Outreach, Executive Director

**Subir Mukerjee**, City of Fife, City Manager

**Tyler Pease**, Sunset Baptist Church, Minister

**Dona Ponepinto**, United Way, President & CEO

**Nola Renz**, Tacoma Area Coalition for Individuals with Disabilities, Executive Director

**Shannon Scacciotti**, Frederickson Clover Creek Community Council, Asst. Rec. Secretary

**Michael Schaub**, City of Eatonville, Mayor

**Shelley Schlumpf**, Puyallup/Sumner Chamber of Commerce, President & CEO

**Tiffany Speir**, Pierce County, Government Relations Director, and South Sound Military Community Partnership

**Ruth Winbauer**, Newland Communities, Marketing Manager


**Linda Yates**, Good Samaritan/MultiCare, Board Member



# Section 5

PARTNER SUMMIT PRESENTATION






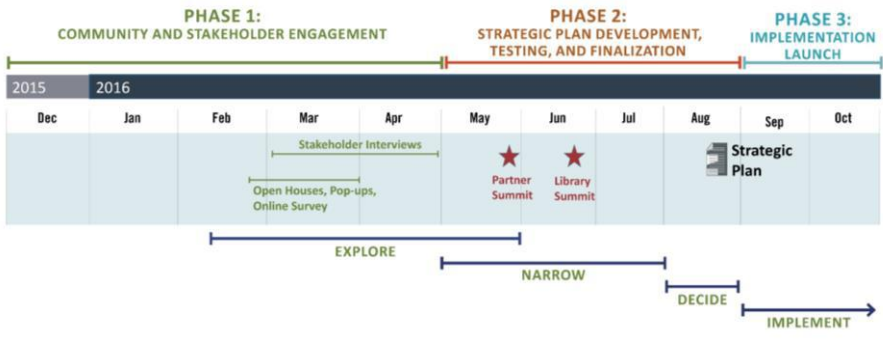

# Pierce County Library System

## 2017 Strategic Plan


### Partner Summit May 24, 2016



## Our Planning Process



2015	2016									
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
			Stakeholder Interviews		Partner Summit	Library Summit			Strategic Plan	
		Open Houses, Pop-ups, Online Survey								
		EXPLORE			NARROW		DECIDE	IMPLEMENT		



2



## Today's conversation

- 6 topical stations
  - Economic Prosperity
  - Technology
  - Individual & Community Health
  - Learning
  - Communities
  - Leisure & Relaxation
- 2-3 rounds of facilitated conversation
- Break & Gallery Walk
- Prioritize
- Wrap up by noon

## What's your role? What's our role?

- |   |   |
|---|---|
| <p><b>Resource provider</b></p> <ul style="list-style-type: none"> <li>■ Provides access to books, electronic resources, computers, expertise, etc.</li> </ul> <p><b>Service provider</b></p> <ul style="list-style-type: none"> <li>■ Provides services directly to individuals, small groups, and organizations.</li> </ul> <p><b>Partner</b></p> <ul style="list-style-type: none"> <li>■ Partners with community organizations and businesses to service individuals, small groups, and organizations.</li> </ul> <p><b>Space provider</b></p> <ul style="list-style-type: none"> <li>■ Provides gathering or working space to individuals, small groups, and organizations.</li> </ul> | <p><b>Innovator</b></p> <ul style="list-style-type: none"> <li>■ Develops ideas for innovative programs, events and services to meet current or emerging community needs</li> </ul> <p><b>Convener/facilitator</b></p> <ul style="list-style-type: none"> <li>■ Brings groups together and facilitates conversations on issues important to the community.</li> </ul> <p><b>Connector</b></p> <ul style="list-style-type: none"> <li>■ Enables connections among groups or organizations.</li> </ul> <p><b>None</b></p> <ul style="list-style-type: none"> <li>■ Does not fall within the mission and goals of the organization.</li> </ul> |
|---|---|

# *Topical Discussion*



## *Round 1*



# *Topical Discussion*



## *Round 2*



# *Topical Discussion*



## *Round 3*

# *Topical Discussion*



## *Gallery Walk & Break*

## Online Poll



- *What 1 idea are you most excited about?*

- URL: <https://pollev.com/berkconsult>
- Text: BERKCONSULT to 22333 to join. Then text your answer to 22333.

## Recap



*Facilitators:*

- *1 idea with lots of energy*
- *1 idea that's intriguing*

## *Prioritize: Online poll*

*What 3 topic areas should the Library focus on?*

- 1– *Economic Prosperity*
- 2– *Technology*
- 3 – *Individual & Community Health*
- 4 – *Learning*
- 5 – *Leisure & Relaxation*
- 6 – *Community*

## *Online poll*

*Write a 6-word biography of  
Pierce County Library ....*

*In the future*

- *(Or share 6 words that will describe the future Pierce County Library)*
- *URL: <https://pollev.com/berkconsult>*
- *Text words to 22333*







# Section 6

PARTNER SUMMIT MATERIALS & NOTES

## SMALL GROUP DISCUSSION TOPIC AREAS

### 1.0 ECONOMIC PROSPERITY

#### Information Board Notes

Who is Affected (# dots)	What Organizations Work in this Space?
All business owners (2) Low-income or homeless individuals and families (8) Immigrants and refugees (3) Opportunity Youth: those ages 16-24 not in school and not working Individuals with disabilities Veterans re-entering the workforce Commuters who want to work closer to home Seniors/Elderly (2) Underemployed (1) Schools/ the education system The Legislature Self-employed or small businesses that need remote work space	Affordable Housing Asian Pacific Islander Coalition Business Associations Centro Latino Economic Development Board Goodwill Korean Women's Association LinkedIn Groups local chambers of commerce Lutheran Community Services Metropolitan Development Council (MDC) Pierce College, Bates College, Tacoma, Community College, Clover Park Technical College, UW Tacoma RP/6 South Sound Military Community Partnership (SSMCP) Spaceworks Tacoma Tacoma Area Coalition for Individuals with Disabilities (TACID) Tacoma Community House Tacoma-Pierce County Chamber and United Way Washington Women's Employment and Education WorkForce Central

#### Activity Board

Broad Categories (# dots)	What Roles Could PCLS Play? (# dots)	Which Roles are Most Important? (# dots)
Business and Employers		
	Access information and technology to evaluate data quality; teach how to use data and turn it into information.	Catalyst for progress in a leadership role. (2)
	The library as a think tank for local businesses.	Communicator
	Space provider for job fairs.	An approachable resource for basic skill development; then a referral service for more advances courses.
	Letting businesses know about community amenities.	The library is an approachable, safe space, neutral territory – how to leverage this to connect people

		to the resources they need (food aid to job searching)?
	Facilitator – what skills are needed for what job?	Connector
Life Skills (11)		
	Financial assistance/budgeting training, especially for opportunity youth. (4)	Physical space and resources.
	Life Skills – how to show up on time to work, be reliable, work in a team.	Increased partnerships with other organizations (hosting joint events, aligning on strategies and campaigns to fulfill those strategies). (3)
Workforce Development		
	Library as a facilitator, partner, space provider, and resource for organizations like Workforce Central, RP/6, JBLM.	
	There are a lot of organizations in Pierce County that provide extensive skill courses and jobs search support – can the library focus on being an access point and connector to those services?	
	How to help get people who need those resources to use those resources?	
	Facilitate information on in-demand skills and occupations and where to go to get training?	
Other?		
	The library has the opportunity to be a more robust communicator with cardholders (frequent, targeted communications about programs, partner programs; to collect information about cardholders and share if possible with partners).	
	Robust mobile programs and online programs to reach out into the community.	
	The library as a pipeline, conduit.	

## General Notes/Conversation Summary

- The library is good about supporting STEM education but we really need to start targeting younger children in these areas.
- The group was shocked by the statistic that Washington is 4<sup>th</sup> in the nation for technology-based corporations, but 46<sup>th</sup> for participation in science and engineering programs.
- There is big demand in Pierce County for incumbent worker training for all businesses, not just small businesses.
- Schools and the education sector are affected by this topic area; they need to adapt their curriculum to be more current and timely (both K-12 and higher education).
  - We need to do all we can to get young people connected with technology and technical skill building.
- Opportunity Youth are perhaps the most important demographic in this topic area. Similarly, so are children from low income families. These are the people that need training opportunities the most.
  - A major challenge for these individuals is homelessness and hopelessness.

- Veterans and military members transitioning to civilian life have a log of resources and there is an existing infrastructure to assist them.
- Financial literacy is an important topic area and something that can help Opportunity Youth and others to be more financially and economically successful.
- The library should also be seen as an amenity that companies can use to attract workers to the area.
- There is a connection between access to resources and skill building – people need access to both, and the library provides that.
- Seniors are also a key demographic we cannot forget about. There are a lot of seniors with little resources and they have high needs.
  - It is important to shift the conversation around those seeking help from “handouts” to “earned benefits.”
  - The library could serve as a host or a connector between the public and a wide range of providers and government benefits. This could be a really powerful role.
- High school graduation rates are increasing, yet college graduation rates are flat lining. The library could play a role in helping to address this dynamic or provide needed resources to individuals working through college.
- A major challenge in Pierce County related to economic prosperity is the inequity and educational silos. If you live on the wrong side of the street, you could end up going to a low quality school.
  - A county-wide goal needs to be to increase the quality of public education; how can library partnerships help this?
- Overall, increased partnerships in this topic area are key. How can partnerships strengthen resources and help community members?
- Pierce County as a bedroom community will likely not change overnight. How can the library support the businesses that are here in Pierce County to help them stay and expand here?
- The major overall roles that the library can play in this topic area are 1) Connector; 2) Catalyst; 3) Access Point; 4) Trusted resource.

## 2.0 TECHNOLOGY

### Information Board Notes

Who is Affected (# dots)	What Organizations Work in this Space?
Job seekers Residents with no or slow Internet access (5) Businesses Students School-age children without computer access at home or at school (5) People who need printing Homeless Military – soldiers and veterans and their families Seniors (1) Single parents Millennials with access and need data tools Refugees and immigrants (3) Foster youth	Base Education Centers CISL – NFP FabLab Lakewood Playhouse Youth – NFP Local government Pierce College, Bates College, Tacoma Community College, Clover Park Technical College, UW Tacoma Pierce County Skills Center Rally Point 6 – NFP Schools - what are schools doing RE: technology aptitude? Tacoma Community House WA Housing and Urban Development Program Workforce Central

## Activity Board

Broad Categories	What Roles Could PCLS Play? (# dots)	Which Roles are Most Important? (# dots)
Access (8)		
	Text for due date and pick up date of materials	Bring library services to tailored audience. Mobile book-mobile could be a traveling workstation; partner with other mobile services such as food bank.
	Marketing – social media, texting library, radio, reaching people where they are.	Mobile training
	Job seekers/family connector	Wi-Fi Access Hub (inside and outside)
	Skype	High upload and download speeds (1)
	Remote access to resources (1)	Public infrastructure being part of universal Wi-Fi system
	Lending technology program – check out iPads or computers; work with Apple or recycled refurbish program for donations (1).	
Training (5)		
	Community partner with using technology for access to healthcare (dr. on demand)	Use technology for business skills – excel, word, web design, etc. (4)
	Free community webinars on health topics.	English lessons on PCs in library (1)
	Phone training on texting, searching, apps	QuickBooks accounting
	Partnership with recycled phone programs for free/low cost phones	Training in multiple languages – partner with TCH
	Training parents to manage the use of devices and social media	App design for kids of all ages
	Build the volunteer base for help with training, programming (1).	Research skills (computer and reference)
		Microsoft Imagine Academy Certifications; Basic Word and Excel courses; database and networking skills
		Certifications needed for placements at jobs (coding, etc.)
		More bandwidth
		Nook/Kindle check out
		Depository for use/working computers you could check out for the school year (1)

Trends		
	Provide access to information and tools for PCLS staff and partners to help anticipate upcoming trends.	Community portal for skype conferences.
	Vroom App Promotion	
	Blog/message board	
	Don't want technology to replace books!	
	Expand social network software access, usage, and training.	

