



WHO ARE WE DESIGNING FOR AND WHY?

SERVICE DESIGN TECHNIQUES FOR RESPONSIVE LIBRARIES

Photo used with permission from DreamYard

November 2020



Harmonic
DESIGN™

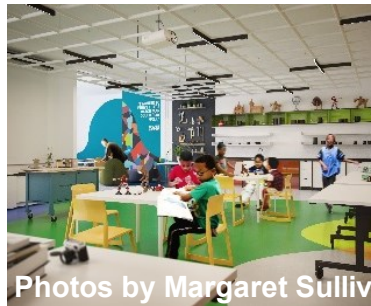
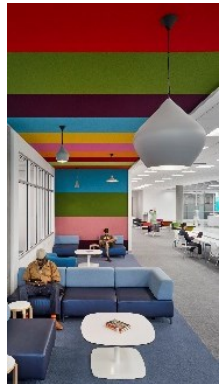
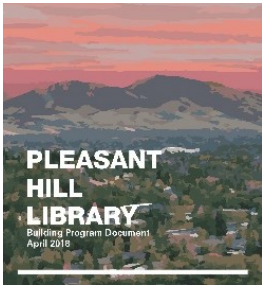


WHO WE ARE

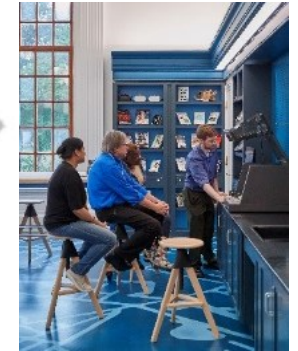


Photos by Margaret Sullivan Studio

NATIONAL EXPERIENCE



Photos by Margaret Sullivan Studio



MARGARET SULLIVAN STUDIO

TODAY'S AGENDA

TEACHING TOOLS (EVERYONE): SESSION 1, NOV. 2020 (90 MINUTES)

MSS: Intro to Strategy

Harmonic Design: How Service Design Will Save You!

Intro to the 3 Case Studies

Q&A

What You Can Do To Take Action!

**“If not us, who? If not now, when?”
-John F. Kennedy**

OVERALL SCHEDULE

PART I

- Introduction to service design techniques to build organizational collaboration, creativity, and adaptability

CASE STUDY GROUP SESSION

- Work with case study groups to create meaningful future library experiences.

CASE STUDY GROUP SESSION

- Work with case study groups to create meaningful future library experiences.

PART II

- Case study group share outs
- Envision future library experiences

November 2020



December 2020



January 2021



February 2021

WHO IS YOUR COMMUNITY?

- ➔ **What kind of Community Experience do You Want to Create?**
- ➔ **What kind of Library Experience do You Want to Create?**



**“THE LIBRARY WE CLOSED
WILL NOT BE THE LIBRARY
WE OPEN.”**



“open library” by [tadekk](#) is licensed under [CC BY 2.0](#)



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**“WE HAVE TO IMAGINE A
DIFFERENT FUTURE, EVEN IF
WE WILL NOT EXPERIENCE
THAT FUTURE OURSELVES”
- Dr. Angela Y. Davis**

