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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 granddad)

Moldova



Permanent Whitewater v. Freeze, Unfreeze, Refreeze

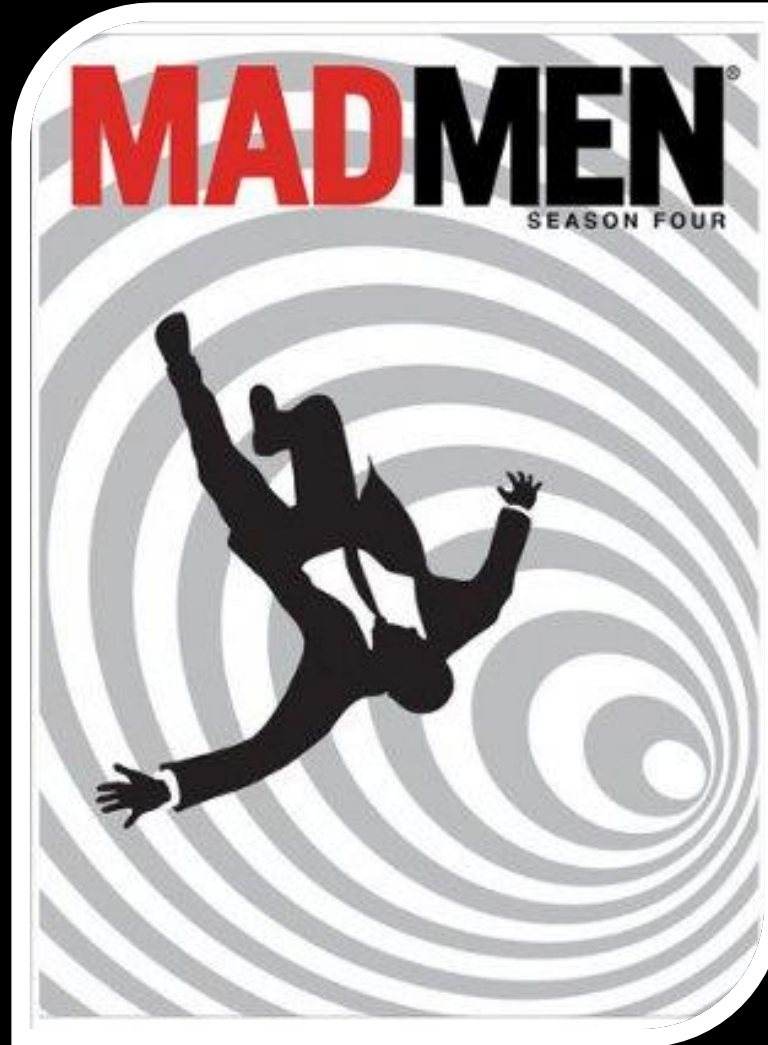


<http://www.flickr.com/photos/nukeit1/244167779/>



Kurt Lewin

Unfreezing feels like this



And it sounds... **like this**

**And you knooooow
something is
happening here...**

**but you don't
know what it is...**

Do yooooou... Mr. Jones?



“I think that the future, even
10 or 20 years out, is going
to get **deeply weird**.

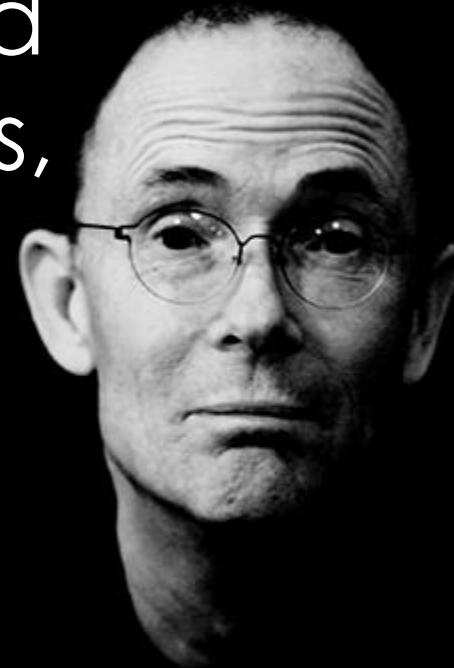
It's going **to challenge us,**
as a species, in ways that
we've not had to confront
in our long evolution. ”



- 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



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And yet even more.... believable futures

Discovery of cameras built into airlines' seats sparks privacy concerns

By [Jon Porter](#) | February 22 | 15 comments

BUSINESS >

Posted February 21 | Updated February 21

INCREASE FONT SIZE **AA⁺**

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.

And yet even more.... believable futures

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.”