## General Notes/Conversation Summary

- Public buildings being used as hubs for public Wi-Fi
- Many people who need tech training don't speak English
- Students can't take home textbooks or tablets, but homework online
- Major author Skyped in for conference
- Places to have Skype conversations for military families
- More community center than library, library becomes secondary, do we want that?
- Training is vitally important
- Difficulty with transportation
- If training came to them or offered food, seniors can't drive at night, make specific to audience, target times of day, and pair with something for children
- Emails from PCLS are overwhelming, break down and target
- Make library necessary community portal for things
- Work with book clubs for Skype author
- Could also generate revenue, raffle tickets offered can be sponsored by book club/organization marketing dollars and advertising
- Why aren't schools letting students know that library offers training and devices
  - Getting county/cities to push that infrastructure
- Since library is in so many cities, get cities to work together
- Hard to predict where tech is going
- Customers will tell us where they want to go, quickly figure out trends that xx now and provide those for customers
- Seattle to 5% of growth (tech/devices?)
- More devices in homes connected
- Promote parenting apps
- Help small business with tech how to create a website
- Partner with free cell services
- New model of teaching English that is more app-based, need access to this software the libraries
- All this takes staff and resources so put emphasis on building volunteer base

- Letting people know virtual services exist
- Navigating healthcare with tech
- Discovery layer
- How to use tech devices to watch webinars
- Provide links from community partners
- Curate free webinars/resources
- Text messaging with marketing
- Market through junior high and high schools
- Reaching people where they are – marketing posted in churches, senior centers
- Blog – message board to bring community together

### 3.0 INDIVIDUAL AND COMMUNITY HEALTH

#### Information Board Notes

Who is Affected (# dots)	What Organizations Work in this Space?
People with special needs or disabilities Homeless population Veterans Low-income populations (5) Immigrants and refugees (1) Seniors/Elderly (1) Children and families (2) All ethnic and economic groups Health disparity (1)	Associated Ministries Autism Center Boys and Girls Clubs Churches and Faith-based organizations Emergency Food Networks Health Systems JBLM Legislators Metro Parks NAMI National Telehealth Technology Pierce County Department of Community Services RP/6 Safe Streets Schools Tacoma Area Coalition for Individuals with Disabilities (TACID) Tacoma Pierce County Health Department Tacoma-Pierce County Coalition to End Homelessness United Way Washington State Department of Social and Health Services (DSHS) Where to Turn YMCA



## Activity Board

Broad Categories	What Roles Could PCLS Play? (# dots)	Which Roles are Most Important? (# dots)
Wellness (3)		
	Partner	Accessible space (1)
	Connector (2)	Connector (1)
	Resources and Space (1)	Enable advocacy (state, federal, local) (1)
	Programming	
	Referral (1)	
	Information provider	
	Health system resources and referrals	
Social Issues		
	Space	Education classes
	Partner	Convener (promote and host local events to help people connect with providers) (1)
	Connector	
	Resource	
	Safe Streets facilitates programming to address crime prevention (1)	
	Referral	
	Quit Smart – resources for tobacco prevention and cessation	
Challenges		
	Innovator to support in home individual providers	Individual providers can feel overwhelmed; other community resources can offer relief by providing other individual needs of high need clients.
	Referral	Facilitator – provide space and opportunities for people sharing needs/experiences
	Partner with senior care facilities to promote social well-being	
Health and Human Services (3)		
	MAMC	Connector to help people access healthcare; navigate the system
	VA	Connector for low income individuals and immigrants (internet connection, resource connection, partnerships) (7).
	Multicare and CHI partner resources	
	Fresh bucks farmer market and multicare	
	Translators and culturally trained staff	

Other?		
	Connector to education people about programs	Space provider (1)
Trauma		Facilitator of trainings on predictive factors, ACES
Adverse Child Experiences (ACEs)		Race equity conversations (3)

## General Notes/Conversation Summary

- Different locations and geographies are affected in different ways.
- Language barriers are a major concern in this area.
- Service priorities
- Our role in the community
- Homelessness decreased in Pierce County
- Children won't come in if they feel not safe due to the homeless population
- Ethnic groups - varies per area?
- Income levels - all
- Vary by library, area
- Homeless varies per area
- Not equipped to handle that have them. Homeless. Safe for them. Stole this, stole that. How address safe part. Refer them. Might not want to be.
- Locust: Place where people can go, stay, see a picture that many cannot
- Advocacy for state, local decision-makers
- Greater Lakes - hard to access
- Limited funds
- Staff hear and see. Vehicle to provide and pass on info, what they see
- Explore grant funding opportunities
- Community campaigns
- Knowledge is key
- Make sense to convene an event and we are serving. Feel comfortable going to library
- Existing resource- Be an extension, sub office in library. Bring together
- Classes for AA or other groups
- Keep in home. More cost-effective. Help support community effort
- Bring to library to provide learning
- Library transportation in Pierce County is tough – we are accessible, a special presence. Use meeting rooms a lot. Hard to book a room.
- Web-based training
- Facilitator of training - protective factors; Meeting space; Buffer

- Space provider
- 10 year old moved away from friends, how can we help
- Police go to schools
- Seniors - Partnering with local Senior Care Facilities
- Connect - Social aspect, social well-being
- Sensitive conversations. Safe place.
- Come to libraries trying to get off the street: Creates issues
  - Counselors?
- Greater Lakes - referrals
- Outreach - safe to wander in
- Opportunities - Library catalyst to have conversation
- Lack of funding, housing
- Don't turn away

## 4.0 LEARNING

### Information Board Notes

Who is Affected (# dots)	What Organizations Work in this Space?
Students of all ages (3) Students with special needs or disabilities Students with challenging circumstances (1) Non-English speakers (2) Immigrants and refugees Non-traditional students (2) Retirees Job seekers Life-long learners (1) People with vision or hearing loss People on their second or third career Military and veterans LGTBQ Foster children (1) Inmates (2)	AARP Business community Charter schools Child care centers Community and technical colleges Community centers Formal distance learning programs Homeschools In-home child care providers K-12 school districts Khan Academy and online classes Museums Pacific Lutheran University, University of Puget Sound, UW Tacoma Pierce County Skills Center Pre-school providers SSMCP Vocational schools Vroom Zoo STEM, NW Trek

## Activity Board

Broad Categories	What Roles Could PCLS Play? (# dots)	Which Roles are Most Important? (# dots)
Early Learning		
	Minding the gaps between categories (2)	Learning for retirees (1)
	Have computers in non-English languages	Youth tutoring support online
	Materials for financial training	How to support/encourage life-long learning (2)
	Compliment or supplement – don't duplicate (1)	
K-12 Education		
	Teach our "work" in other languages	
	Helping community become more bilingual	
	Materials for financial training	
	Partner with schools to find out where the library can fill gaps.	
College-bound and Work-bound		
	Teach our work in other languages	Support college bound students (2)
	Materials for financial training	Access
	College prep for upcoming students (2)	Broadcaster – how can the library broadcast learning options
		Connector (1)
Ongoing Learning (4)		
	Help support getting diplomas for incarcerated	Library staff familiar with resources
	Teach our work in other languages	Adult literacy and financial literacy (2)
	IT training and access to technology	The arts
	Financial materials	
	Incentivize educational based programming	
	Highlight courses in STEP	
	Citizenship classes	
	How to start a small business	
	Literature and arts	
	Space provider for programs	

## General Notes/Conversation Summary

- Lots of conversation around adult literacy in the correctional facility space, financial literacy, in many languages, create a more bilingual community
- Want support in the Arts to create well-rounded employees – not just job skills
- Some talk around expanding citizenship classes
- Interest in building support and resources around STEM
- Youth don't have a stable home life – LGBTQ
- Seniors who work – learning and interpersonal relationships
- Library isn't everything for everyone – spreading thin
- Seniors are behind in technology, don't forget this. Need hard copy.
- Informal learning groups where learning happens. DIY folks who come together and share
- A space to come for help online, tutoring, etc. – easy and accessible – youth and retirees
- IT training, access to tech
- Some libraries have more non-English than others = different comps for different languages – how much emphasis do we put into other languages
- A lot of web-based learning available
- How realistic is it for the library to have partnerships with businesses.
  - LLTs helping, law donations, volunteering
- Groups are siloed to do their work and in some ways compete
- Our neutral role could be impactful to bridging that gap between organizations to come together to accomplish
  - There are other ways doing “this” work better than we could
  - What role could we do in facilitating?
- Glad we're starting to look at military families
- Tap into using them for resources
- Third careers for militaries
- How to start a small business
- How can PCL “broadcast” learning opportunities to the community?
- Walk into the library and connect to opportunities
- Have library staff who are experts? Social services in libraries using library
- Adult literacy – range of topics and ages
- Focus on seniors, retirees but also those who are on second and third careers.
- Library is neutral play in community

## 5.0 LEISURE AND RELAXATION

### Information Board Notes

Who is Affected (# dots)	What Organizations Work in this Space?
Children (3) Teens (2) Adults Seniors/Elderly (1) People with special needs, disabilities (2) Isolated older adults (2) Students (change in school day does not leave time for students to read for fun/develop love of reading)	Activity groups (e.g. bike clubs, Mountaineers, Meetup groups) Arts and cultural organizations Book groups Boys & Girls Club Businesses for employers lunch time activities Churches City parks, open spaces Community centers Convention and Visitors Bureau JBLM Metro Parks Mt. Rainier National Park Museums Online communities (e.g. Facebook, Ravelry) Pierce County Parks and Recreation Department Recreation programs Schools and Colleges Scooting, & etc. Senior Centers Sports leagues and Sports Commission Sprinker Recreation Center SSMCP The fair The Grange Theaters (movies, performance, concerts) WSU Extension Program YMCA

## Activity Board

Broad Categories	What Roles Could PCLS Play? (# dots)	Which Roles are Most Important? (# dots)
Entertainment, Movies, Music, Games		
	How much can we do tailored services versus overall standardization?	Develop relationships with other organizations to see what is possible (3).
	Resilience of public libraries	Space for activities – partner with other organizations and private vendors that have space.
	Reading	Community meeting rooms more accessible on weekends and in afternoons (6).
	Organize free day to help people learn about new stuff; work with business.	
	How to make our spaces more inviting?	
	Multiple activity zones	
Sports and Recreation		
	Safe place, quiet play	
	Seek individual partnerships	
	Visible presence to help people connect at other events.	
	Volunteers	
Community Groups (4)		
	Older, isolated adults – what are others doing? How to partner to reach them?	
	More book clubs	
	Opportunities to meet people	
	Host meetup groups	
Hobbies		
	Community classes	Hosting a volunteer fair (2)
	Info table at community events with volunteers.	Recreation fair
	Working with other groups to have field trips to library for kids.	Volunteer opportunities for meaningful work (5).
	Connecting with hobbies	
	Volunteers to support community partnership.	
Other?		
	Library is a more comfortable space; people will come to learn about other less comfortable things such as services.	
	Look at demographics (who is in the community?)	
	Referral for volunteer opportunities	
	Branch personality	

## General Notes/Conversation Summary

- Reading for enjoyment – losing that time – not trying to do everything online
- Everyone on devices, not talking to each other
- People come in and learn - not enough space
- Partnering with orgs for space to do things
- Don't become a competition; Don't want to duplicate what others are doing, partner instead
- Bring in “ball players”
- Only so much time to do things - partner focus on two or three. Seek individual opportunities for partnerships.
- More book clubs - meeting people to discuss books. Lifelong friends.
- People will go to library or Community Center - ask what they offer. How to get involved - resources for new people.
- Volunteer opportunities through Library, meaningful work
- What is our role? What resources do we have?
- Community –
  - Meeting rooms? Not enough space? Building programs with Partners
  - Information for people – booths/info table
  - Leisure because of retired
  - Volunteers - Union Issues (Parks & Rec has had to address some issues)
- Businesses - fees to charge for meeting rooms, for profit and non-profit
- People go to Starbucks for studying, so how to draw people back?
  - Make libraries welcoming and fun - pull away from the perception of quiet - how do we do that.
- Other places - do a field trip to libraries. How to make next generation aware of libraries?
- Offering/partnering for families who can't afford to do things (like what we do with museums)
- Partnering for in-kind classes. Free day
- People are comfortable coming to the library compared to other places so we can draw people in about less-comfortable stuff.
- WSU Extension - Master Gardeners
- Isolation that older adults or people with disabilities feel; getting people out, volunteer opportunities
- Is “Friends” the only way to volunteer?
- A lot of people prefer to go to the library instead of Senior Center (stigma of being old)
- Understand the community around each branch and tailor collections but also factor uniformity; Being adaptable to the conditions of the community



## 6.0 COMMUNITY

### Information Board Notes

Who is Affected (# dots)	What Organizations Work in this Space?
New residents Refugees and immigrants (4) People living in poverty (5) Isolated, rural populations (2) Retirees Millennials "Stay-at-home" Military families Underserved communities (1) All ethnic groups LGBT youth Seniors/Elderly Individuals experiencing homelessness Individuals with disabilities	Black Collective Centro Latino Communities In Schools Community centers Cross Cultural Organizations Habitat for Humanity Health Systems Lakewood's Promise Local Food Banks Local government Local religious organizations Non-profits such as YMCA, Boys and Girls Clubs Oasis Youth Center Schools Senior centers Sound Outreach SSMCP Tacoma Community House Transportation services: Beyond the Borders Bus Service, Ride Share Online

### Activity Board

Broad Categories	What Roles Could PCLS Play? (# dots)	Which Roles are Most Important? (# dots)
Finding "Your" Community		
	Dig deeper here; how are people currently using the library?	Make connections both to and from outside organizations with specialties in and out of library buildings (7).
	Language access in collections, programs, activities.	Facetime with a librarian (1)
	Connecting people offering services with those they want to serve (1).	
	Develop robust volunteer program to extend the reach of the library (1).	
	Add literature programming to visitor centers in cities.	
	New library or renovate to meet the needs of the 21 <sup>st</sup> Century.	

6. Partner Summit Materials & Notes

	Better connect citizens with government services, offices.	
	Convener – leverage the positive reputation the library has in the community; main hub of the community (1).	
Spaces and Places (2)		
	Lockers or self-service after hours.	Space provider – needs new or improved facilities to be able to do this better (4).
	Mobile “spaces” that link the library to where people already gather.	Community physical activity classes (yoga, mindfulness, stress reduction)
	Accessibility – “brick and mortar” and the online/distance community.	
	Partnerships/shared spaces with the senior centers, museums, art/playhouses (1).	
	Safe place; place of learning; quiet place	
	Community program on healthy living, cooking.	
Arts and Culture		
	Fine arts – seminars on art history, appreciation, highlight certain mediums.	Bilingual education and access
	Partner with arts community (space sharing, hosting information about arts).	Skyping artists; fine art seminars
	Arts/culture rehearsals, classes	
“Big” Issues (Transportation; Growth; Homelessness; Crime)		
	Family services wrap around	Transportation – facilitate access with donated vans to library events and volunteers (2).
	Hold community conversations on big or hot topics with local experts (2).	Book mobile
	Library is a place of knowledge and learning.	Transportation – information network resource to existing services (1).
	Serve as a resource on big issues.	
	Positive recognition of youth.	
	Guest library card for visitors	
	Use branches as a way for organizations to access different communities or areas of PC.	