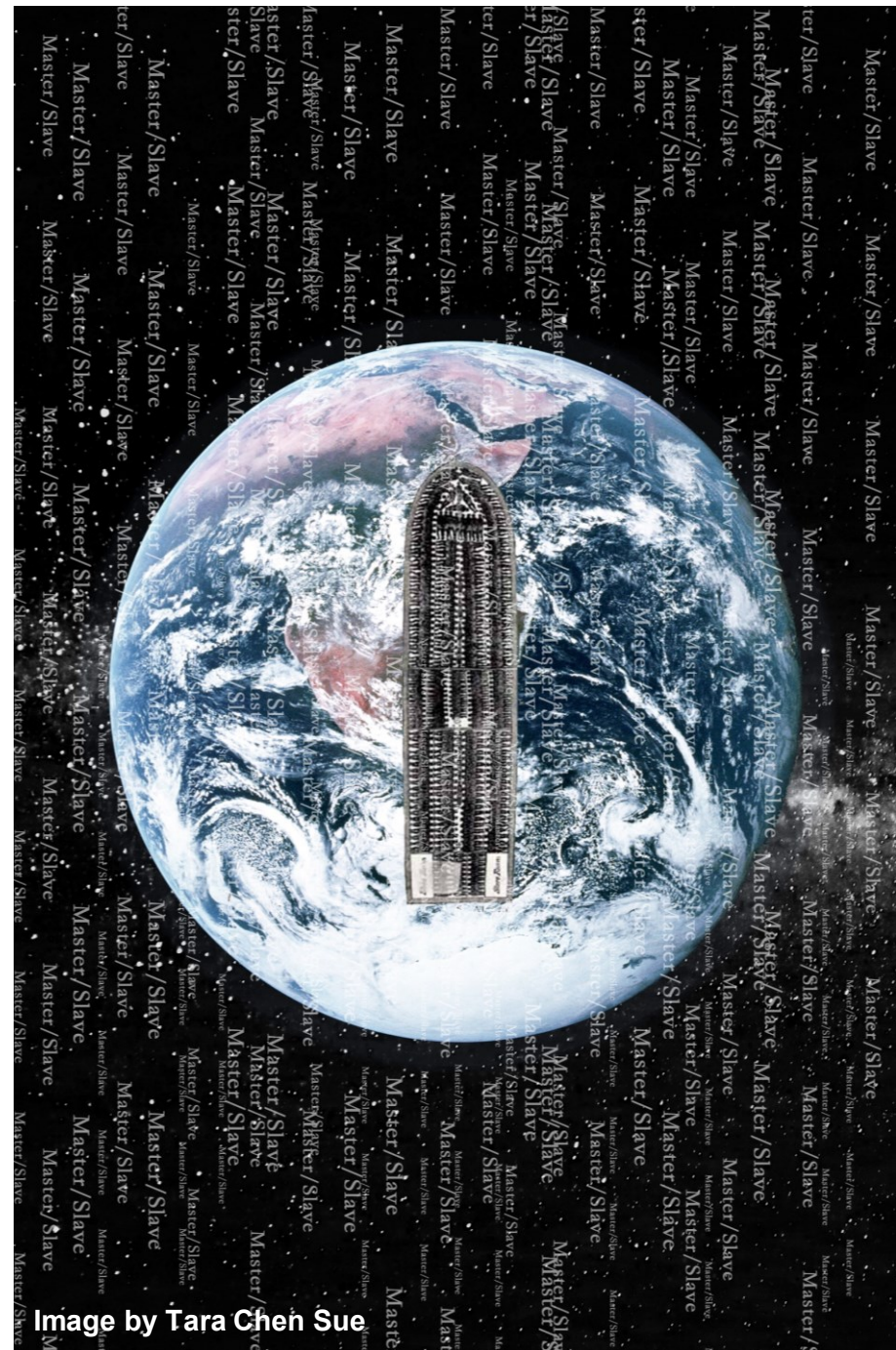
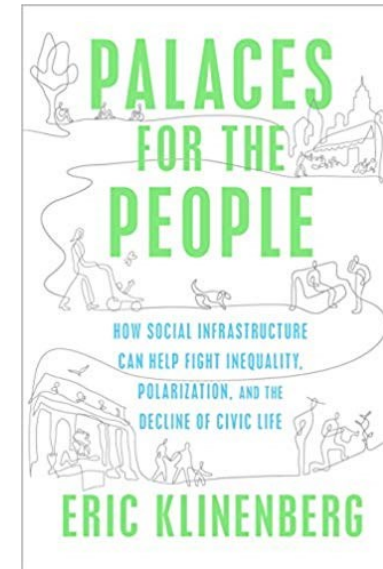
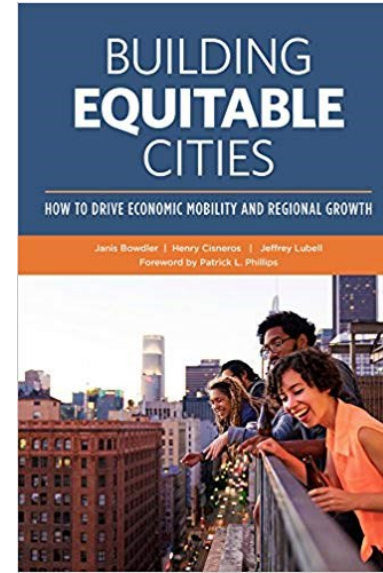


Image by Tara Chen Sue

THE NEXT ERA OF SOCIAL IMPACT DESIGN



BROOKINGS

SERIES: Placemaking Postcards



BUILDING RESILIENT COMMUNITIES

1.

RAPID RELIEF

2.

STABILIZE

3.

STRATEGIC VISIONING



Photos used with permission by DreamYard

COMMUNITY RESILIENCY – THE WHAT

Investment in Proven and Preventative Programs

- Families & Children
- Teens & Youth Summer Programs
- Health Services
- ESOL
- Work Force
- etc.

Characteristics of Community which demonstrate Efficient and Effective Recovery

1. Community Engagement
2. Community Organization
3. Community Advocacy
4. Community Problem Solving

2 Roles the Library can play:

1. To intentionally facilitate conditions, opportunities and “pathways”
2. To actively engage, organize, engage and problem solve on behalf of the community



Photos by Margaret Sullivan Studio

VISION

***“How We See the Future”* – describes the outcome of our work in the community. It articulates the desired future for our community as a result of our efforts.**

MISSION

***“What We Believe”* – form the foundation on which we work for the community and conduct ourselves. The values underpin our work, how interact with each other, and which tactics we use to fulfill our purpose. They are the practices we use every day in everything we do.**

VALUES

***“Living with Intention”* – What we believe. Not just how we treat our customers, but how we treat each other**

OUR VALUES: WE OWN INCLUSION!