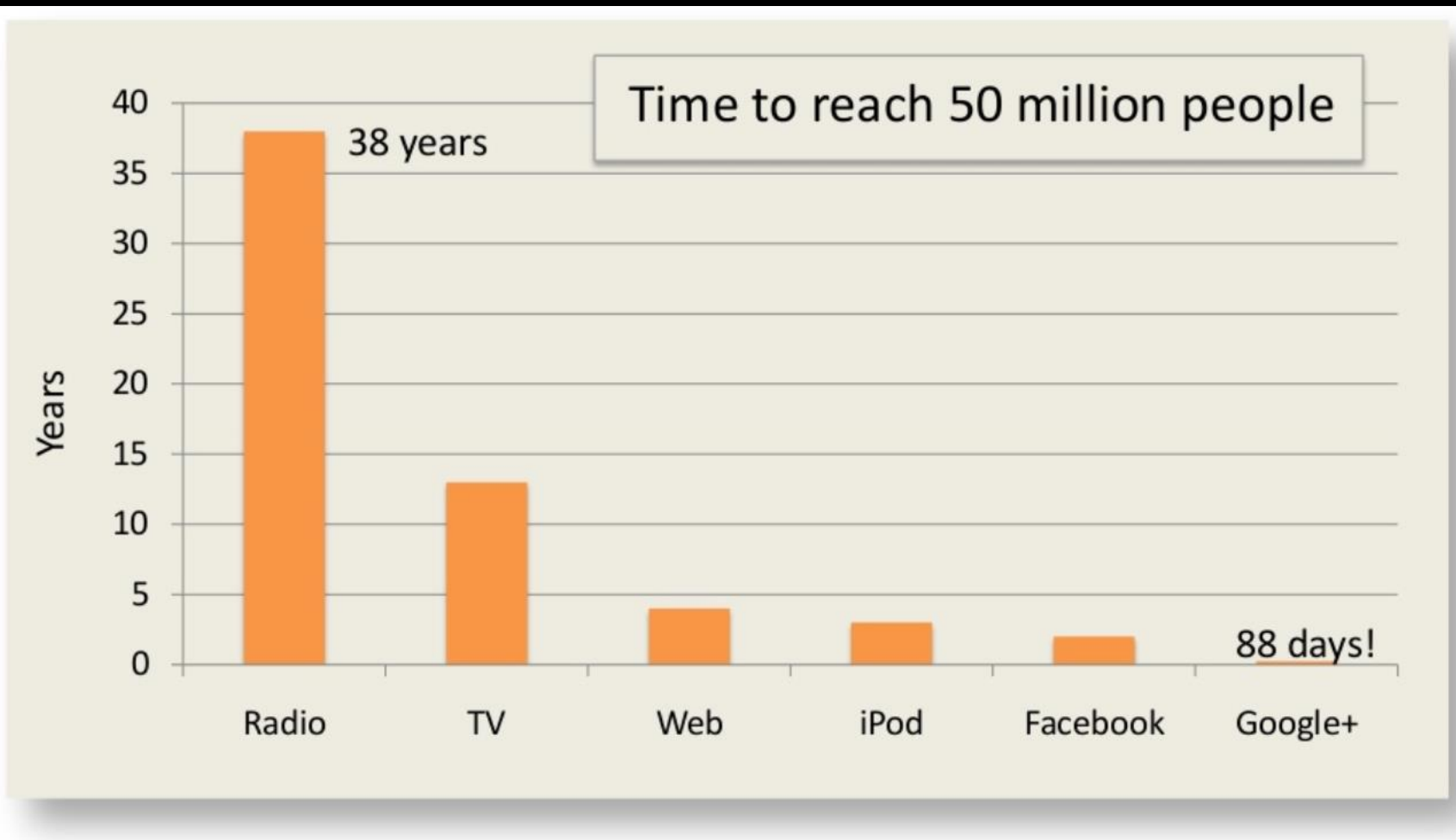
–Michael Edson

*April 6, 2017, “Forward to the Age of Scale”
(Post on Medium)*

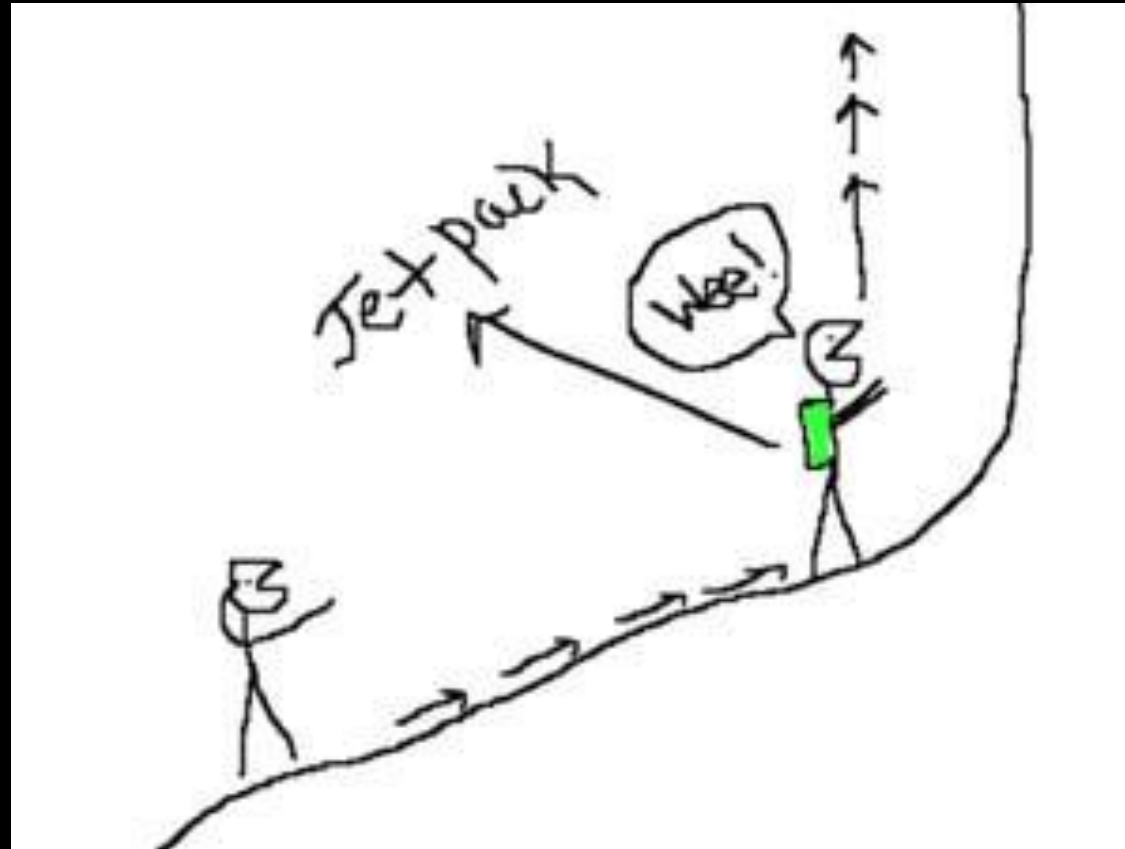
<https://medium.com/@mpedson/forward-to-the-age-of-scale-3638dfd17f4a>

Deeply Weird =
Exponentially
Accelerating
Pace of Change

The surprising implications of the law of accelerating returns



The surprising implications of the law of accelerating returns

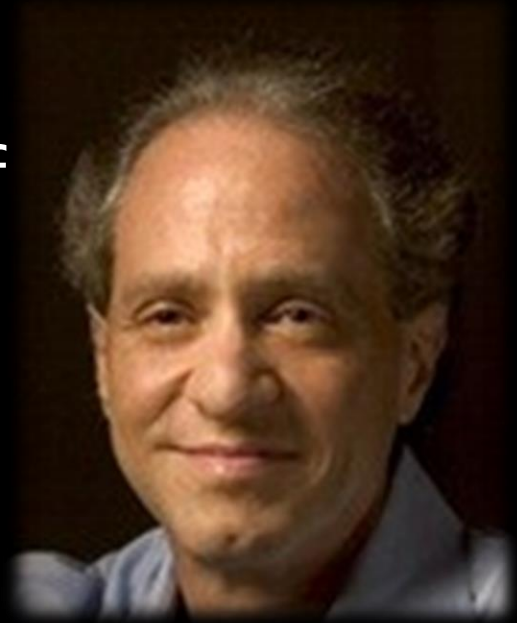


“The acceleration of acceleration: It’s a bit like climbing a mountain and receiving a jetpack.”

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

Start With Values

We are The City Library.

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

Salt Lake City Public Library
Culture Statement



The City Library

THE SALT LAKE CITY PUBLIC LIBRARY SYSTEM

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



Start With Values



Focus on Outcomes



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

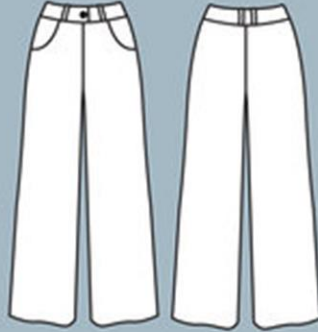


Les Madeleines

Outcome

#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:

IMPERIAL (IN)	XS	S	M	L	XL	XXL
bust	32-33	34-35	36-37	38-39	40-43	44-46
waist	24-25	26-27	28-29	30-32	33-35	36-39
hips	34-35	35-36	37-38	39-41	42-45	46-49

METRIC (CM)	XS	S	M	L	XL	XXL
bust	81-84	86-89	91-94	96-99	102-109	112-117
waist	61-64	66-69	71-74	76-81	84-89	91-99
hips	86-89	89-91	94-97	99-104	107-114	117-125

finished garment measurements:

