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Strategic Planning in a Deeply Weird World
The Flexible Roadmap Field Guide Approach

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Webjunction Webinar, March 26, 2019
Let’s start with a question
What world are we living in?
A world that is becoming “Deeply Weird”

let’s explore that...
Anna
(my great aunt)

Israel
(my grandad)

Moldova
Permanent Whitewater

v.

Freeze, Unfreeze, Refreeze

http://www.flickr.com/photos/nukeit1/244167779/

Kurt Lewin
Unfreezing feels like this.
And you knooooow something is happening here...

but you don’t know what it is...

Do yooouuu... Mr. Jones?
“I think that the future, even 10 or 20 years out, is going to get deeply weird.

It’s going to challenge us, as a species, in ways that we’ve not had to confront in our long evolution.”

- Michael Edson, Sept 6, 2011

Co-founder at Museum for the United Nations – U.N. Live
Formerly: Director of Web and New Media Strategy Smithsonian Institution
"I think that when I was first reading science fiction, which would have been in the late 1950's, the consensual 'now' was 3 or 4 years long, and with 3 or 4 years of relatively unchanging 'now' a writer of science fiction had the space in which to erect something."
“With that long a 'now' you could build a relatively big structure before that now hauled itself into the future that made your big structure obsolete.

But today, now can feel like a news cycle. It's like the now is too narrow to allow for that big a construct.
We have too many cards in play to casually erect believable futures”

- William Gibson
believable futures

The New York Times

Amazon Wants You to Wake Up With Alexa, and That’s Just the Start
And yet even more.... believable futures

Discovery of cameras built into airlines’ seats sparks privacy concerns
By Jon Porter  |  February 22  |  15 comments

Google Nest device has microphone it forgot to mention
Failure to list the built-in mic in the hub’s specs was not intentional, the company says.
Google Duplex will speak for you

Google Duplex will call salons, restaurants, and pretend to be your personal human.

Google Duplex, a new technology for conducting natural conversations to carry out “real world” tasks over the phone. The system makes the conversational experience as natural as possible, allowing people to speak normally, like they would to another person, without having to adapt to a machine.
And yet even more... believable futures
The “say what now”?

“Nike self-lacing shoes put a ton of tech under your feet”

Nike says it’s ‘actively working’ to fix its broken smart sneakers

No timeline on a fix, though
Deeply Weird...
“That’s the kind of change we’re experiencing now: exponential, fast, continuous; global in scale, accelerating in speed, and enormous in scope.”
“Anyone [reading this] has already seen more change in their lifetime—of broader scope, larger scale, and faster speed — than our ancestors saw in hundreds, thousands, or even tens of thousands of years.
“And even though this kind of change is happening all around us, every day, we seem unprepared to recognize and harness it—to discuss, manage, and shape it.
“And we’re just getting started— just beginning to chart the surface of what will come.”

-Michael Edson
April 6, 2017, “Forward to the Age of Scale” (Post on Medium)
https://medium.com/@mpedson/forward-to-the-age-of-scale-3638dfd17f4a
Deeply Weird = Exponentially Accelerating Pace of Change
The surprising implications of the law of accelerating returns

Time to reach 50 million people

Years

Radio: 38 years
TV: 13 years
Web: 5 years
iPod: 6 months
Facebook: 3 months
Google+: 88 days!

https://www.slideshare.net/InsightInnovation/02-1120-am-keeping-up-the-rapid
The surprising implications of the law of accelerating returns

“The acceleration of acceleration: It’s a bit like climbing a mountain and receiving a jetpack.”
The surprising implications of the law of accelerating returns

Ray Kurzweil wrote in 2001 that every decade our overall rate of progress was doubling.

“We won’t experience 100 years of progress in the 21st century -- it will be more like 20,000 years of progress (at today’s rate).”
what got us here won’t get us there

... so how do we deliver on our mission in a DEEPLY WEIRD WORLD?
What changes?
Tools, Methods, and Techniques

What doesn’t change?
Values and Mission
Surviving and Thriving

[Futureproofing]

Start with...

Values
Outcomes
Experiences
We are The City Library.

**WE WORK. TOGETHER TO MAKE LIVES BETTER**

Salt Lake City Public Library Culture Statement

**We are inclusive.** We have the courage to be our authentic selves. We honor differences of thought, opinion, and worldview because we believe that we are stronger together. We believe that diversity in all its forms leads to connections and community that we can only create together.