**DIVERSITY
+
EQUITY**



**CONNECTION
+
COLLABORATION**



**COMMUNITY
+
CULTURAL
RELEVANCY**



Photos by Margaret Sullivan Studio



21st CENTURY LIBRARY RECIPE

**The CUSTOMERS and
their ACTIVITIES**

+

**The COMMUNITY
they belong to**

+

**The PROGRAMS and
SERVICES they need**

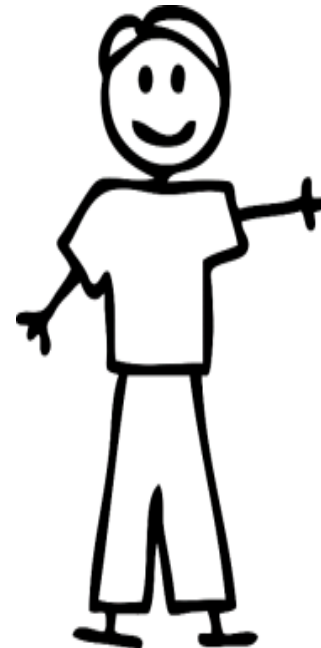
+

Our PARTNERS

=

THE PUBLIC LIBRARY!

*It all starts
with your
customers!*



LEARN, CREATE, SHARE!

**I THINK I'LL
CREATE
SOMETHING
TODAY!**

**I THINK I'LL
SHARE
SOMETHING
TODAY!**

**I THINK I'LL
LEARN
SOMETHING
TODAY!**



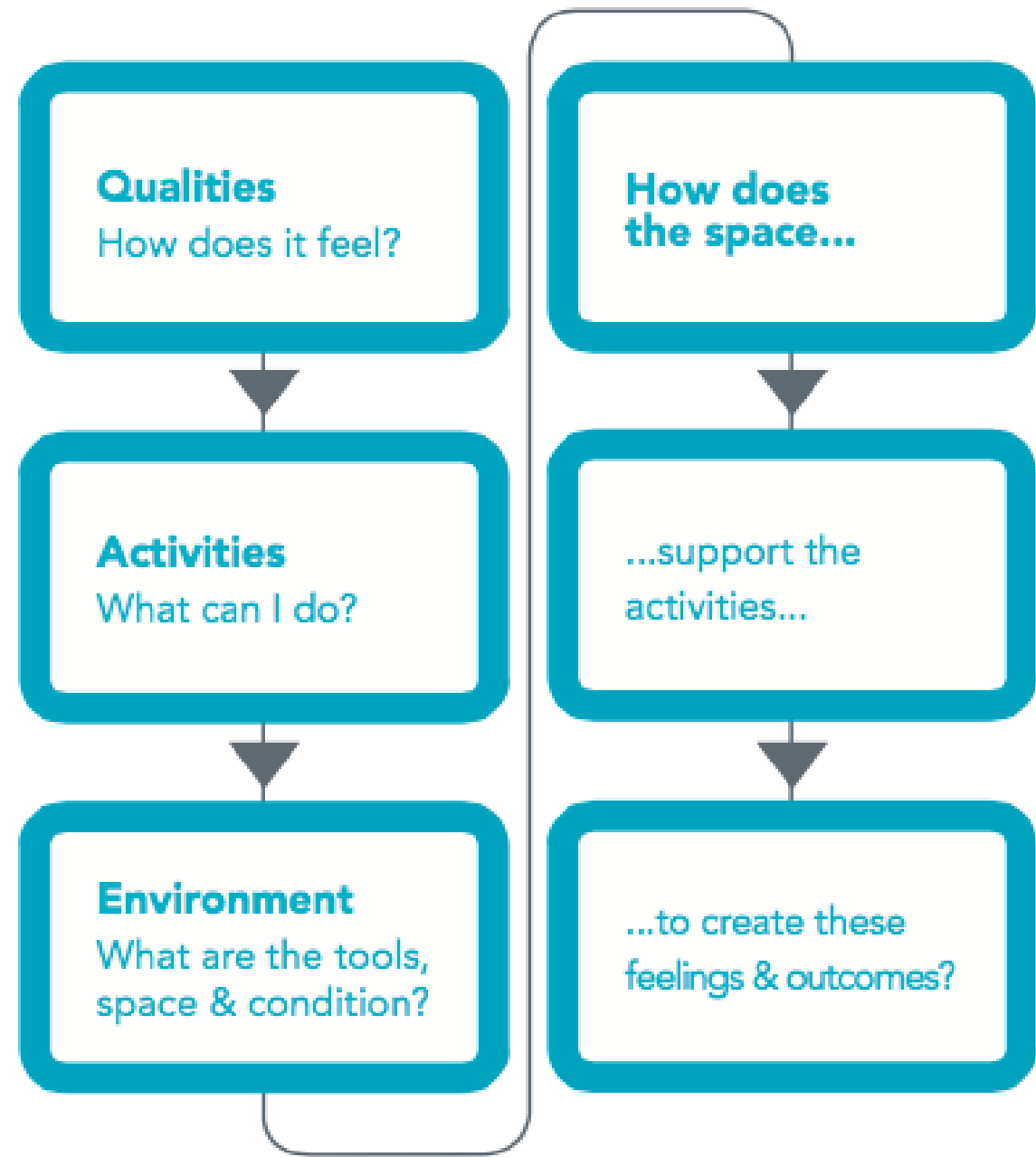
CREATING CONDITIONS TO...