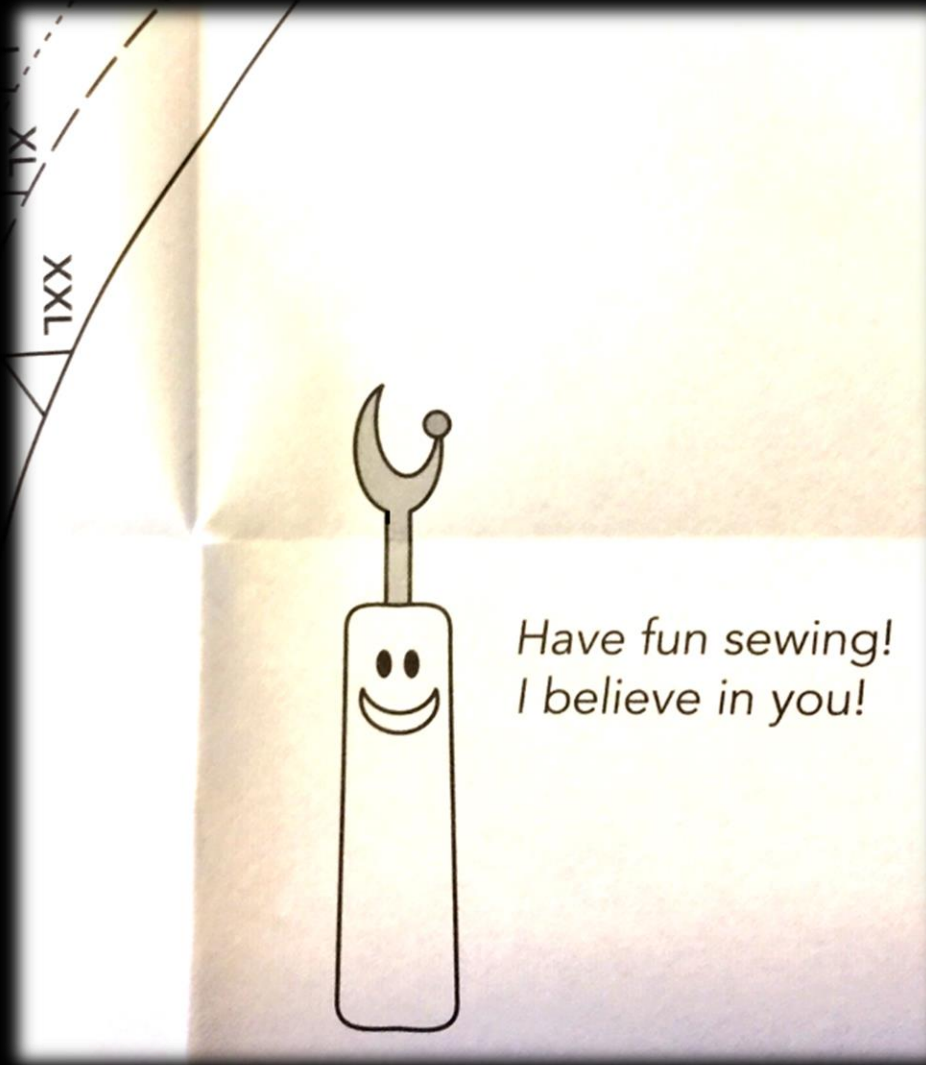
IMPERIAL (IN)	XS	S	M	L	XL	XXL
waist	21	23	25	27	30.5	33
hips	33	35	38	40	43	47
inseam	22.25	22.5	22.75	23	23.25	23.5

METRIC (CM)	XS	S	M	L	XL	XXL
waist	53	58	64	69	77	84
hips	83	88	95	102	109	119
inseam	57	57	58	58	59	60



Friday Pattern Company

Experience



Friday Pattern Company

“It was such a nice surprise, I wasn’t expecting that...”