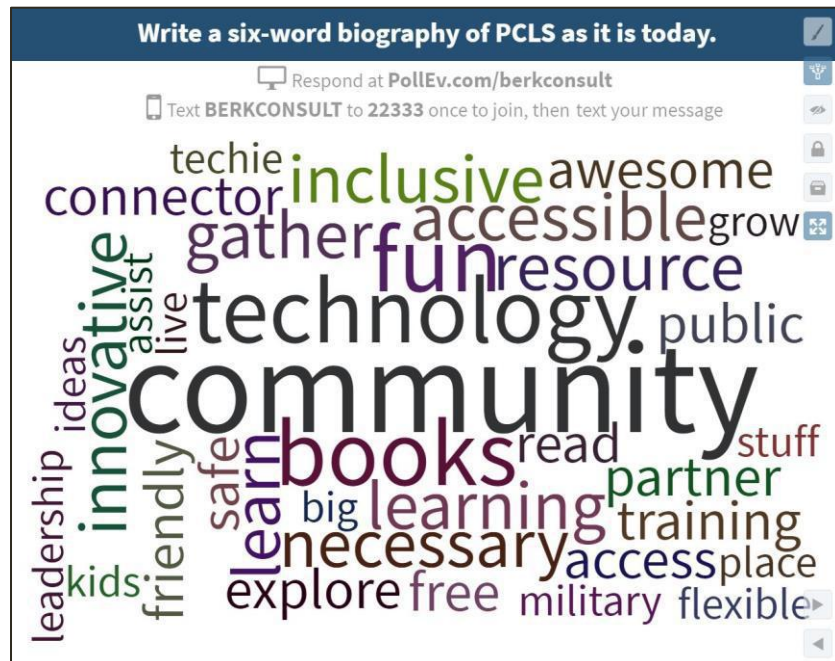
## General Notes/Conversation Summary

- Members of congress can address federal issues, such as immigration, and may be a good partner in some way
- One stop shopping for foodbank, clothing bank and other services at library locations
- Organizations want to expand, but can't build a bunch of new facilities. For example, Sound Outreach could come to the library and serve people where they are and where they feel safe.
- Library staff need to be informed about all the services available to customers by having a presentation on services by United Way or other organization that offers or funnels other many services.
- Need new spaces that can be noisier. Skyping can help with this.
- Author talk Skype
- Volunteers/Friends could be better used – Library could combine its efforts with other organizations to get more bang for the volunteer buck.
- Have Library table/book mobile at Summer Meals in the Parks program for kids.

## INTERACTIVE POLLING RESULTS

### 1. Write a six word biography of PCLS as it is today.

Poll 1 Word Cloud Results



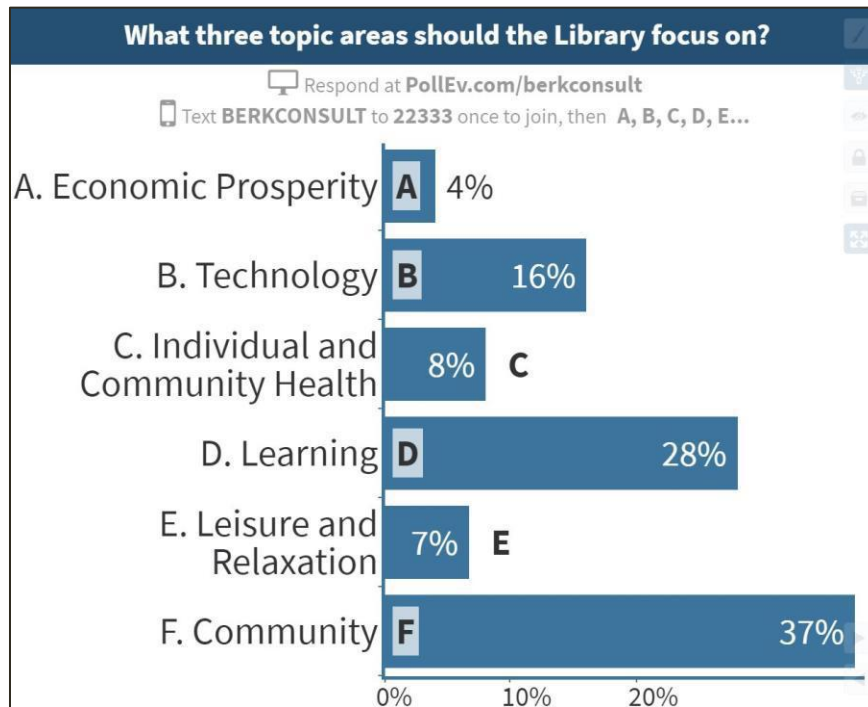
## 2. What one idea are you most excited about?

Poll 2 Results



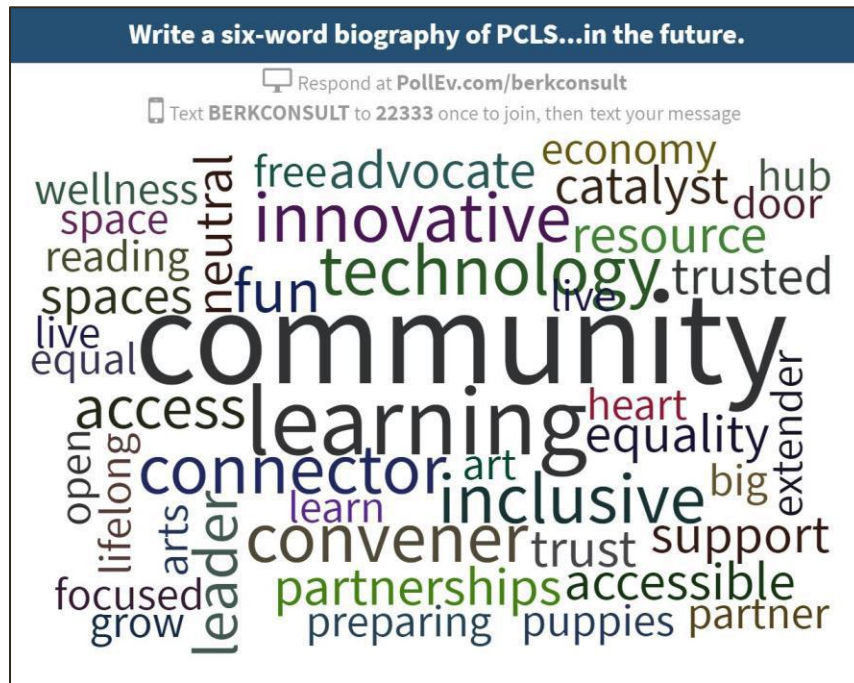
## 3. What three topic areas should the Library focus on?

Poll 3 Results



## 4. Write a six word biography of PCLS in the future.

### Poll 4 Results





# Section 7

PARTNER SUMMIT ATTENDEES

## **PARTNER SUMMIT ATTENDEES**

**Al Rose**, Pierce County, Executive Director Justice Services

**Alanna Rodgers**, Sound Outreach, Deputy Director

**Andrea Clay**, Pierce County Parks and Recreation, Recreation Supervisor

**Andrew Neiditz**, South Sound 911, Executive Director

**Bob Estrada**, Friends of Lakewood Library, President

**Bob Riler**, Pierce County Aging & Disability Resource Center, Community Outreach & Education Specialist

**Debra Perry**, City of Milton, Mayor

**Elizabeth Dunbar**, Tacoma Community House, Executive Director\*

**Harvey Perez**, Rainier School, Superintendent

**Helen McGovern-Pilant**, Emergency Food Network, Executive Director

**Hunter George**, Metro Parks Tacoma, Chief Communications & Public Affairs Officer

**Jay Brower**, Bethel School District, Director Community Connections\*

**Jenny Nakata**, First5 Fundamentals of Pierce County, Collective Action Coordinator

**JJ McCament**, McCament & Rogers; Pierce County Library System, Trustee

**Joel Zystra**, Pacific Lutheran University, Director of Community Engagement & Service

**John Caulfield**, City of Lakewood, City Manager\*

**John Munn**, Lakewood Playhouse, Director

**Lauren Adler**, Congressman Denny Heck, Pierce County Director

**Lois Bernstein**, MultiCare Health System, Chief Community Executive

**Mike Hagadone**, White River School District, Assistant Superintendent

**Monica Butler**, Pierce County Library System, Trustee

**Rob Allen**, Pierce County Economic Development, Senior Economic Development Specialist Pierce County Library System, Trustee

**Sara Luna**, South Sound Military & Communities Partnership, Program Coordinator

**Scott Hall**, Pierce County Parks and Recreation, Superintendent of Recreation

**Seth Kirby**, Oasis Youth Center, Executive Director\*

**Sharon Benson**, Windermere Professional Partners, Realtor

**Shelly Schlumpf**, Puyallup/Sumner Chamber of Commerce, President & CEO\*

**Subir Mukerjee**, City of Fife, City Manager\*

**Taylor Rowell**, RallyPoint/6, Center Operations and Program Manager

**Tiffany Speir**, Pierce County, Government Relations Director\*

**Tina Lee**, Pierce Transit, Business Partnership Administrator


\* *Participated in Stakeholder Interviews*



# Section 8


STRATEGY SUMMIT PRESENTATION






# Pierce County Library System

*2017 Strategic Plan*  
Strategy Summit June 14, 2016





## Today's Objectives



- Discuss what we've heard.
- Narrow in on changes to core services and special initiatives/new ideas to pursue.
- Review Mission, Vision, Values.
- Today's thoughts will help the Planning Team advance a draft plan.

PCLS: Strategy Summit FINAL 6/14/16



# Strategic Planning Process



PCLS: Strategy Summit FINAL

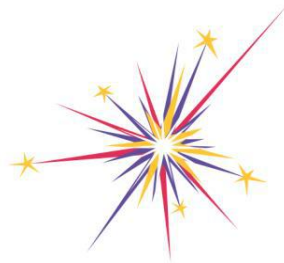
6/14/16



3

# Draft Vision

Everyone feels a positive connection with the Library



We're true to our communities

We spark success

PCLS: Strategy Summit FINAL

6/14/16



4

## What's our role?

### Core Services | Core Roles

#### Resource provider

- Provides access to books, electronic resources, computers, expertise, etc.

#### Service provider

- Provides services directly to individuals, small groups, and organizations.

#### Partner

- Partners with community organizations and businesses to deliver services to individuals, small groups, and organizations.

#### Space provider

- Provides gathering or work space to individuals, small groups, and organizations.

### Extended Services | Extended Roles

#### Innovator

- Develops ideas for innovative programs, events and services to meet current or emerging community needs.

#### Convener/facilitator

- Brings groups together and facilitates conversations on issues important to the community. The library enables connections among groups or organizations.

#### Connector

- Enables connections among groups or organizations.

#### None

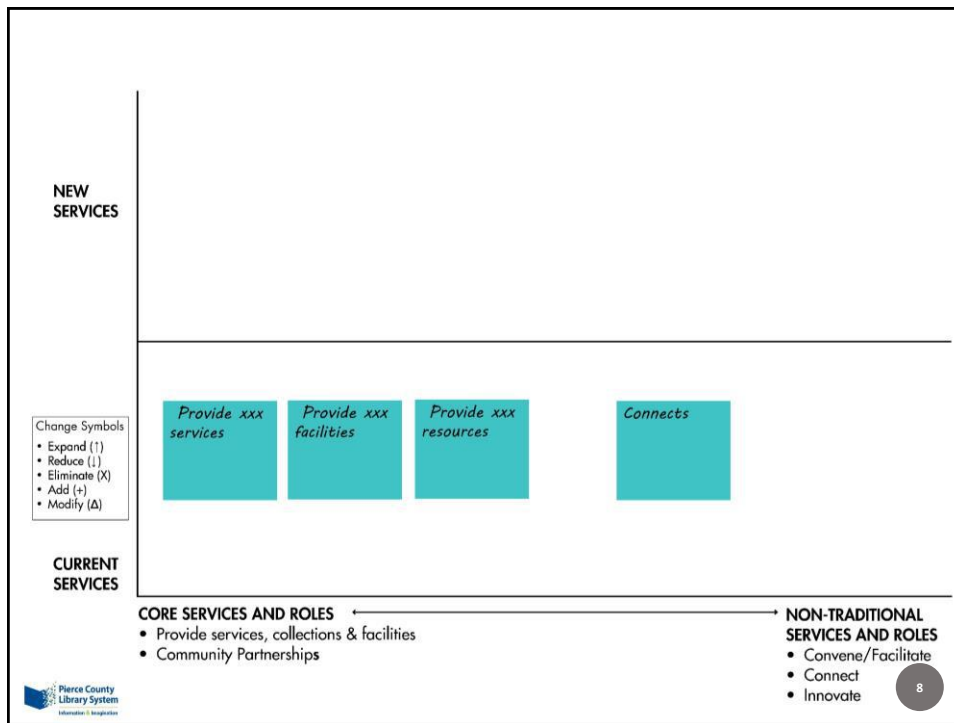
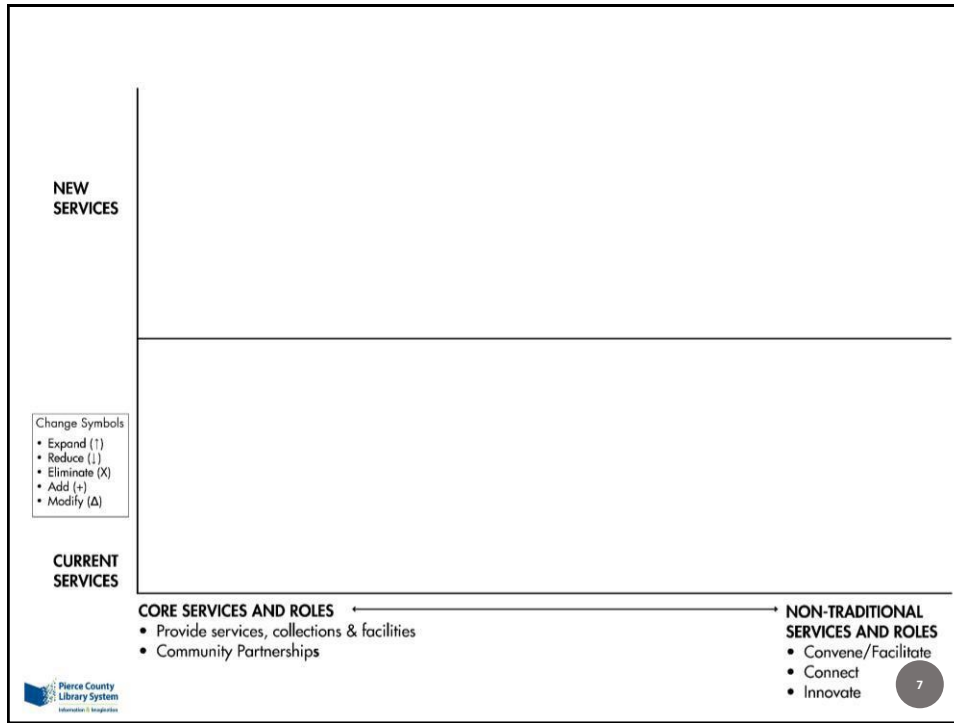
- Does not fall within the mission and goals of the organization.