Photos by Margaret Sullivan Studio



Image by Margaret Sullivan Studio



PLACEMAKING

A "place" connotes an emotional attachment to the piece of land.

Placemaking is a multi-faceted approach to the planning, design and management of public spaces.

Placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well being.



LIBRARIES THAT MATTER

JAN 1, 2009

PUBLIC BUILDINGS



By Cynthia Nikitin and Josh Jackson

Libraries are perhaps our most enduring public institutions--priceless repositories of history, language, and culture. The dawn of the "information superhighway" threatened to make them less relevant, even obsolete. Yet now, these institutions are as prominent as ever, with a wave of innovation as the next generation of libraries extend their mission well beyond the storage of knowledge.



The ImaginOn children's library and theater has become a magnet drawing people to downtown Charlotte, North Carolina, with strong programs and special events.

HOW DO WE FOSTER PLAY?



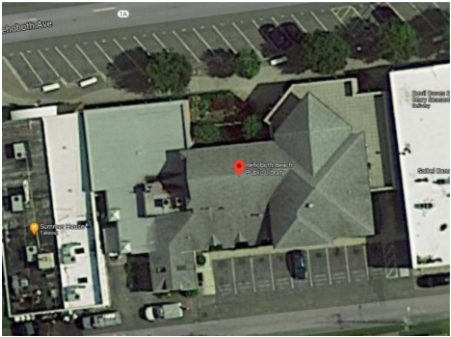
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OUTSIDE THE BOX



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CASE STUDY: DELAWARE



CURIOSITY
(FIND & CONNECT)

Adult Maker Session
Book Browsing
Movie Finding



ENTERTAINMENT
(CONNECT & INSPIRE)

Arcade Games
Movies/Friday Flicks
Games
Reading
Storytime
Poetry



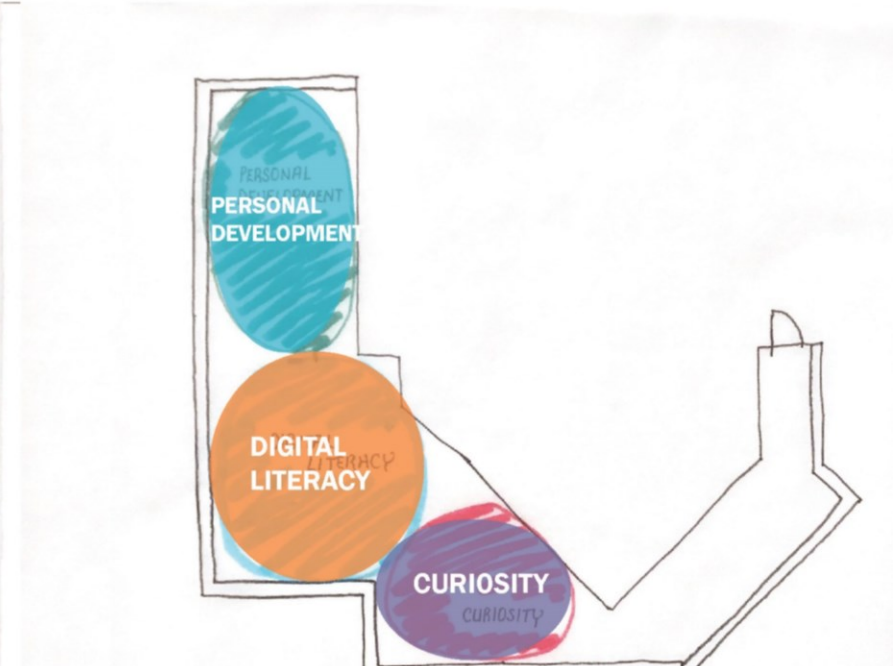
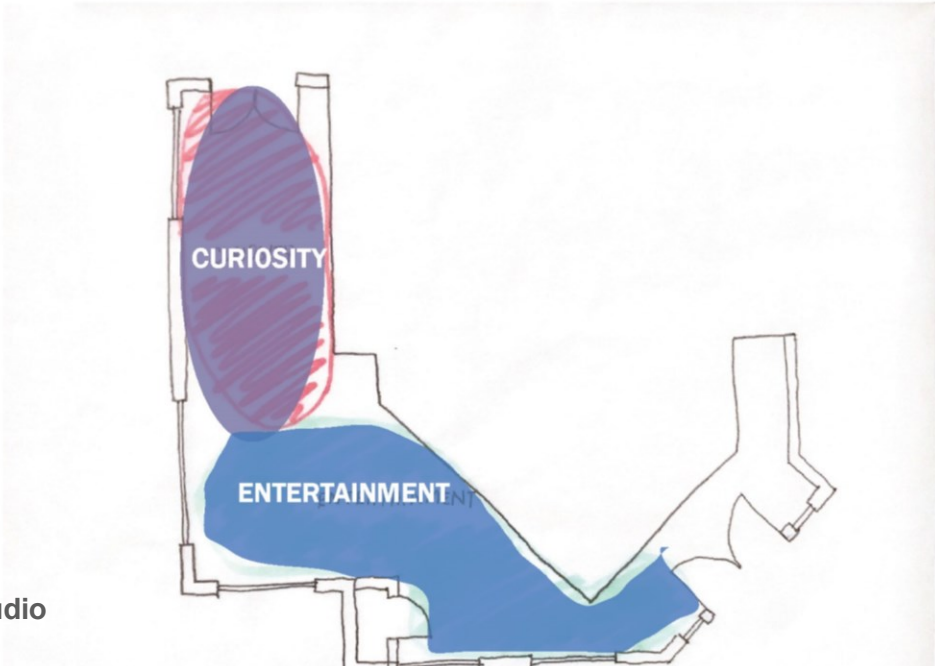
DIGITAL LITERACY
(LEARN & TRANSFORM)