“So many people posted it to instagram with a



“

Outcome



Elizabeth Suzann

Experience

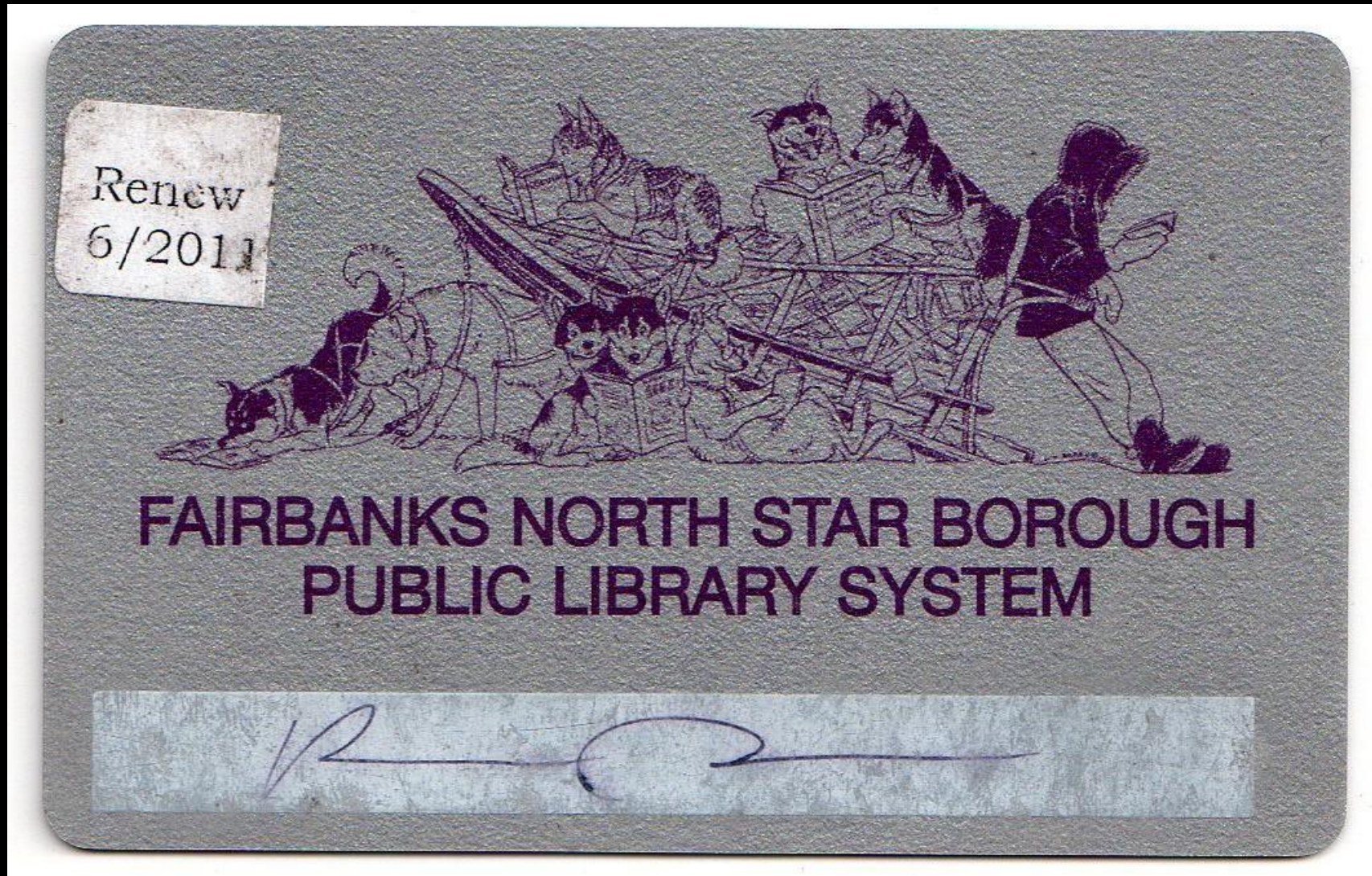
Wrapped in
original artwork
signed by the
artist...



Rebekah Seale

Elizabeth Suzann

Outcome



Experience



or



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.



Surviving and Thriving

Futureproofing

Every Choice...
Every Decision...
Every Discussion...

**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)

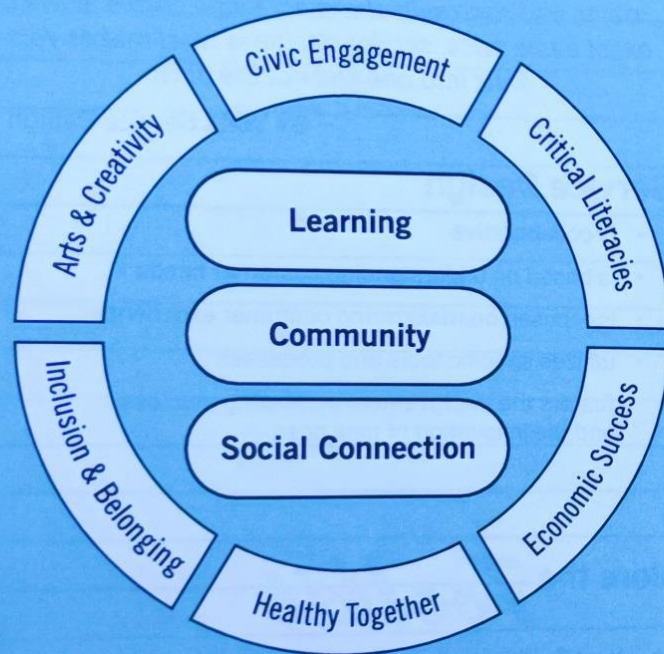


2005-2008
Strategic
Plan

2009-2012
STRATEGIC PLAN

SALT LAKE CITY PUBLIC LIBRARY
STRATEGIC ROADMAP
Field Guide

← 2018



6-14

SALT LAKE CITY PUBLIC LIBRARY

STRATEGIC ROADMAP

Field Guide





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.