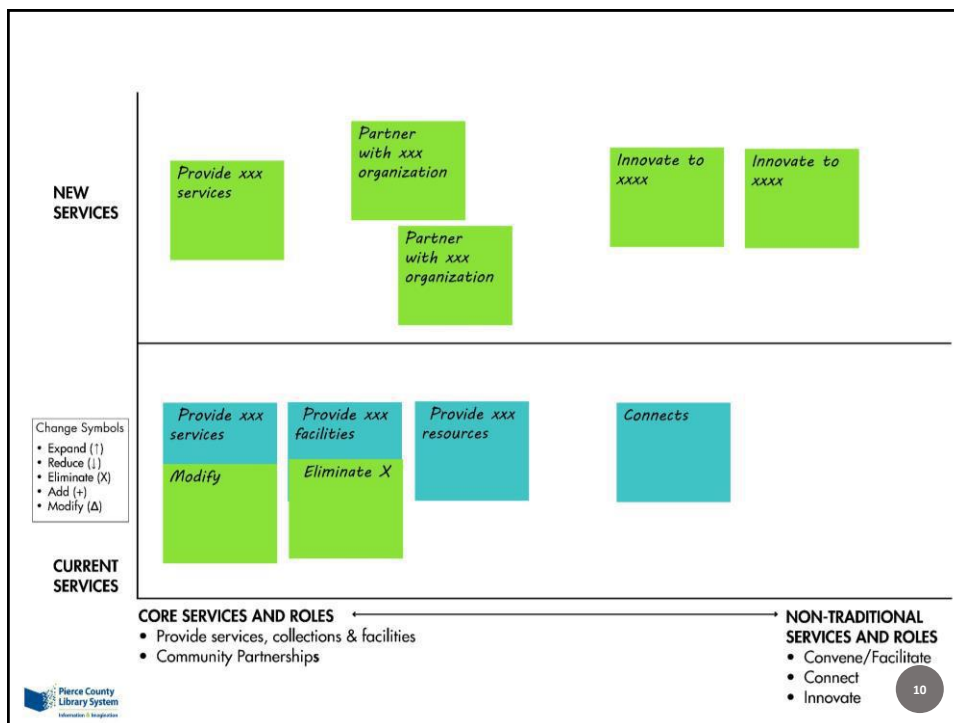
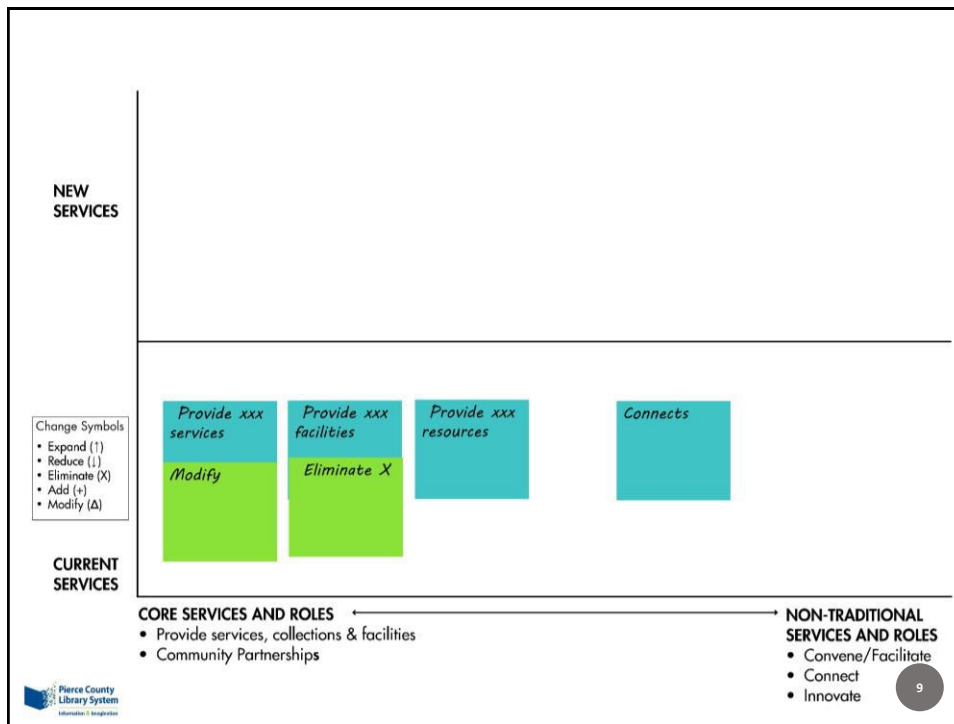
## Small Group Workshop

### 6 topic areas

- Economic Prosperity
- Technology
- Individual and Family Health
- Learning
- Pierce County Communities
- Relaxation and Leisure

- Discuss potential roles
- Report out with presentations





## Draft Criteria



### Alignment with Strategic Vision

- Does it help us advance our vision?

### Community Driven

- Is there an interest, need, or demand among members of the public?

### Value Add

- Does it complement/not duplicate the work of others?

### Institutional Fit

- Does it draw on our strengths?

### Capacity

- Can we imagine a way to implement it sustainably?

## Mission and Vision



### Mission

Our mission is to bring the world of information and imagination to all people of our community.

### Vision

We are the community's choice for the discovery and exchange of information and ideas.

## Values

We value ...

- Customer service excellence.
- Freedom of expression and free flow of ideas.
- The diversity of people we serve, their opinions, capabilities, needs and interests.
- The power and worth of words and images.
- Equitable access to all library resources and services.
- Responsible stewardship of public funds.
- Creative solutions by solving problems in innovative ways.
- Our diverse, skilled and knowledgeable employees working in a safe and stimulating environment.



# Section 9

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STRATEGY SUMMIT NOTES



# PIERCE COUNTY LIBRARY SYSTEM STRATEGIC PLANNING | STRATEGY SUMMIT NOTES

June 14, 2016 | 9:30 am – 2:30 pm

## 1.0 OVERVIEW

The Strategy Summit brought together 24 library staff, including members of the Strategic Planning Team, Leadership Team, and the Leadership Academy. The Summit objectives were to share input from community members and stakeholders; begin to narrow roles and identify strategies; consider implications if the library were to adopt these types of strategies; and establish overarching guidance for the library and the strategic plan. This document provides a brief overview of the meeting conversation, with notes from the small group workshop, the voting exercise results for big ideas, implications of top big ideas, and thoughts on Guiding Principles.

### Summit Activities Summary

#### Welcome and Introduction of Georgia's Vision

A short presentation was given to introduce the day's activities and purpose. Georgia presented a draft of her vision for the future of the library:

- **Everyone feels a positive connection with the library.** Everyone in Pierce County will feel connected in some way to the library, whether it's through use of our services, resources and facilities; by meeting us in the community; or holding an appreciation for the role the library plays in the community.
- **We spark success.** The Library does not make the job offer, award the A on a report card, or be present when people reach their goals. But we can be the spark that leads to the success of individuals and communities in reaching their personal goals.
- **We are true to our communities.** To serve our people, we have to understand what is important to them and respond. This puts our customers' needs before our needs, and it puts our community's needs before Library industry trends and thinking. This has guided our planning process to date and should focus the library's plan and day-to-day work.

#### Small Group Workshop

Participants completed a board worksheet identifying the right role for the library to address community needs among six topic areas. The topic areas were identified as community priorities from the results of the community engagement and stakeholder interviews completed in March 2016. These six topic areas were also discussed at the Partner Summit in May 2016. Participants first acknowledged current library services and roles that address the need, and then brainstormed potential changes to current library services and roles and also new "big ideas."

## Evaluative Criteria and Scoring

Participants discussed draft evaluative criteria to help in narrowing down the many options to a selected few. The draft criteria included the following:

- **Alignment with strategic vision:** Does it advance our vision?
- **Community Driven:** Is it community driven? Is there an interest, need or demand among the public
- **Value Add:** Does it complement/not duplicate the work of others?
- **Institutional Fit:** Does it draw on our strengths?
- **Capacity:** Can we imagine a way to implement it sustainably?

Participants then used the draft criteria to score new big ideas within each topic area. In Round 1, participants placed a dot on all big ideas that met a majority of the criteria. To further narrow and identify strategies, in Round 2 participants were limited to only two dot votes.

## Big Ideas and Implications

Participants discussed the top five big ideas that surfaced from the scoring exercise and their potential implications on the library, should they be pursued. See the following section 2.0 for additional notes.

## Mission, Vision, Values, and Guiding Principles

The current Mission, Vision, and Values were briefly reviewed. Participants felt that there were no major red flags or challenges between the big ideas brought forward and current statements. However, the group felt that these should be revised in the future. Participants also discussed draft Guiding Principles for the strategic plan. See section 4.0, Guiding Principles.

## Participants

### Strategy Summit Participants

	LT	LA	SPT	Title	Location
1 Ben Haines		x		Senior Librarian	Sumner
2 Bonnie Valens			x	Senior Administrative Assistant	ACL
3 Chereé Green	x			Staff Experience Director	ACL
4 Clifford Jo	x			Finance & Business Director	ACL
5 Dale Hough	x	x		Finance Manager	ACL
6 David Seckman		x		Senior Librarian	Graham
7 Dianne Ellis		x		Assistant Branch Supervisor	South Hill
8 Georgia Lomax	x		x	Executive Director	ACL
9 Jaime Prothro	x	x	x	Customer Experience Manager	ACL
10 Joy Kim	x	x	x	Customer Experience Manager	ACL
11 Judy Nelson	x		x	Customer Experience Manager	ACL
12 Karen Brooks	x	x		Branch Manager	Gig Harbor
13 Kathy Norbeck		x		Community Branch Supervisor	Buckley
14 Keith Knutsen	x			Branch Manager	Parkland
15 Kim Archer	x	x		Branch Manager	Lakewood
16 Lauren Murphy		x		Senior Librarian	Bonney Lake
17 Linda Farmer	x		x	Communications Director	ACL
18 Lorie Erickson	x			Facilities Director	ACL
19 Lynne Hoffman	x			Foundation Director	ACL
20 Meghan Sullivan	x	x		Branch Manager	South Hill
21 Melinda Chesbro	x			Deputy Director	ACL
22 Miguel Colón		x		Assistant Branch Supervisor	Sumner
23 Stephanie Ratko	x			IT Manager	ACL
24 Steve Carmody	x			Branch Manager	University Place
25 Tracey Thompson	x			Collection Management Manager	ACL
BERK Team (3)					

LT = Leadership Team

LA = Leadership Academy

SPT = Strategic Planning Team

## 2.0 BIG IDEAS AND IMPLICATIONS

The following were brought forward as the “big ideas” based on the two rounds of dot voting. These ideas received the most votes from Round 2 (see Section 3.0 for all big ideas considered and the results of the two rounds of dot voting). It was noted that many of the big ideas had cross-over and connection to other big ideas.