Senior Computer
Classes
Cell Phone & Device
Help

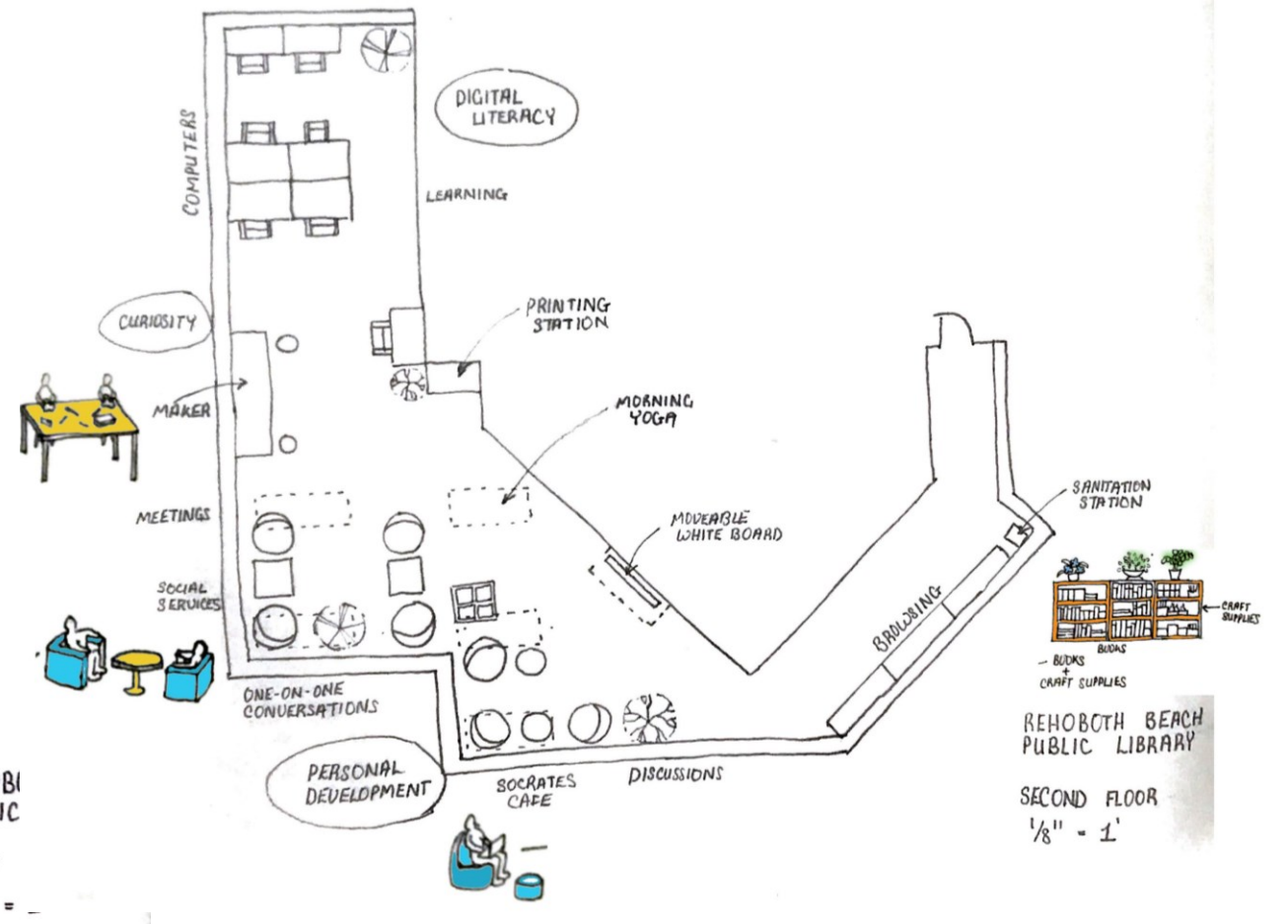