What do these concepts mean to you?
How do you support them in your daily work?

Learning

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)

Service Design

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.slcp.org/roadmaptoolkit

Service Design

Service Design

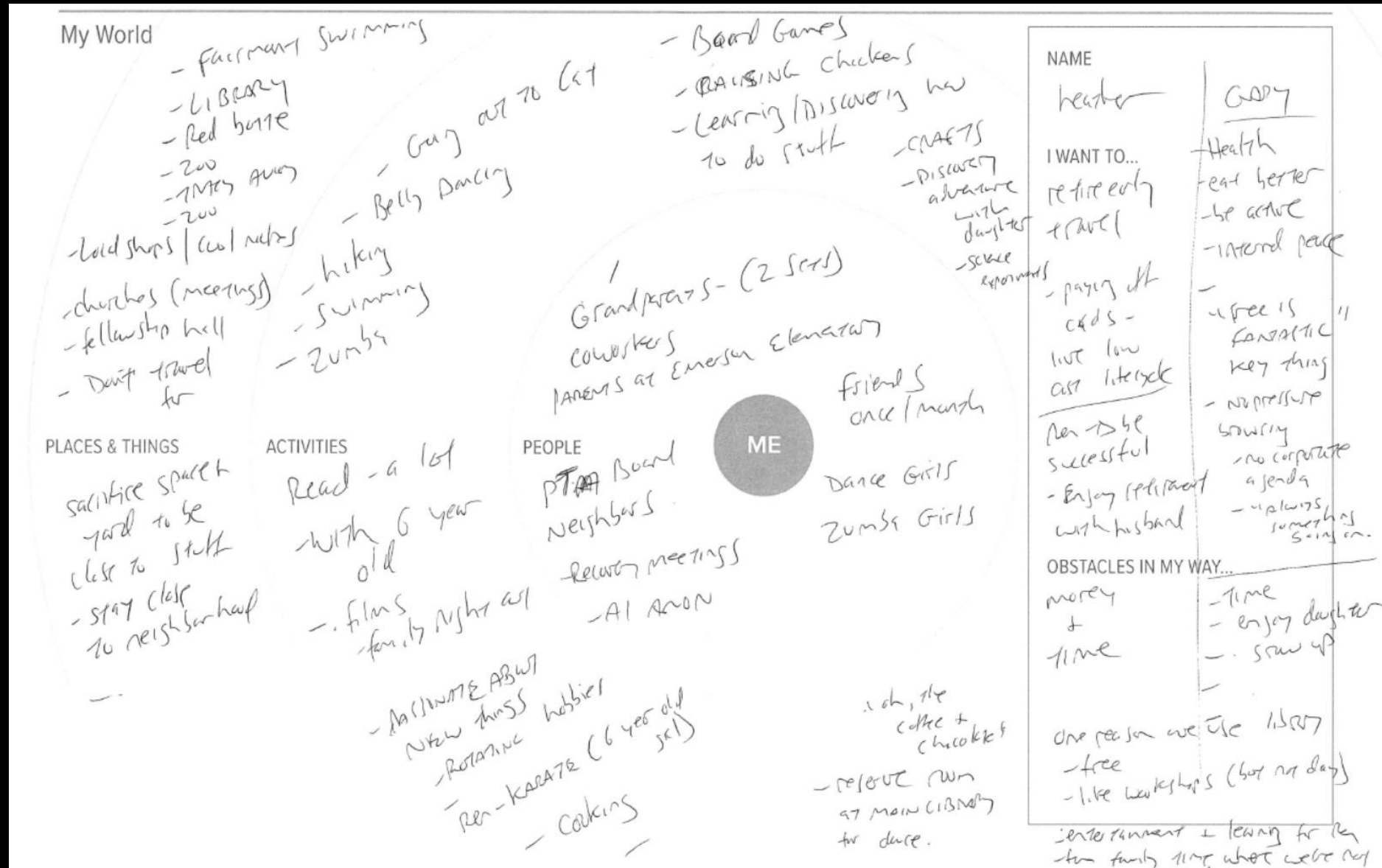
- is collaborative
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The illiterate of the 21st
century will not be those
who cannot read and write,
but those who cannot
learn, unlearn, and relearn.

-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"
- "the place to be"
- love outdoor courtyard
- love about neighborhood - always have
- downtown - world class -
- comfortable to be in (space)
- not a lot of things - limited reference material

THE LAST TIME AT THE LIBRARY...