Big Idea (Questions and Clarifying Information)	Implications
<p><b>Community Partnerships</b></p> <ul style="list-style-type: none"> <li>• Convene/partner role</li> <li>• For big issues</li> <li>• Fills need</li> <li>• Doesn't duplicate work</li> <li>• Big issues need collective power to solve</li> <li>• Library is neutral party</li> <li>• Competition for this role</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure work/evaluation</li> <li>• Aligning existing partnerships</li> <li>• What issues would we work on? (criteria, exit strategy)</li> <li>• Eliminating some partnerships</li> <li>• Review collection/space/technology/staff/overall services</li> <li>• Engagement</li> <li>• Community conversations</li> <li>• Space management – give space to partners</li> <li>• Politics – PR/messaging to public</li> <li>• Staff training and specialized skills</li> <li>• What would be success? Making connections? Making lasting relationships?</li> <li>• Be clear about role – resist pressure to provide services</li> <li>• What are challenges? Who else has tried</li> </ul>
<p><b>Community Hub</b></p> <ul style="list-style-type: none"> <li>• Serve as a community focal point, connecting community members to one another</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing levels</li> <li>• Hub for what? Define hub</li> <li>• Whose territory would be encroaching on?</li> <li>• Partnerships</li> <li>• Define community</li> <li>• Increasing, decreasing, or improving space</li> <li>• Improving, increasing, or decreasing resources</li> <li>• How does community hub relate to being a library?</li> <li>• Political?</li> <li>• Advocacy</li> </ul>
<p><b>Marketing/Outreach</b></p> <ul style="list-style-type: none"> <li>• What level?</li> <li>• Advertising, library card drive, visibility, creative ways to message, raise awareness</li> </ul>	<ul style="list-style-type: none"> <li>• What do we want to raise awareness on?</li> <li>• Does our marketing resonate with people? Our brand?</li> <li>• Build positive connections to library brand and services</li> <li>• Staff training – how we talk to patrons; sales training</li> <li>• How do we reach non-users?</li> <li>• Connect to partners to help spread the message</li> <li>• Re-brand</li> <li>• Re-orient resources outward rather than inward</li> <li>• How can technology support marketing? (texting, social media)</li> <li>• Advocacy v. outreach v. marketing</li> </ul>
<p><b>Technology Infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Technology is resource/budget intensive</li> <li>• Staff – hire new staff? Train staff?</li> </ul>

Big Idea (Questions and Clarifying Information)	Implications
<ul style="list-style-type: none"> <li>• What technology access do we offer?</li> <li>• External v. internal support</li> <li>• Build library's technology infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Be clear on function/role</li> <li>• Need to be relevant, nimble (it is risky)</li> <li>• Technology challenges; tech changes quickly</li> <li>• Position – stay on cutting edge versus helping those falling behind?</li> <li>• Facilities – increasing, decreasing, or improving space</li> <li>• What we don't do – set boundaries</li> </ul>
<p><b>More Spaces</b></p>	<ul style="list-style-type: none"> <li>• Money, voters, safety (risk)</li> <li>• Partnerships – collaborating? Leasing?</li> <li>• Collections evaluation</li> <li>• Who/what gets the space?</li> <li>• Need to let voters know why</li> <li>• Prove the need – online space?</li> <li>• Reimagine existing spaces; innovations</li> <li>• Where do new spaces go? Physical v. mobile v. digital</li> <li>• Flexible space; community use space</li> <li>• Types of spaces – traditional or pop up</li> <li>• Manage community expectations</li> </ul>

### 3.0 SMALL GROUP WORKSHOP: CURRENT SERVICES AND BIG IDEAS

The following section provides notes from the small group workshop. The first table for each topic shows the group brainstorm on current library services that meet needs within the topic area, as well as potential changes to improve these current services.

The second table reflects the group brainstorm of new “big ideas” and roles for the library to play in addressing community needs in each topic area. For the big ideas, participants voted on which ones best met the draft evaluative criteria. In Round 1, participants placed a dot on all ideas that met a majority of the criteria. To further narrow and identify strategies, in Round 2 participants were limited to only two “super dot” votes.

## Community

### CURRENT SERVICES AND POTENTIAL CHANGES

Type of Role	Current Services	Potential Improvements
<b>Non Traditional</b>	Convenes community conversation on big issues such as homelessness, public forums, planning	
<b>Core</b>	Resource provider for seniors/aging/homebound care facilitation	
	Provide space for welcoming vulnerable populations	
	Resource provider for language communities, ESL	
	Space provider in areas with other public gathering places, especially unincorporated	
	Space provider for community groups and individuals	
	Service provider partnership for arts and museum passes	
	Provides space for community displays, art, exhibits	
	Space provider for community services	
	Partner with local agencies (tax help, ACA navigation, Workforce)	Focus and Expand
	Service provider for volunteer opportunities	

### BIG IDEAS

Type of Role	Big Ideas (New)	Dots	Super Dots
<b>Non-Traditional</b>	<b>Convene partnerships around select big issues</b> <ul style="list-style-type: none"> <li>• Provide/partner with social service experts</li> <li>• Provide more e-services in multiple languages</li> <li>• Provide expert local referral services</li> <li>• Identify topical issues and rally resources</li> </ul>	21	10
<b>Core</b>	<b>Space</b> <ul style="list-style-type: none"> <li>• More spaces</li> <li>• Expand and improve facilities to support future partnerships</li> </ul>	15	7
	<b>Outreach/Mobile Services</b> <ul style="list-style-type: none"> <li>• Expand community outreach</li> <li>• Mobile outreach services for more than collections (technology, programs)</li> </ul>	11	0
	<b>Outreach/service for vulnerable populations</b>	10	

## Economic Prosperity

### CURRENT SERVICES AND POTENTIAL CHANGES

Type of Role	Current Services	Potential Improvements
<b>Non-Traditional</b>	<ul style="list-style-type: none"> <li>Partnership – Microsoft IT Academy</li> <li>Purposeful Connection (Audience Overlap)</li> </ul>	
<b>Core</b>	JBC (physical and online)	Evaluate
	Resources Premium database resources	
	Investors services and classes	Purposeful promotion
	Staff expertise	Expand
	Participate in community business organization	Increase in heling shape narrative
	Space (business needs – printing)	Increase small space for workers

### BIG IDEAS

Type of Role	Big Ideas (New)	Dots	Super Dots
<b>Non-Traditional</b>	Work with External Organizations <ul style="list-style-type: none"> <li>More co-learning</li> <li>Facilitator to bring groups together</li> </ul>	21	0
<b>Core</b>	Work with new businesses	6	0
	Services to individuals <ul style="list-style-type: none"> <li>Increase financial literacy</li> </ul>	4	0

## Individual and Community Health

### CURRENT SERVICES AND POTENTIAL CHANGES

Type of Role	Current Services	Potential Improvements
<b>Non-Traditional</b>	Access <ul style="list-style-type: none"> <li>• Provide services and collections to home-bound individuals</li> <li>• Partner with schools</li> <li>• ADA compliant facilities</li> <li>• Innovate wellness activities for community</li> <li>• Provide up to date consumer health information</li> <li>• Provide library services in multiple languages</li> <li>• Connect customers with volunteer opportunities</li> </ul>	Expand Improve Update Rely on partners Retrofit facilities Expand cultural training
<b>Core</b>	Advocacy	
	Convener <ul style="list-style-type: none"> <li>• Provide space for social service organizations to connect with community</li> <li>• Provide safe, clean facilities for at-risk populations</li> <li>• Partner with organizations to assist open enrollment</li> </ul>	Expand our role as host Increase and improve
	Support <ul style="list-style-type: none"> <li>• Connect customers with social service organizations</li> <li>• Innovate programs to strengthen families</li> </ul>	Increase and improve

### BIG IDEAS

Type of Role	Big Ideas (New)	Dots	Super Dots
<b>Non-Traditional</b>	Access <ul style="list-style-type: none"> <li>• Expand outreach locations to social services</li> </ul>	16	2
<b>Core</b>	Advocacy <ul style="list-style-type: none"> <li>• Be political;</li> <li>• Provide onsite social workers</li> <li>• Advocate for community's needs with other partner organizations (Pierce Transit, government)</li> </ul>	4	0
	Convener <ul style="list-style-type: none"> <li>• Facilitate community conversations with service organizations</li> <li>• Convene multi-organization conversations</li> <li>• Connect volunteers</li> </ul>	23	2
	Support <ul style="list-style-type: none"> <li>• Organize support for in-home caregivers</li> </ul>	1	0



## Learning

### CURRENT SERVICES AND POTENTIAL CHANGES

Type of Role	Current Services	Potential Improvements
<b>Non-Traditional</b>	<ul style="list-style-type: none"> <li>• Microsoft testing</li> <li>• Military family support</li> <li>• WorkSource</li> <li>• Taking services on the road</li> </ul>	Expand taking services on the road
<b>Core</b>	Early learning	Continue
	College Prep (SAT, etc.)	
	Online learning	
	Partnerships with schools	Expand
	Proctoring	Eliminate
	Adult technology classes and general tech training	Expand/take on the road
	GED classes	
	Citizenship support	
	ESL classes and other language classes	Continue
	STEM classes and support	Expand
	Community topics of interest	
	DIY classes	Expand

### BIG IDEAS

Type of Role	Big Ideas (New)	Dots	Super Dots
<b>Non-Traditional</b>	Market existing services <ul style="list-style-type: none"> <li>• Advertise services</li> <li>• Educate at services</li> <li>• Sell library card value</li> <li>• Connect with all students and parents</li> <li>• Hard sell to non-normal groups</li> <li>• Use phone to advertise</li> </ul>	22	9
<b>Core</b>	Continue to expand existing services	10	0
	Expand our “point of need capability” (ability to respond immediately to patron request)	14	2
	Financial literacy services	4	0

## Leisure and Relaxation

### CURRENT SERVICES AND POTENTIAL CHANGES

Type of Role	Current Services	Potential Improvements
<b>Non-Traditional</b>	<ul style="list-style-type: none"> <li>Streaming video and music</li> <li>Innovate with Scout</li> </ul>	
<b>Core</b>	Community partners for programs	Expand community partners
	Reading for leisure Readers advisory	Expand for adults
	Space (targeted spaces, meeting rooms, comfortable seating)	Better facilities
	Volunteer program	Big expand, esp. for seniors
	More than reading: music, video, games	

### BIG IDEAS

Type of Role	Big Ideas (New)	Dots	Super Dots
<b>Non-Traditional</b>	Provide opportunities for meaningful connections <ul style="list-style-type: none"> <li>REI – outdoor rec space</li> <li>Volunteer fair</li> <li>Less structured, volunteer – run programs</li> <li>Service group fairs</li> <li>Reach out to specific age groups: 20-30 yr. olds, teens, seniors</li> <li>Outdoors at the library</li> </ul>	18	1
<b>Core</b>	“Experience Collections” <ul style="list-style-type: none"> <li>Museum passes to other experiences</li> <li>Library night</li> <li>Great stuff to do – library is the source of info</li> </ul>	5	1
	Convenient Services <ul style="list-style-type: none"> <li>Better open hours</li> <li>Facebook book recommendations</li> </ul>	7	0

## Technology

### CURRENT SERVICES AND POTENTIAL CHANGES

Type of Role	Current Services	Potential Improvements
<b>Non-Traditional</b>	<ul style="list-style-type: none"> <li>• 3-D printing</li> <li>• Community infrastructure (WAVE)</li> </ul>	Expand and introduce the next level of innovative technology services.
<b>Core</b>	E-resources	Increase discoverability, platform unity
	E-Collections	Increase discoverability, platform unity
	Training (all ages) <ul style="list-style-type: none"> <li>• Technology</li> <li>• Job search</li> <li>• Certifications</li> <li>• Support</li> </ul>	Increase, take to customers
	Student support <ul style="list-style-type: none"> <li>• Proctoring</li> <li>• Homework help</li> </ul>	Add GED, test labs Connect to nontraditional students
	Seniors; military	
	Access to technology	Wireless printing Mobile tech lab
	STEM support and Makers Fest	Partner with schools and universities
	Partnership with JBLM, WorkForce	Build volunteer workforce to teach technology; connect with tech businesses to help with training, skill identification

## BIG IDEAS

Type of Role	Big Ideas (New)	Dots	Super Dots
<b>Non-Traditional</b>	Innovate <ul style="list-style-type: none"> <li>Community Wi-Fi hub</li> </ul>	2	0
<b>Core</b>	Infrastructure	18	6
	Tech Learning	11	1
	Equitable Access	12	0
	Partnership	8	0
	Customer Communication <ul style="list-style-type: none"> <li>Facebook, social media</li> <li>Texting</li> <li>Email</li> <li>Tech messages on phone system</li> <li>Software management</li> </ul>	0	0
	Tech work centers <ul style="list-style-type: none"> <li>Businesses</li> <li>Students</li> <li>Forums</li> <li>Online interviews</li> <li>Group tech work</li> </ul>	6	0
	Mobile tech lab <ul style="list-style-type: none"> <li>Seniors</li> <li>Low income</li> <li>Homeless</li> <li>Non-English speakers</li> </ul>	1	

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## 4.0 GUIDING PRINCIPLES

The group shared individual thoughts on draft Guiding Principles. The following key themes were raised:

- **Flexible and nimble**
  - Positioning for flexibility, and being flexible and nimble.
  - Being able to take risks, learn from mistakes, and move forward.
  - Always have an exit strategy.
- **Community-driven**
  - Responsive to community desires.
  - Customers are what we are about.
  - We serve everyone in the community.
  - Give customers a way to contribute their ideas, skills.
  - Library value is determined by the community.
  - Strive to be relevant.
  - Personalize experiences.
- **Partnerships**
  - Pursuing strong partnerships thoughtfully.
  - Strategic partners help us achieve what the community needs.
  - Remain neutral, but engaged in public discourse.
- **Convenient and Accessible**
  - Library is easy to use, easy to learn and intuitive, easy to access.
  - Making what we do work for the customer.
  - Provide online options.
  - Free, open access.
- **Comfortable, accessible, inviting space**
  - Space to accommodate all ideas.
  - Create or manipulate space to meet our needs.
  - Be a great place to be, learn.
  - Be a place people want/need to come back to.
  - Be an inclusive space.
- **Communications**
  - Let people know who and what the library is.
  - Target marketing for program, events, and resources.
  - Provide more choices with communications and diverse outreach.
  - Promote library services.
  - Communicate clearly with staff and community.
- Services build upon and support one another, rather than one-offs.
- Define ourselves by outcomes, not by services.
- **Connections**
  - Provide space for connections.
  - Providing opportunities for customers to connect.
- **Have the right, relevant tools**
- **Spark lifelong learning:** support learning, support success
- **Sustainable and affordable**

## 2018 Workplan

### Vision: We spark success for Pierce County

The Library's Vision describes the energy and impact the Library seeks to bring to its work.