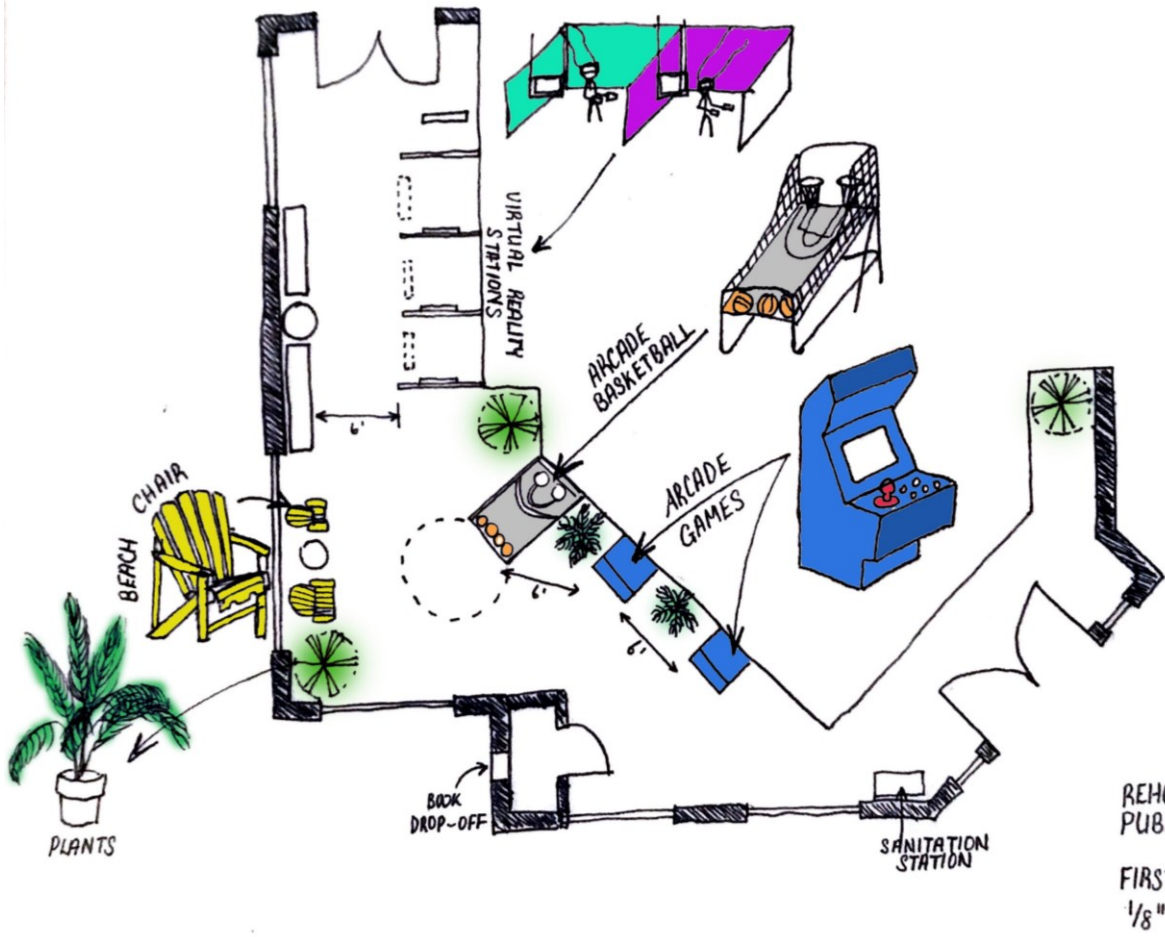


PERSONAL DEVELOPMENT
(TRANSFORM, CONNECT & INSPIRE)