- "space" - "unwelcoming"
- like to go on Sundays - but ~~was~~ opens late. Ren goes to toys - pick books. Walk around Hader Hillen - make a day out of it.
- HARRY POTTER - never seen the library so chaotic - it was a cool thing.
- children's area has been updated.
- it was cool.
- once 2 sat a man - it was

AT THE LIBRARY, I (WE)...

- all the time for child
- check out adult books too
- child plays with toys
- ~~to~~ used for school study in the past
- Harry Potter.
- chocolate programs
- DVDs - but not a lot.
- ~~to~~ pretty scratched - not good luck

TO MEET MY NEEDS, THE LIBRARY COULD...

- Repair Media - its pretty
- kids activities - 6:00
- could like food.
- "serves its purpose pretty well"
- "goes above & beyond being a library"
- "never expected a library being what it is"
- don't like being accosted by homeless people. Small piss in stairwell
- proud of library" at SEC

Directed Storytelling: You and the Library

The Library is...

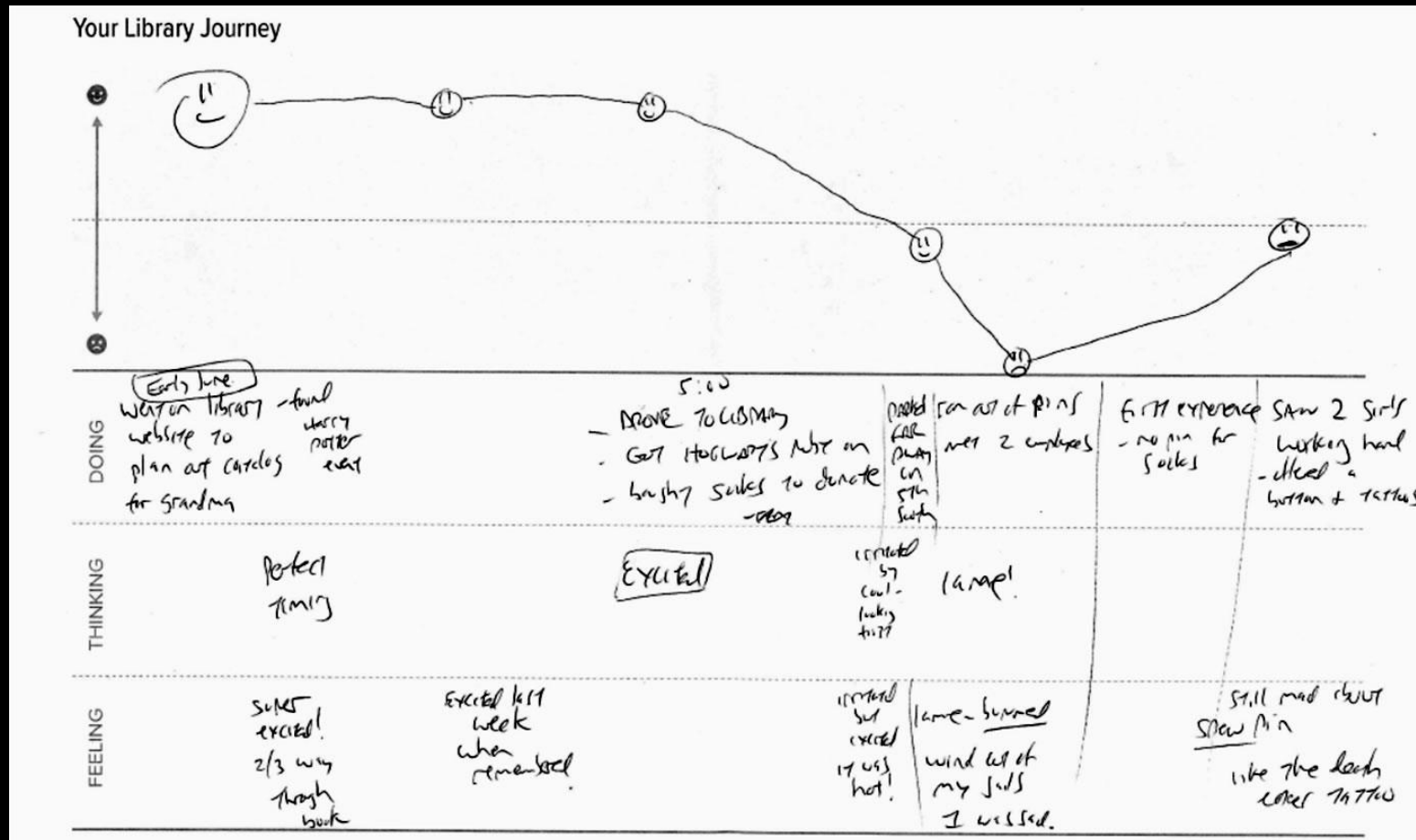
At the Library We...