### Guiding Principles

- **Be true to our communities:** We listen and respond to what is important to you
- **Innovate Strategically:** We find inventive ways to serve you
- **Provide access for all:** We serve everyone with the same degree of interest and respect
- **Deliver convenience:** Your life is busy and we make our resources easy for you to use
- **Play the right role:** We use our strengths as a library to get results and to support our community partners
- **Be financially sustainable:** You trust us with public resources and we manage them for today and for the future

### Focus Areas: Learning, Enjoyment, Community

Focus Areas are thematic emphases that motivates the Library's provision of Core Services. While Core Services describe the infrastructure and programs the Library delivers, Focus Areas communicate why, to what end.

### Strategies

The Library advances each Focus Area through supporting Strategies, communicating a distinct role the Library plays in the Focus Area. Strategies are advanced through Initiatives – multiple projects with a particular audience or goal in mind.

#### 2018 Initiatives:

- **Build a reading community**
- **Support your growth and curiosity**
- **Engage in your community**
- **Strengthen core services**

### Core Services

Core Services represent the fundamental services that Library users can always count on the Pierce County Library System to deliver. The Library annually identifies ways to improve or update its Core Services.

- **Materials**
- **Partnerships**
- **Staff**
- **Business Processes**
- **Spaces**
- **Classes & Events**
- **Technology**

### Desired Outcomes

Desired Outcomes are aspirational statements that describe a long-term vision for what the Library is seeking to accomplish. In many cases, the Library cannot achieve this Desired Outcome on its own. Community partners are also working in this direction, and together we hope we can move the needle on these big ambitions.

- Desired Outcomes answer this question: *Why are we doing this? What is the difference we want to see in the world if we implement this Strategy?*

## Measures of Success

**Measures of Success** are more grounded indicators of progress, including implementation milestones (*have we done what we said we would do?*) and countable factors such as usage statistics, attendance counts, etc.

- Measures of Success answer this question: *How will we know we're on track, doing the activities we said we would and having an impact?*
- There are different kinds of Measures of Success, including
  - **Input Measures:** resources required to deliver a service.
  - **Output Measures:** how much service was used.
  - **Benchmark Measures:** these take output measures a step further, identifying targets or analyzing a proportion or trend.
  - **Outcome Measures:** describe the impact of our work.
- We use a balanced approach with both quantitative and qualitative measures, including data, stories, and observations. We use existing measures when possible and balance thoroughness with an appropriate level of effort. We use measures that can be communicated in dashboards and reports to key stakeholders, including to staff, Board, and members of the public on a consistent basis.

**Staff Goals.** The Library will use the 2018 Initiatives, Strategies, and Core Services as the basis for team, department, and individual goal setting so that staff at all levels and across all program areas are aligned with and connected to the Library's Vision and priorities.

All team, department, and individual goals will map to a Core Service, Strategy, and/or Initiative. Goals can support Initiative-level changes or continuous improvement efforts related to Core Services.

**Focus Area: Learning – We support your growth and curiosity**

Strategies	Desired Outcomes
<ul style="list-style-type: none"> <li>• Prepare preschoolers, babies and toddlers to learn</li> <li>• Support school and career success for people of all ages</li> <li>• Strengthen the practical skills and knowledge of Pierce County residents</li> </ul>	<ul style="list-style-type: none"> <li>• Children enter kindergarten ready to learn.</li> <li>• People have practical skills to navigate the real world and meet their goals.</li> </ul>
2018 Initiative: Support your growth and curiosity	Measures of Success
<p>Ongoing programs:</p> <ul style="list-style-type: none"> <li>• Block play</li> <li>• Storytimes</li> <li>• Ready for Books program</li> <li>• Baby Books To Go</li> <li>• Science to Go</li> <li>• Camp Code</li> <li>• Life After High School</li> <li>• Job &amp; Business Centers</li> <li>• MOS Certifications</li> <li>• IC3 Certifications</li> <li>• Digital Learning</li> <li>• Non-fiction &amp; database collections</li> <li>• Peer2Peer University</li> <li>• Get Smart</li> <li>• STEM programming</li> </ul>	<ul style="list-style-type: none"> <li>• Program attendance</li> <li>• Program surveys and evaluations</li> <li>• Circulation</li> <li>• Click throughs to website resources</li> <li>• Public computer usage</li> <li>• Classes taken &amp; certifications earned</li> <li>• Database use</li> </ul>

**Focus Area: Enjoyment – We help you enjoy your free time**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>• Inspire curiosity and imagination through an extensive and diverse collection</li> <li>• Foster a love of reading</li> <li>• Create opportunities to discover new interests and pursue passions</li> </ul>	<ul style="list-style-type: none"> <li>• People discover outlets to offset the pressures of daily life and relax.</li> <li>• People live balanced lives and find joy.</li> </ul>
2018 Initiative: Build a reading community	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> <li>• Reader’s Advisory project</li> <li>• LibraryAware eNewsletter</li> </ul> <p>Ongoing:</p> <ul style="list-style-type: none"> <li>• Staff book club program</li> <li>• PC Reads</li> <li>• Summer Reading Program</li> <li>• eBook collection emphasis</li> </ul>	<ul style="list-style-type: none"> <li>• Program participation</li> <li>• Program surveys and evaluations</li> <li>• Circulation</li> <li>• Event attendance</li> <li>• Number of minutes read</li> <li>• eNewsletter subscriptions</li> </ul>



**Focus Area: Community – We connect and strengthen your communities**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>• Bring people together around shared interests and activities</li> <li>• Activate Pierce County communities with welcoming, inclusive civic buildings and online spaces</li> <li>• Connect people with information and community resources that help them navigate life's challenges</li> </ul>	<ul style="list-style-type: none"> <li>• People are engaged in their thriving community and are optimistic about its future.</li> <li>• People have a sense of belonging and embrace the diversity of their community.</li> </ul>
2018 Initiative: Engage in your community	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> <li>• Topical Programming &amp; Displays – Pierce County Conversations</li> <li>• Teen volunteers for Summer Reading</li> </ul> <p>Ongoing</p> <ul style="list-style-type: none"> <li>• MakerFest</li> <li>• Meeting Rooms &amp; meeting room booking software</li> <li>• On the Road with Summer Reading</li> <li>• Partnerships such as blood drives and voter registration</li> </ul>	<ul style="list-style-type: none"> <li>• Program participation</li> <li>• Program surveys and evaluations</li> <li>• Circulation</li> <li>• Event attendance</li> <li>• Number of partnerships</li> <li>• Number of exhibitors</li> <li>• Participation by diverse community</li> <li>• Number of volunteers and volunteer hours</li> <li>• Click throughs to website resources</li> </ul>

**Core Service: Materials – We have the books and resources you want**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>• Catalog enhancements that improve access and overall customer experience</li> <li>• Data driven collection decisions</li> <li>• Increased use of materials</li> </ul>	<ul style="list-style-type: none"> <li>• Customer focused, well used collection of materials, formats and resources meet diverse community interests and needs.</li> </ul>
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> <li>• Mobile app</li> <li>• Updating cataloging codes and indexing</li> </ul> <p>Ongoing</p> <ul style="list-style-type: none"> <li>• Print and eBook collections</li> </ul>	<ul style="list-style-type: none"> <li>• Circulation</li> </ul>

**Core Service: Partnerships – We collaborate with others to best serve you**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>• Establish cycle of routine community engagement and communication</li> <li>• Understand our reach into and connection with communities</li> </ul>	<ul style="list-style-type: none"> <li>• Everyone has a positive connection with PCLS and sees it as a valued, responsive organization that contributes to the community.</li> </ul>
2018 Projects	Measures of Success
Ongoing: <ul style="list-style-type: none"> <li>• Routine meetings with partners such as school district leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Number of meetings participating</li> <li>• Number of attendees</li> </ul>

**Core Service: Staff – Our staff connect you to the right resource at the right time**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>• Training</li> <li>• Leadership development</li> <li>• Community engagement readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Staff are actively engaged in achieving library goals and connected to the communities we serve.</li> <li>• Public sees themselves reflected in our positive, skilled staff.</li> </ul>
2018 Projects	Measures of Success
New: <ul style="list-style-type: none"> <li>• Technology training for staff</li> <li>• Staff tools for library priorities and funding discussions</li> <li>• Service, Solutions, Safety training</li> <li>• IT Space configuration</li> <li>• Leadership Academy</li> <li>• Branch Operations training project team</li> </ul> Ongoing <ul style="list-style-type: none"> <li>• MOS certifications, IC3 training</li> <li>• Tuition Assistance Program</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Academy capstone project</li> <li>• Before/after assessments</li> <li>• Number of classes completed</li> <li>• Staff engagement survey scores</li> <li>• Number of education pay code hours</li> <li>• Number of classes offered</li> </ul>

**Core Service: Business Processes – We make smart investments in sound and sustainable operations**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>• Evaluate, build and improve processes that increase capacity or improve system readiness</li> <li>• Develop metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Effective processes support excellent, efficient, responsive service through staff collaboration.</li> </ul>
2018 Projects	Measures of Success
New: <ul style="list-style-type: none"> <li>• Study of cash handling for fines and fees</li> <li>• Crisis communication plan</li> <li>• Collaborative tools for project management</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations that balance resources and customer service</li> <li>• Staff are trained and understand roles, activities, tools, etc.</li> </ul>

**Core Service: Spaces – Our libraries are welcoming and vital to your community**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>Invest in critical maintenance for safety and compliance</li> <li>Maintain comfortable, welcoming environment</li> </ul>	<ul style="list-style-type: none"> <li>Safe, well-maintained spaces provide a comfortable welcoming environment for public and staff.</li> </ul>
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> <li>Replace broken meeting room chairs at FIF &amp; MIL</li> <li>Replace book drop bins at GIG</li> <li>Remove planter at LWD</li> <li>Move electrical outlets at PKS</li> </ul>	<ul style="list-style-type: none"> <li>On budget and on time completion</li> <li>Safer, more welcoming environment for staff and customers</li> </ul>

**Core Service: Classes & Events – We offer interesting programs, skill-building classes, and special events**

Strategy	Desired Outcome
<ul style="list-style-type: none"> <li>Equity of programming services</li> <li>Establish metrics to evaluate services</li> </ul>	<ul style="list-style-type: none"> <li>Classes/Events spark success for people through a focus on learning, enjoyment and community.</li> </ul>
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> <li>Adult Services support at Community Branch Libraries</li> <li>Library Card drive</li> <li>Consistent level of programming support for branches and alignment with focus areas</li> <li>Updated events calendar software</li> </ul>	<ul style="list-style-type: none"> <li>Number of programs offered</li> <li>Number of Book a Librarian sessions</li> <li>Increase in cardholders</li> <li>Changes to the types/quantities of programs offered</li> </ul>

**Core Service: Technology – We meet your needs with today’s technology**

Strategies	Desired Outcome
<ul style="list-style-type: none"> <li>Improve network security</li> <li>Create a solid IT infrastructure upon which we can build services</li> </ul>	<ul style="list-style-type: none"> <li>Modern, stable, secure technology, equipment and processes that allow delivery of services valued by the community and support staff in providing service.</li> </ul>
2018 Projects	Measures of Success
<p>New:</p> <ul style="list-style-type: none"> <li>Upgrade Polaris Library System software</li> <li>Upgrade Sonitrol building access controls</li> <li>Replace server UPS battery</li> <li>Improve connectivity at Outreach locations</li> <li>Plan for replacement of printers and copiers</li> </ul>	<ul style="list-style-type: none"> <li>Business process efficiency within the system</li> <li>Increased and improved reporting</li> <li>Systems are within warranty and supported by vendor</li> <li>On budget and on time completion</li> <li>Increased customer satisfaction</li> </ul>

# What activities do you enjoy?



Put up to 3 dots next to the activities you enjoy doing in your free time.










<b>Activity</b>	<b>Place your dots here.</b>
Arts and crafts	
Car or home projects	
Cooking and dining	
Media (music, movies, television, gaming)	
Gardening	
Physical activities (organized sports, outdoor or indoor activities)	
Reading	
Shopping	
Socializing (in-person or online)	
Travel	

Other activities? Add a new activity using a post-it note. Use a dot to “like” someone’s new activity.

# What complicates your life?



Use up to 3 dots on the challenges you face.

 <p>Dealing with health, social, and /or government services</p>	 <p>Childcare</p>	 <p>Feeling part of a community; building new relationships</p>	 <p>Finding a job</p>
 <p>Improving my skills; learning something new</p>	 <p>Money</p>	 <p>Not enough time</p>	 <p>Transportation</p>
 <p>I'm okay</p>	Other Challenges? Use a dot to "like" someone's new challenge.		

# What could help you with these challenges?



Write your comments.

The thing I love most about my library is

\_\_\_\_\_.

One thing I would change about my library is

\_\_\_\_\_.

I would use my library more if

\_\_\_\_\_.

The one thing I get from my library that I can't get  
anywhere else is

\_\_\_\_\_.

One word to describe my library is

\_\_\_\_\_.

The thing I love most about my library is

\_\_\_\_\_.

One thing I would change about my library is

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I would use my library more if

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## 6-word biography

“6-word memoirs” are an extreme form of flash fiction, said to have been invented by Ernest Hemingway when he wrote: “for Sale: Baby Shoes, Never Worn.”

Write a 6-word biography of your library as it is today:


Write a 6-word biography of your library . . . in the future:


## 6-word biography

“6-word memoirs” are an extreme form of flash fiction, said to have been invented by Ernest Hemingway when he wrote: “for Sale: Baby Shoes, Never Worn.”

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Write a 6-word biography of your library . . . in the future:


# 6-Word Biography: Pierce County Library Today

“6-word memoirs” are an extreme form of flash fiction\*, said to have been invented by Ernest Hemingway when he wrote: “For Sale: Baby Shoes, Never Worn.”