Resume Building
Student Job Finding
Yoga
Socrates Cafe
Business Services

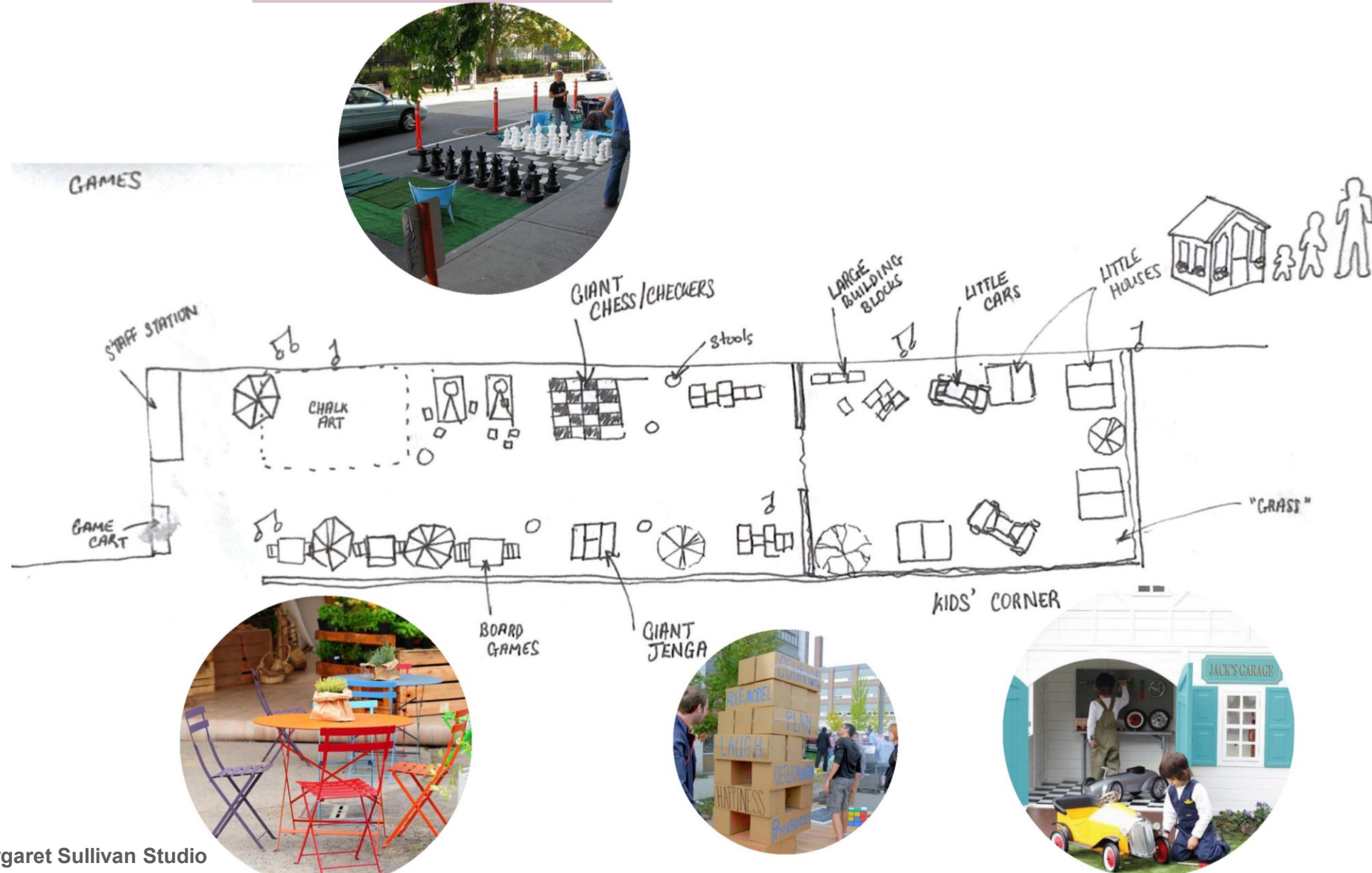


CASE STUDY: DELAWARE



Images by Margaret Sullivan Studio

CASE STUDY: DELAWARE



Images by Margaret Sullivan Studio

CASE STUDY: DELAWARE



Reading
Spanish Literature
Early Literacy
Storytime



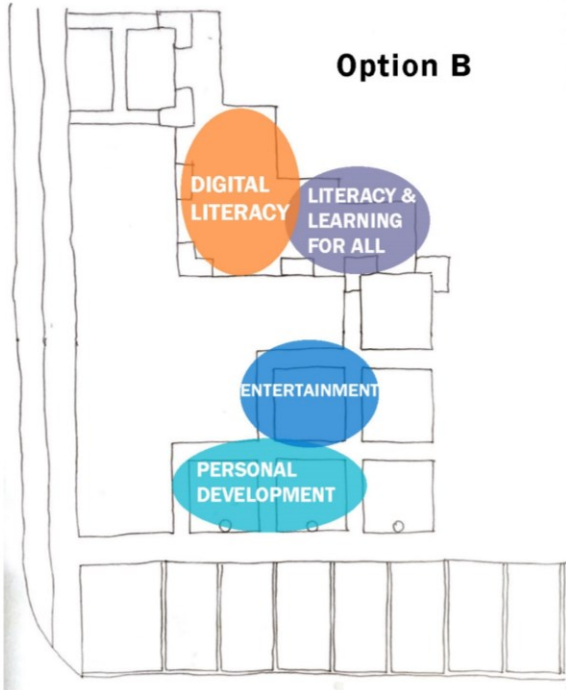
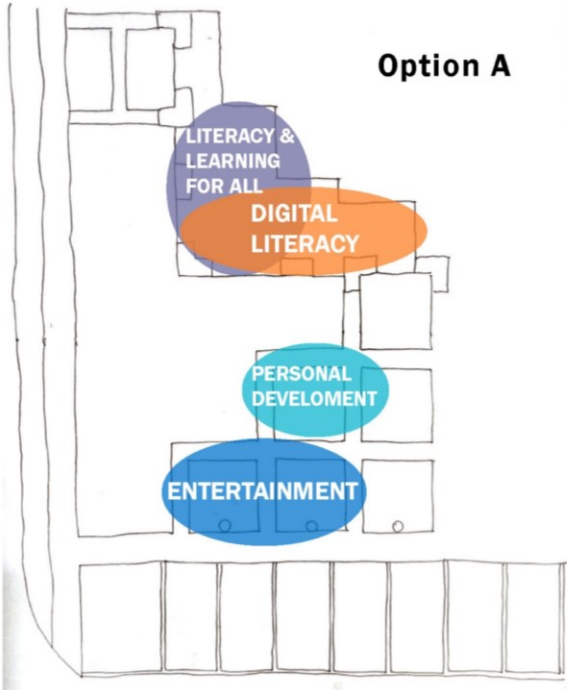
Games
Movies
Games
Storytime
Poetry