**We are open.** We cultivate a space for good where we can share differing opinions without judgment. We respect one another and the decisions we make collaboratively, realizing that mistakes, failures, and changes are part of what makes us better.

**We are curious.** We are creative explorers who approach all we do with a learning mindset, and we strive for continual improvement in our personal and professional lives. We are always looking for ways to pitch in and make the Library better.

**We are playful.** We bring a spirit of fun to all that we do. Our collegiality and generosity inspire deeper connections with each other and our community. We see every day as an opportunity to inspire new ideas and make someone smile.

**We are kind.** We care. We treat each other and those we serve with empathy and compassion, lifting each other up, and celebrating our successes together.

Together we are The City Library.
Start With Values

WE ARE:
INCLUSIVE
OPEN
CURIOUS
PLAYFUL
& KIND
Start With Values
Focus on Outcomes

- Civic Engagement
- Critical Literacies
- Arts & Creativity
- Inclusion & Belonging
- Healthy Together
- Economic Success
- Social Connection
- Community
- Learning
Create Experiences
Create Experiences
Create Experiences
Create Experiences
Create Experiences
Outcomes are the observable difference we make in peoples’ lives.

Experiences are the quality and emotional resonance of those outcomes.
Outcome

Flickr User mliu92 https://www.flickr.com/photos/mliu92/5417248829 (CC BY-SA 2.0)
Experience

Les Madeleines
#020 // The Joan Trousers

The Joan Trousers are easy to make and look amazing! Sew them up in an evening and wear them to work the next day. They feature wide legs, a 2” waistband with belt loops and a button, scoop pockets, and an optional sash belt. These editorial looking pants are the ultimate secret pajamas!

### Size Chart:

<table>
<thead>
<tr>
<th></th>
<th>IMPERIAL (IN)</th>
<th>METRIC (CM)</th>
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<tbody>
<tr>
<td></td>
<td>XS</td>
<td>S</td>
</tr>
<tr>
<td>bust</td>
<td>32-33</td>
<td>81-84</td>
</tr>
<tr>
<td>waist</td>
<td>24-25</td>
<td>66-69</td>
</tr>
<tr>
<td>hips</td>
<td>34-35</td>
<td>89-91</td>
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</tbody>
</table>

### Finished Garment Measurements:

<table>
<thead>
<tr>
<th></th>
<th>IMPERIAL (IN)</th>
<th>METRIC (CM)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>XS</td>
<td>S</td>
</tr>
<tr>
<td>waist</td>
<td>21</td>
<td>53</td>
</tr>
<tr>
<td>hips</td>
<td>33</td>
<td>83</td>
</tr>
<tr>
<td>inseam</td>
<td>22.25</td>
<td>57</td>
</tr>
</tbody>
</table>
Experience

“‘It was such a nice surprise, I wasn’t expecting that…

“‘So many people posted it to Instagram with a

Friday Pattern Company

😊 “
Outcome

Elizabeth Suzann
Experience

Wrapped in original artwork signed by the artist...

Elizabeth Suzann
Experience

or

LIBRARY CARDS
ONLINE APPLICATION

LIBRARY CARDS
FREE

THE LIBRARIAN
IS
IN
Experience

or

- Loud conversation, eating, playing and sleeping are NOT allowed inside the library. Those caught committing these offenses will be sent out of the library.
Every Choice…
Every Decision…
Every Discussion…

Surviving and Thriving
*Futureproofing*

Keep People at the Center
Keeping People at the Center Shifts Your Approach
LET GO OF
long range planning
CULTIVATE a learning mindset (be radically curious)
available at [www.dropbox.com/sh/qjd414qqvsexg2b/AACGRROBdLH7cy9ZQMN2modka?dl=0](http://www.dropbox.com/sh/qjd414qqvsexg2b/AACGRROBdLH7cy9ZQMN2modka?dl=0)
Thanks to New York Library Association (NYLA) and Rebekkah Smith Aldrich for the Inspiration!
3 CORE CONCEPTS

These three Core Concepts permeate all City Library experiences:

Learning
The City Library facilitates learning opportunities for everyone in SLC, no matter their interest or learning style.

Community
As a gathering place and neutral venue for connection and expression, The City Library plays a part in fostering supportive communities in Salt Lake City.