Everyone can be an author when it takes just 6 words!

---

**ASSIGNMENT:** Write a 6-word biography of Pierce County Library as it is today (or share 6 words that describe PCLS).

**1. Write your 6 words:**


**2. Share your literature in our online poll (or give to a staff member to do so)**

URL for website voting: <https://pollev.com/berkconsult>

Or, Text BERKCONSULT to 22333 to join, then text your 6 words to 22333

**3. Post your 6-word biography for others to enjoy**

---

To start you thinking, here are some Library biographies from staff:

- Library shelves contain wisdom and fun.
- Libraries are not just for readers.
- Technology & Wi-Fi, onramp to knowledge.
- Smart, helpful staff welcome all visitors.
- Free books! Can I checkout puppies?

*(Early warning: We'll ask you to do this again at the end of the morning – but about the Library's future.)*

\*Flash Fiction: A style of literature of extreme brevity.

## 6-Word Biography: The Future Pierce County Library

When we began the day, you wrote a biography of Pierce County Library today. You have spent the morning helping us think about our future. So let's do it again!

---

**ASSIGNMENT:** Write a 6-word biography of Pierce County Library...in the future (or share 6 words that describe the future PCLS).

**1. Write your 6 words:**


**2. Share your literature in our online poll (or give to a staff member to do so)**

URL for website voting: <https://pollev.com/berkconsult>

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**BERK**

Pierce County  
Library System  
Information & Imagination

Building a  
**STRATEGIC  
FRAMEWORK**  
for Guiding Today's Library

November 1, 2017  
Washington Library Association

Your Library:



# YOUR COMMUNITY'S PRIORITIES

(Changing)

What challenges is your community dealing with? What does your community care about? What does it need most?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# CORE SERVICES

(Durable)

What services can your users always count on?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# FOCUS AREAS

(Semi-Durable:  
3 to 5 years)

1. \_\_\_\_\_  
Strategies (flexible):

2. \_\_\_\_\_  
Strategies (flexible):

3. \_\_\_\_\_  
Strategies (flexible):

# INITIATIVES 2018

(Flexible: Timely Projects)

1. \_\_\_\_\_  
· what would this include?

2. \_\_\_\_\_  
· what would this include?

3. \_\_\_\_\_  
· what would this include?



# IMPLEMENTATION

How will your library put words into action?

## PROCESS

Draw what your implementation process might look like.

## MEASUREMENTS

What measurements could you use to track your progress?



# Building a Strategic Framework for Guiding Today's Library

## 2017 WLA Conference | November 1, 2017

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### What is a What?

BERK's strategic planning vocabulary for any given project is tailored based on what works for our client. We're agnostic about whether it's a Goal, Strategy, or Initiative, as long as the product is internally consistent, the terms are clearly defined, and the structure works for our client.

Below are definitions for the terms we are using in in this workshop.

<b>Term and Definition</b>	<b>Example Used in this Workshop</b>
<b>Community Priority</b> What is important to your community. May be broader than issues specifically related to library services.	<i>High school degree completion and college access.</i>
<b>Core Services</b> Fundamental services: what your community can always count on from your library.	<i>Programming.</i>
<b>Focus Areas</b> Thematic areas of emphasis that motivate improvements or enhancements to Core Services.	<i>Youth Learning.</i>
<b>Initiatives</b> Time-bound efforts to advance Focus Areas.	<i>Implement a summer learning program in partnership with schools to prevent the summer slide.</i>

# Building a Strategic Framework for Guiding Today's Library

## 2017 WLA Conference

November 1, 2017 | 8:30 AM to 11:30 AM

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### Agenda

- |          |  |  |
|----------|--|--|
| 8:30 am  | <b>PCLS Strategic Framework</b>  | <b>Georgia Lomax and Melinda Chesbro, PCLS</b> |
| 9:15 am  | <b>Q&amp;A</b>   | <b>All</b>                                     |
| 9:30 am  | <b>Building a Strategic Framework: Your Turn!</b>  | <b>Claire Miccio and Brian Murphy, BERK</b>    |
|          | <ul style="list-style-type: none"><li>▪ Phases of strategic planning.</li><li>▪ Template introduction and small group breakouts.</li></ul>   |  |
| 9:40 am  | <b>Phase 1: Gather Information &amp; Assess Situation</b>  | <b>Brian</b>                                   |
|          | <ul style="list-style-type: none"><li>▪ Small group activity: What are the different ways you could gather data from the community or from users?</li><li>▪ Solo activity: What would the data tell you? What needs would the data suggest? <i>Enter this information into "Your Community's Priorities."</i><ul style="list-style-type: none"><li>□ Workshop Example: High school degree completion and college access.</li></ul></li></ul>   |  |
| 10:10 am | <b>Phase 2: Define Priorities and Establish Directions</b>   | <b>Claire</b>                                  |
|          | <ul style="list-style-type: none"><li>▪ Solo activity: What can your community always count on from your library? <i>Enter this information into "Core Services."</i><ul style="list-style-type: none"><li>□ Workshop Example: Programming.</li></ul></li><li>▪ Discuss your Core Services with your small group. Are there similarities and differences? What are the driving reasons for it?</li><li>▪ Solo activity: With your Community Priorities in mind, what are one or two Focus Areas (areas of emphasis that motivate improvements to Core Services) you could take on over the next few years? <i>Enter this into "Focus Areas."</i><ul style="list-style-type: none"><li>□ Workshop Example: Youth Learning.</li></ul></li><li>▪ Solo activity: What short-term projects of Initiatives would help you advance your Focus Areas? <i>Enter this information into "Initiatives 2018."</i><ul style="list-style-type: none"><li>□ Workshop Example: Implement a summer learning program in partnership with schools to prevent the summer slide.</li></ul></li></ul> |  |

- |                 |  |               |
|-----------------|--|---------------|
| <b>10:55 am</b> | <b>Phase 3: Implement</b>  | <b>Brian</b>  |
|                 | <ul style="list-style-type: none"><li>▪ Small group activity: What process, practices, or tools would you need or want to implement these directions? <i>Enter these ideas into "Implementation."</i></li><li>▪ Small group activity: How could you measure and share your progress? What does your community, stakeholders, and staff want to know?</li></ul> |               |
| <b>11:20 am</b> | <b>Conclusion</b>  | <b>Claire</b> |
|                 | <ul style="list-style-type: none"><li>▪ Take heart: you just completed a year-long process in two hours!</li><li>▪ Closing roundtable</li></ul>  |               |
| <b>11:30 am</b> | <b>Adjourn for Lunch!</b>  |               |

**Project Name:** \_\_\_\_\_ **Date:** XX/XX/XXXX

<b>Sponsor</b>	<b>Project Managers</b>	<b>Other Resources</b>
Name - Position	Name - Position	Name - Position

**Focus Area and/or Core Service**

What Focus Area or Core Service does this address?

**Initiative**

Which Initiative is this tied to?

**Overview**

What is the background of the problem that this project is seeking to solve? How will this project address it? Why is this project important or how does it bring value to the organization?

**Goal**

**Scope:**

<b>In Scope</b>	<ul style="list-style-type: none"> <li>List Activities, resources, processes or decisions which are to in the scope of this project.</li> </ul>
<b>Out of Scope</b>	<ul style="list-style-type: none"> <li>List Activities, resources, processes or decisions which are not in the scope of this project.</li> </ul>

**Assumptions:**

- List what commitment to, and engagement in project activities will assume about activity, resources, processes, or decisions.

	<b>Activity</b>	<b>Lead(s) and participants</b>	<b>Timeline</b>
<b>1</b>			
<b>2</b>			

3			
4			
5			
6			
7			
8			
9			
10			

Participant		Role	Responsibilities
<b>Name</b>	<i>What is their role in the project?</i>		<ul style="list-style-type: none"> <li>List the areas in which this individual will be actively participating in the project.</li> </ul>
			•
			•
			•
			•
			•
			•

## Brainwalking Basics

Identify the question or challenge. Select several aspects to generate ideas around

Set up several flip chart stations. Each flip chart will have an aspect of the challenge as a prompt

Divide into small groups (3 to 5 people are ideal), each group at one of the flip charts

Each group brainstorms ideas and writes them on the flip chart

After 5 to 7 minutes the groups rotate to another chart. They review the ideas already there and can like something by putting a star or check mark next to it, add to an idea or add a new idea

After 3 to 5 minutes the groups rotate again

If you have many groups then do 3 rotations plus one where people can add to any chart, otherwise rotate the groups until they are back to their original chart

Each group circles the 2 or 3 ideas that seem most fruitful for further exploration

Each group reports out on what's on the chart

End the exercise by identifying themes and next steps

Why does it work?

- movement increases energy
- conversations increase ideas
- encourages addition of new ideas and building on existing ideas
- seeing and discussing all ideas develops shared purpose
- group consensus on next step



**Project Proposal for:**

**Proposed by:**

**Sponsored by:**

**Date:**

A project is a solution (countermeasure) that aims to close a performance gap or an innovation that aims to close an opportunity gap. Before making an investment with limited resources, it is important to understand the gap, the cause of the gap, and all the options for closing that gap. Once a solution is identified, we need to fully understand the up-front and ongoing costs, benefits, risks, severities, funding, etc. The process, documented below, aims to guide requesters to fully explain and make the case for their request in terms of 9 Step Problem Solving thinking applied to a project proposal. This process should also be used for requests to explore, research or analyze an issue. Initially, work through steps 1 through 4 to make the case for investing in the research and analysis. Once the analysis is complete, all other steps should be completed and the request should come back through management for prioritization of implementation, and later to share results.

Common mistake: Including too much info. Tip: Boil it down to the essential information. Common mistake; Using too many words to convey information. Tip: Use pictures, graphics, tables and charts.

**GRASP THE SITUATION**

**1. Identify the concern or opportunity in simple terms.**

*In a sentence or two, describe the challenge faced or new chance to innovate, and why it matters.*

Common mistake: Putting too much info into this section. Writing a short novel.  
Tip: Keep this to one simple sentence. State in plain talk what the issue or the opportunity is.

**2. Observe & measure the current state.**

*Document what is actually happening now based on observation. Gather other data to illuminate the current state. This data could include a business process map, work flow diagrams, or frequency data relevant to the concern or opportunity.*

Common mistake: Not actually going to see the actual process in question. Tip: Go see.  
Common mistake: Not thoroughly observing and measuring. Tip: Ask yourself what data might exist or be gathered? Make a plan to collect all the data that would be relevant and display it graphically here.

**3. Set a target.**

Describe where you want to be in terms of the concern or opportunity and by when. Use safety, cost, quality, timeliness, customer satisfaction, and/or employee engagement to frame your target. Also build in time for communication, purchase process or departmental coordination that may be required to meet the target.

Common mistake: Playing it safe when it comes to the target. Tip: Set the target based on customer expectations and business drivers, not based on what you think can be achieved. Be aspirational.

**4. Write a formal problem statement.**

The problem statement includes the target from above. It describes the gap between where we are now and where we want to be (your target) using measures and includes a date.

Common mistake: Including causes or solutions in the target. Framing the target as, "We don't have this solution." Tip: Make note of causes and solution ideas for the next step.  
Common mistake: Not including actual baseline and target data. Tip: Measures don't have to be exact but can be estimates based on sampling. But a problem statement is worthless without measures.

**Currently:**

**Compared with our target of:**

**Which we want to reach by:**

**5a. Analyze the gap - Identify the root cause(s) of the gap.**

Use tools like the five whys decision tree, or a fishbone diagram to get to the root cause(s) of the problem. Explore the causes fully. Display the tools used here.

Common mistake: Not thoroughly exploring various root causes. Tip: Take the time to do this step completely. Don't jump to conclusions.  
Common mistake: Gaps in logic when answering the 5 why's questions. Tip: Use the "therefore" test, working backward from your cause to be sure the logic is sound.

**5b. Identify and select countermeasures.**

For each root cause, identify countermeasure options and analyze the alternatives. Demonstrate your prioritization in terms relevant to the project such as cost-benefit, risk assessment, dependencies, project severity, strategic alignment, etc. If other countermeasures have been tried describe the resulting impact on the problem statement's measures. For selected countermeasure: Identify funding source, assumptions, constraints and key bets.

Common mistake: Jumping to a solution. Tip: Do everything possible to improve in other ways.  
Common mistake: Not linking the countermeasure to the cause. Tip: Be sure the countermeasure logically connects to the root cause selected.

**PLAN**

**6. Plan to implement the countermeasure.**

Provide a plan for who will do what by when to implement the selected countermeasure. Depending upon the scope and complexity, this could include project sponsorship, stakeholders, project organization structure, communication plan, training, change management, and governance.

Common mistake: Not planning well. Tip: Be sure to pause and plan well, laying out who will do what by when. Be thorough to set up a good test.

**DO & CHECK**

**7 & 8. Conduct the test and check results.**

Describe what was learned from implementing this countermeasure and the results in terms of measures in the problem statement.

Common mistake: Not bothering to collect data during the test to demonstrate results. Tip: Make a plan to collect and analyze data.

**ADJUST**

**9. Adjust the plan.**

Accountability for the investment means coming back to demonstrate the benefits attained. Did the solution have the predicted impact on the performance or opportunity gap? Report out on those results. Based on this, will you plan for wider implementation, or refine this countermeasure in some way, or try a new countermeasure?

Common mistake: Not bothering to analyze the results and make adjustments. Not coming back with results to show value of investment. Tip: Be sure to follow through and analyze results.