**The last time at
the Library ...**

**To meet my needs,
the library could...**

Customer Journey Maps

A moment-by-moment description of a specific library experience: Focus on doing, thinking, and feeling



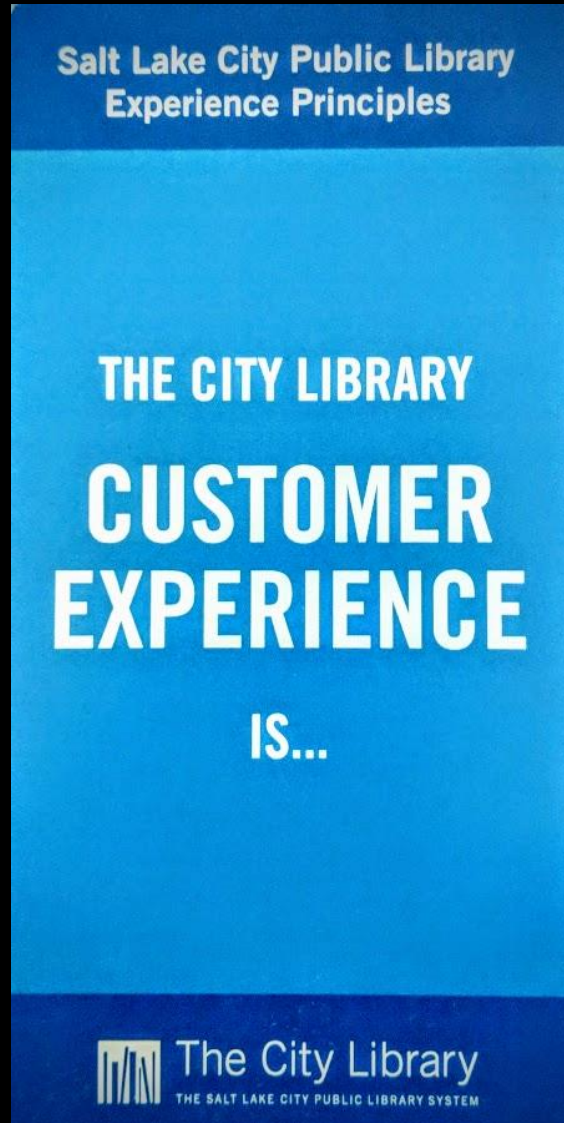
Customer Intercepts



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Customer Intercepts

Experience Principles (as defined by customers)



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 Intercepts

Experience Principles (as defined by customers)

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?

TELL US ABOUT YOUR ORGANIZATION

1 MY NAME AND ROLE:

Anne Burkholder
CEO

3 OUR MISSION:

Eliminating racism,
empowering women,
& promoting peace,
justice, freedom &
dignity for all.

5 WE ADDRESS THESE NEEDS IN OUR WORK:

☐ Affordable Healthcare

☒ Affordable Housing

☐ Poverty

☐ Drugs & Addiction

☒ Domestic Violence

☐ Digital Divide

☐ Teen Suicide

☒ Inequality

☒ Diversity

☐ Climate Change

☐ Economic Development

☐ Economic Health

☐ Small Business Support

☐ Transportation

☒ Real Women Run

☒ Women's Leadership
Development

6 WHERE WE'RE ROCKING IT:

Keeping women &
children safe
Developing our public
policy voice
NAEYC-accredited early ed

8 IF WE ACCOMPLISH THIS BY YEAR'S END, WE WOULD THROW A HUGE PARTY:

The culture change
we want totally
successful!

All families who need
it find affordable housing in community

10 TO DIG DEEPER INTO OUR GOALS, ACTIVITIES, AND STORY, THE LIBRARY SHOULD CONTACT:

Anne B / ywcautah.org

2 MY ORGANIZATION:

YWCA Utah

4 OUR TOP THREE PRIORITIES FOR THE NEXT 12 MONTHS:

1. Sanctuary model
implementation
(trauma-informed culture)
2. Financial sustain-
ability initiative
3. Utah Women's
Well Being Initiative
(Arts & Culture (gender balance))

☒ Education (specify below):

Early Education
(infancy thru
5 yrs)

☒ Issue educ.
☒ Public policy
advocacy

7 WHAT BARRIERS WE'RE FACING:

Aging infrastructure
& digital platforms
& databases
Young, mobile
workforce

9 THE LIBRARY COULD SUPPORT OUR MISSION IN THE FOLLOWING THREE WAYS:

Safe welcome
& opportunities
for local moms
& kids
space for
conferences
in community

events
library cards
for everyone
who lives at YW

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



Peter Bromberg, Executive Director
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