Social Connection
The City Library creates opportunities for friends, families, neighbors, and strangers to connect with one another.

6 STRATEGIC AREAS OF FOCUS

Arts & Creativity
Focuses on creating, experiencing, and celebrating the arts in Salt Lake City.

Civic Engagement
Focuses on individuals and groups who have the knowledge, skills, and social connections to take action in creating a strong, vibrant community.

Critical Literacies
Focuses on the critical role The City Library plays in fostering literacies as the basis of an individual’s ability to participate fully in a free society.

Economic Success
Focuses on assisting individuals to meet their economic, financial, and career goals. Focuses on assisting the Salt Lake City business community to achieve success.

Healthy Together
Focuses on supporting pathways to a healthy community - specifically physical, mental, and emotional health - and facilitating solutions to our city’s health concerns.

Inclusion & Belonging
Focuses on creating opportunities for people to experience, express, and celebrate cultures and diversity, thereby connecting individuals and communities.
Roadmap Rollout Team

Roadmap Rollout Guides . . 911 (roadmap_rt@slcpl.org)
EMBRACE

capacity-building

(capacity to learn and adapt)
What is Service Design?

When you have two coffee shops right next to each other, and each sells the exact same coffee at the exact same price, service design is what makes you walk into one and not the other.

— 31 Volts Service Design

Service Design

- is collaborative
- is based on understanding customer needs
- is focused on maximizing customer experiences
- utilizes specific tools and processes
- fosters the improvement of existing services and the innovation of new ones

Explore the Toolkit

A robust Toolkit has been developed on Connect to help us dig deeper into the Strategic Roadmap and better understand the needs of the Salt Lake City community. To start exploring the new tools at our fingertips, visit:

connect.slcpl.org/roadmaptoolkit
Service Design

- is collaborative
- is based on understanding customer needs
- is focused on maximizing customer experiences
- utilizes specific tools and processes
- fosters the improvement of existing services and the innovation of new ones
The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

-Alvin Toffler, Future Shock
We have to **PAY ATTENTION** in a fundamentally **DIFFERENT WAY**.
Directed Storytelling: “My World” Map
Directed Storytelling: “My World” Map

- Ask about people in their life
- Ask about activities
- How do you spend your time?
- Organizations? Services?
- Places in your Life. Where do you go?

- Ask about their goals. “I want to...”
- What barriers do they face?
- What can the Library help with?
- What can the Library help you become?
Directed Storytelling: You and the Library

You & The City Library

**THE CITY LIBRARY IS...**

- fantastic building
- place to be
- like a coffee shop or main + municipal
- warm
- period

**AT THE LIBRARY, I (WE)...**

- check out adult books
- check plays with toys
- used for school study in the past
- Harry Potter
- chocolate marmalade
- DVDs not a lot
- pretty scarred - not sound lack
- music

**THE LAST TIME AT THE LIBRARY...**

- like to go on Sundays but
  - open late
  - fewer toys - richer books
  - like sound better
  - make a bigger effort

**TO MEET MY NEEDS, THE LIBRARY COULD...**

- repair media - it's pretty
- kids computers
- would like free
- served its purpose pretty well
- same but bigger - be a library
- never expected - library being what it's
- library like being accessed by hundreds
- people, small pass in stairwell
- proud of library at all
<table>
<thead>
<tr>
<th>The Library is...</th>
<th>At the Library We...</th>
</tr>
</thead>
<tbody>
<tr>
<td>The last time at the Library ...</td>
<td>To meet my needs, the library could...</td>
</tr>
</tbody>
</table>
Customer Journey Maps

A moment-by-moment description of a specific library experience: Focus on doing, thinking, and feeling
Customer Intercepts
Experience Principles (as defined by customers)

THE CITY LIBRARY
CUSTOMER EXPERIENCE IS...

Salt Lake City Public Library
Experience Principles

WELCOMING
I am treated with respect and compassion.
I forge connections with the approachable and friendly faces of the Library.

EMPOWERING
I am empowered. No matter where I come from or what I’m looking for, I have access to the tools, information, and knowledge I need.

AFFIRMING
I hear “yes.” Library staff remove roadblocks, and show me that anything is possible.

SURPRISING
I find things I didn’t even know I was looking for. My expectations are exceeded every time I visit the Library.