# Building a Strategic Framework: Your Turn!

**2017 WLA Conference**

**Preconference Workshop | November 1, 2017**



# Your Workshop Facilitators



**Claire Miccio**

Project Manager at BERK specializing in library and education strategic planning and facilitation. Background in library service, including public and academic libraries.



**Brian Murphy**

Principal at BERK with more than 15 years of experience in strategic planning for communities and organizations.



## ABOUT BERK CONSULTING

BERK is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications.

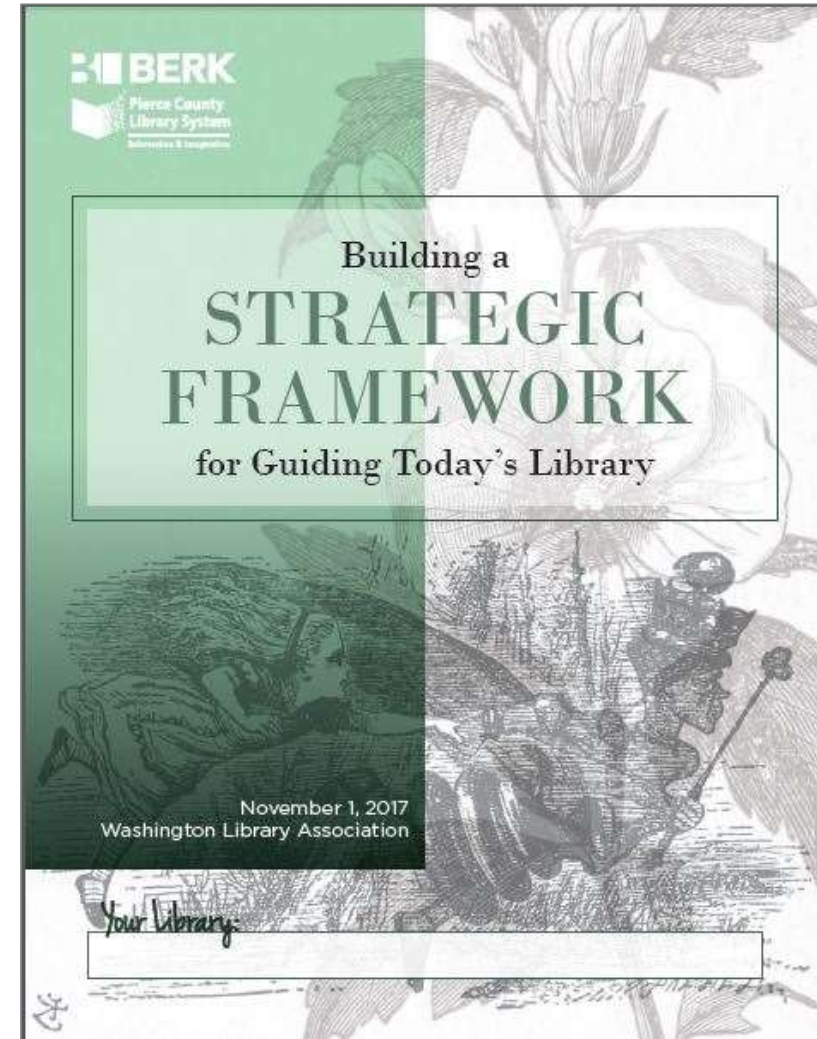
# Phases of Strategic Planning

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# Workshop Breakout

- Small groups of 5-6
- Nominate a reporter for large group share-outs
- Your template will guide you through each phase



# Phase 1. Gather Information and Assess Situation

## Data Collection Approaches

- Give disposable cameras to community members and take pictures of what matters in the community
- Use existing community resources
- Survey – online
- Community conversations and targeted interviews
- Pop up events
- Doorbelling
- ‘Go to them’

## Community Priorities

- *Example: High school degree completion and college access*
- Safety
- Affordable Housing
- High school completion
- Meeting places in the community
- Veteran’s services
- Access to services
- Building a community identity, community building
- Economic development and workforce development
- Small business support
- Education support services, kindergarten readiness
- Behavioral health and drug addiction

# Phase 2. Define Priorities and Establish Directions

**Core Services** = Fundamental services: what your community can always count on from your library

- *Example: Programming*
- Internet connectivity
- Place (including staff, meeting space, gathering/interacting space)
- Staff – knowledgeable, well-trained, available
- Collections – digital and physical
  - Local history
- Literacy (literacy programming)
- Info services: info literacy; technology; readers advisory
- Programs
- Sustainable business operations (back end)
- Commitment to library principals

**Focus Areas** = Thematic areas of emphasis that motivate improvements or enhancements to Core Services

- *Example: Youth Learning*
- Workforce development
- Safety education
- Building life skills
- School attendance
- Partnerships: building connections to community resources

# Phase 2. Define Priorities and Establish Directions

---

**Initiatives** = Time-bound efforts to advance Focus Areas; discrete projects.

- *Example: Implement a summer learning program in partnership with schools to prevent the summer slide*
- Safety →
  - Safety in physical proximity to library: safe pedestrian access through working with city transportation
  - Safety in the library
  - Partnerships to provide access to community resources
- Workforce development →
  - Promote partnership with WorkSource Washington
  - Staff training to provide on-demand assistance
  - Host cover letter creation program
  - Host Microsoft accreditation sessions
- High school completion → A = Attendance

# Phase 3. Implement

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## Techniques

- Project plan – who is accountable, one lead/champion
- Brainwalking: question per easel, groups of three, rotate through questions; follow-up dot votes
- Refer to Community Priorities
- Knowledge Assessment of skills from staff to know who can do what
- Collaborative, in-person time
- Defined roles and responsibilities for project champion
- Calendaring
- Project charters

## Measurement and Communication Ideas

- Personal stories and experiences – storytelling
- Board of Trustees – regular communications
- Report from the frame of your Plan/Framework; keep themes constant throughout
- Share out your high-level summary reports to all your stakeholders and partners
- Tailor your message to your audience



# Thank you!

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# **Building a Strategic Framework: Our Process**

## **Pierce County Library System**

Washington Library Association Annual Conference  
November 1, 2017, Tacoma



# Planning for the Future

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- Long-term, responsive
- Community driven
- Results in action
- Guides service direction & activities
- Sets, clarifies priorities
- Enables thoughtful choices on use of resources (time, \$, space, etc.)
- Communicates



# What is a Strategic Framework?

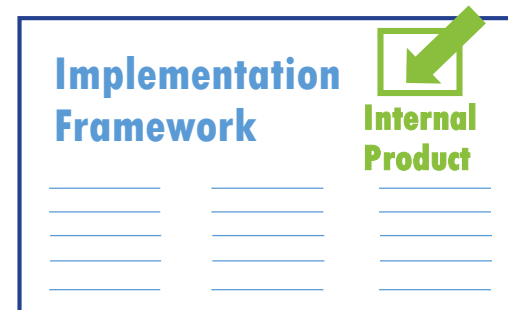
A structure both durable and flexible -- a toolbox, not a blueprint.

## Stable Lasting Direction

- Guiding statements that clearly describe the desired future of the Library
- Energizing ideas and presentation
- Simple, short, Clear
- Communities priorities for us
- What library users can always count on
- Guiding Principles

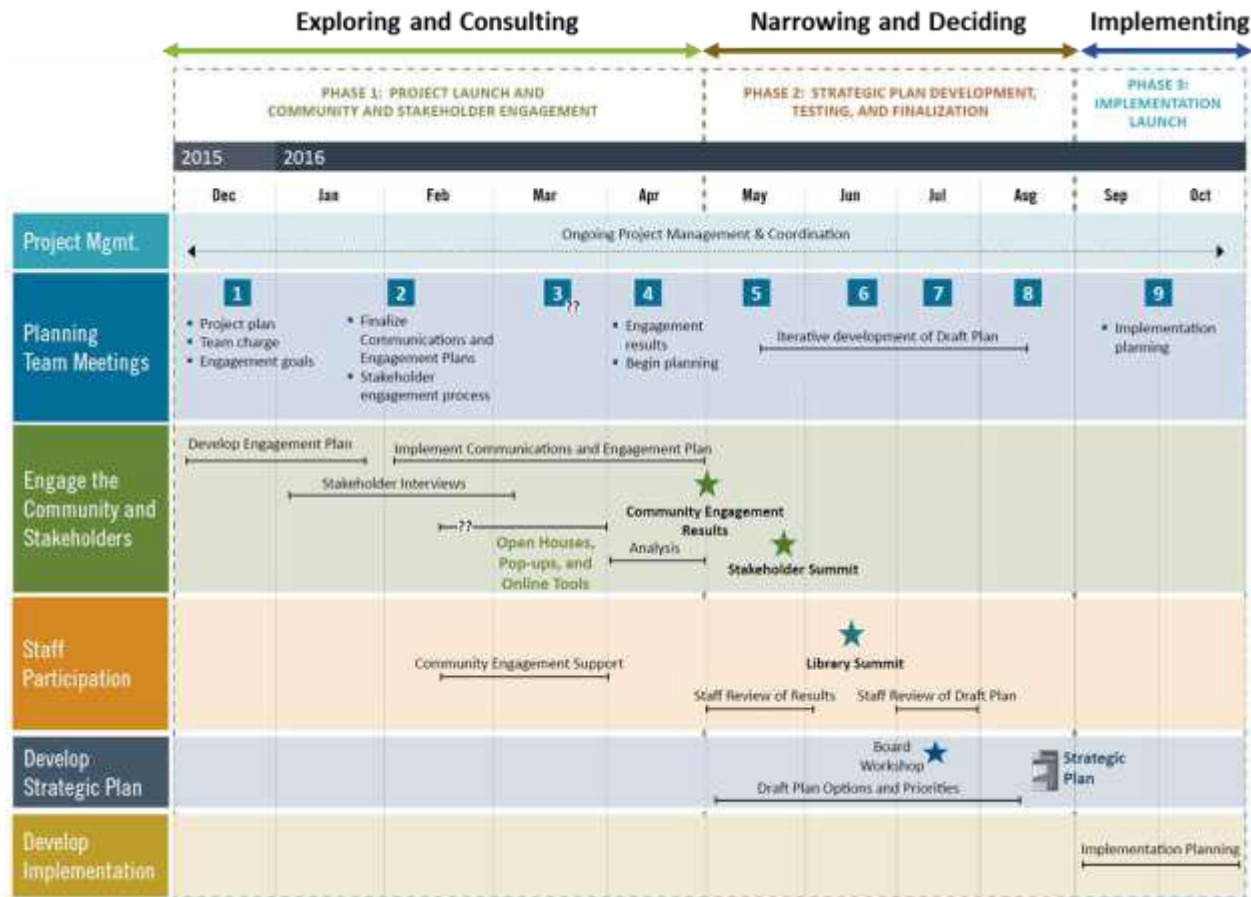
## Flexible, responsive, tools/processes

- Action process
- Roles and goals
- Budget and work plan
- Tasks.
- Allocation of resources.
- Progress and performance tracking.
- Evaluation and reporting





# The Details





# How did we build it?



Branch Open Houses  
Online Surveys  
Pop Ups  
Key Leader Interviews

Partner Summit  
Library Leadership Summit  
Board of Trustees

Leadership  
Staff  
Supervisors



# Vision: What we seek to achieve

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## We **SPARK POSSIBILITIES** for **Pierce County**

With 20 libraries, hundreds of events, helpful staff, and more than a million materials to choose from, the possibilities are endless



# Focus Areas: Our Community's priorities for us

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## Learning

We support your growth and curiosity

## Enjoyment

We help you enjoy your free time

## Community

We connect and strengthen your communities





# Core Services: What you can always count on



## MATERIALS

We have the books and resources you want.



## TECHNOLOGY

We meet your needs with today's technology.



## STAFF

Our staff connect you to the right resource at the right time.



## PARTNERSHIPS

We collaborate with others to best serve you.



## SPACES

Our libraries are welcoming and vital to your community.



## CLASSES & EVENTS

We offer interesting programs, skill-building classes, and special events.



## BUSINESS PROCESSES

We make smart investments in sound and sustainable operations.



# Guiding Principles: How we approach our work

## Guiding Principles

**We are creative, community-focused, and system strong.**

We will:

- **Be true to our communities.** We listen and respond to what is important to you.
- **Innovate strategically.** We find inventive ways to serve you.
- **Provide access for all.** We serve everyone with the same degree of interest and respect.
- **Deliver convenience.** Your life is busy and we make our resources easy for you to use.
- **Play the right role.** We use our strengths as a library to get results and to support our community partners.
- **Be financially sustainable.** You trust us with public resources and we manage them for today and for the future.



# Implementation Framework

- Provides a clear plan and direction for our work
- Coordinates work with available resources
- Establishes how we track, measure, and communicate progress



**Internal  
Product**

## **Implementation Tools**

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____



# Roles & Resources

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## Roles

- **Leader:** We are the first and primary resource
- **Participant:** We contribute; we partner
- **Host:** We provide spaces; we facilitate; we convene

## Resource Implications

- Resources are concentrated on system-level commitments where we are a **leader**
- **Participant** and **host** roles vary by branch as we respond to different conditions and opportunities across the system.



# So, how's it all going?

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## It takes time and practice

- It's a marathon, not a sprint
- Need to connect the high level words to the action level
- Strive for progress, not perfection



# Using the tools – Year 1

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## 2017

- Aligned current activities with focus areas
- Worked on strengthening core services
- Finalized desired outcomes
- Developed a toolbox for collaborative project management



# Using the tools – Year 2

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## 2018

- Framework was basis for developing workplan and introducing new initiatives
- Coordinated marketing focus
- Developing measures of success



# Annual Initiatives (flexible)

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## 2018 Initiatives

- Build a reading community
- Support your curiosity & growth
- Engage with the community
- Strengthen core services





# Contact us

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