AWESOME!
I find a comfortable, safe place where I can explore, discover, learn, and create.
I feel included. I feel curious.
I feel inspired!

The Experience Principles are the essential qualities that guide our ideas, decisions, and actions. When we embody these principles, we inspire and enrich the community through EXPERIENCE.
Customer Experience principles are not a set of rules. They are a flexible framework for staff.
WE MUST CONTINUALLY ASK...

What are the aspirations and needs of our patrons and community?
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. MY NAME AND ROLE:</td>
<td>Anne Burkholder, CEO</td>
</tr>
<tr>
<td>2. MY ORGANIZATION:</td>
<td>YWCA Utah</td>
</tr>
<tr>
<td>3. OUR MISSION:</td>
<td>Eliminating racism, empowering women, promoting peace, justice, freedom, and dignity in all.</td>
</tr>
<tr>
<td>4. OUR TOP THREE PRIORITIES FOR THE NEXT 12 MONTHS:</td>
<td>1. Sanctuary Model Implementation (trauma-informed culture)</td>
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<tr>
<td></td>
<td>2. Financial Sustainability Initiative</td>
</tr>
<tr>
<td></td>
<td>3. Utah Women's Wellbeing Initiative</td>
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<tr>
<td>5. WE ADDRESS THESE NEEDS IN OUR WORK:</td>
<td>- Affordable Healthcare</td>
</tr>
<tr>
<td></td>
<td>- Inequality</td>
</tr>
<tr>
<td></td>
<td>- Diverse</td>
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<td></td>
<td>- Climate Change</td>
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<td></td>
<td>- Economic Development</td>
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<td>- Economic Health</td>
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<td></td>
<td>- Small Business Support</td>
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<tr>
<td></td>
<td>- Transportation</td>
</tr>
<tr>
<td></td>
<td>- Education (K-5 yrs)</td>
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<tr>
<td></td>
<td>- Issue Education</td>
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<tr>
<td></td>
<td>- Public Policy advocacy</td>
</tr>
<tr>
<td>6. WHERE WE'RE ROCKING IT:</td>
<td>Keeping women and children safe</td>
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<tr>
<td></td>
<td>Developing our public policy voice</td>
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<tr>
<td></td>
<td>NAEYC-accredited early ed</td>
</tr>
<tr>
<td>7. WHAT BARRIERS WE'RE FACING:</td>
<td>Aging infrastructure, digital platforms, young, mobile workforce</td>
</tr>
<tr>
<td></td>
<td>The library could support our mission in the following three ways:</td>
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<tr>
<td></td>
<td>- Space for events</td>
</tr>
<tr>
<td></td>
<td>- Library cards for events</td>
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<tr>
<td></td>
<td>- Opportunities for local meals and activities</td>
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<tr>
<td></td>
<td>If we accomplish this by year's end, we would throw a huge party!</td>
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<tr>
<td></td>
<td>The culture needs to change; we want totally successful!</td>
</tr>
<tr>
<td></td>
<td>All families who need space for gatherings</td>
</tr>
<tr>
<td></td>
<td>To dig deeper into our goals, activities, and story, the library should contact:</td>
</tr>
<tr>
<td></td>
<td>Anne B, YWCA Utah, org</td>
</tr>
<tr>
<td></td>
<td>Events</td>
</tr>
<tr>
<td></td>
<td>Library cards for everyone who lives at the library</td>
</tr>
</tbody>
</table>
Top priorities?
Where we’re rockin’ it
Barriers we’re facing...
We’d throw a party if...
The Library could support us by...
Examples of Impact

• “Location Plans”
• New Programs
• New policies (fax, food, print)
• Holds to Go Pilot
• OnBoarding
• “CAT3” Team
• Plastic Bag Assessment
• Lots more...
We must continually ask...

what

OUTCOMES and EXPERIENCES

are we wanting to create

and

FOR WHOM?
Parting Thoughts

- It’s messy (but structured)
- It’s nonlinear
- It’s iterative
- It feels like we don’t know what we’re doing until we’re doing it.

IT’S A JOURNEY!
We step into the unknown together
Thank you!

Peter Bromberg, Executive Director
Marilee Moon, Assistant Director of Customer Experience
Salt Lake City Public Library
pbromberg@slcpl.org | mmoon@slcpl.org