Senior Computer
Classes
Online Job Finding



Resume Building
Job Finding
Yoga
Business Services



CASE STUDY: DELAWARE



Images by Margaret Sullivan Studio



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Delaware Libraries

**WHAT IS YOUR
UNIQUE
OPPORTUNITY?**

#myuniqueprogram

**WHAT KIND OF
LEARNING
CULTURE DO YOU
WANT TO CREATE?**

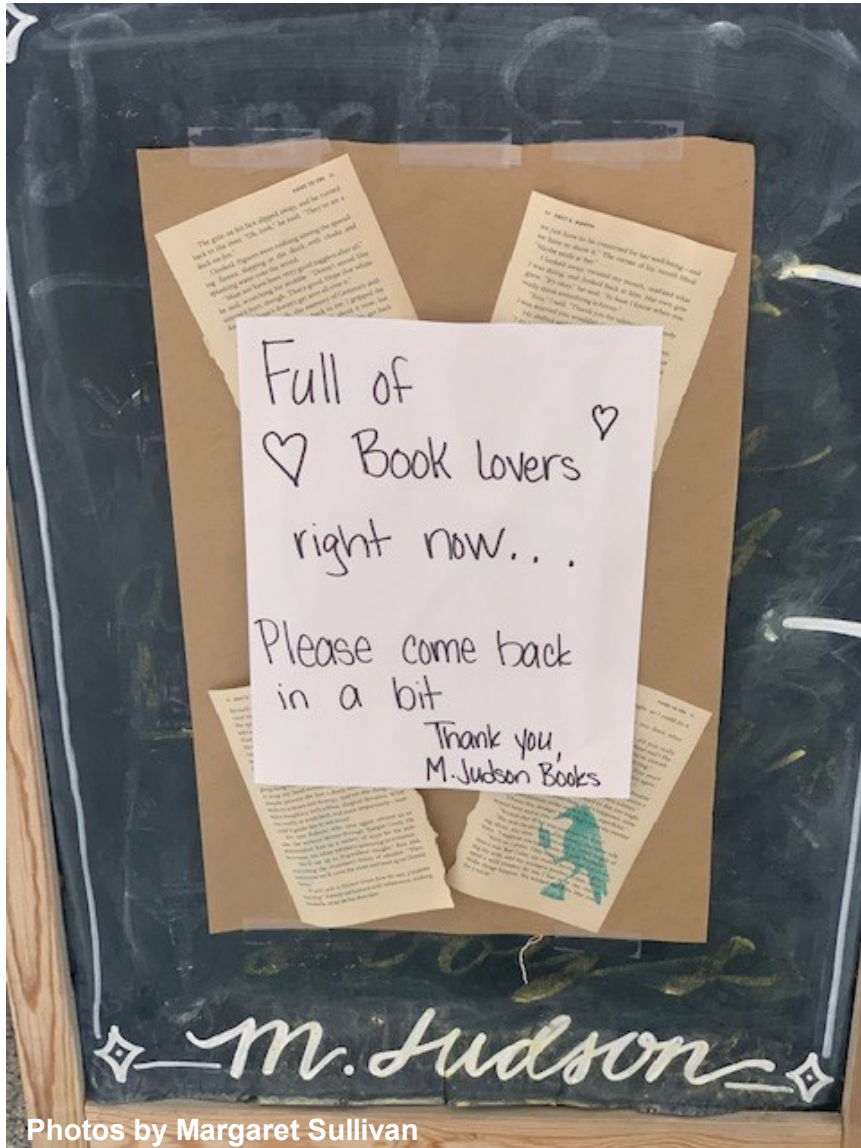
#mylibrarycurriculum

**WHO ARE WE
CREATING IT FOR?
AND WHY?**

#mylibrarycommunity

**HOW WE'RE
WORKING
DIFFERENTLY**

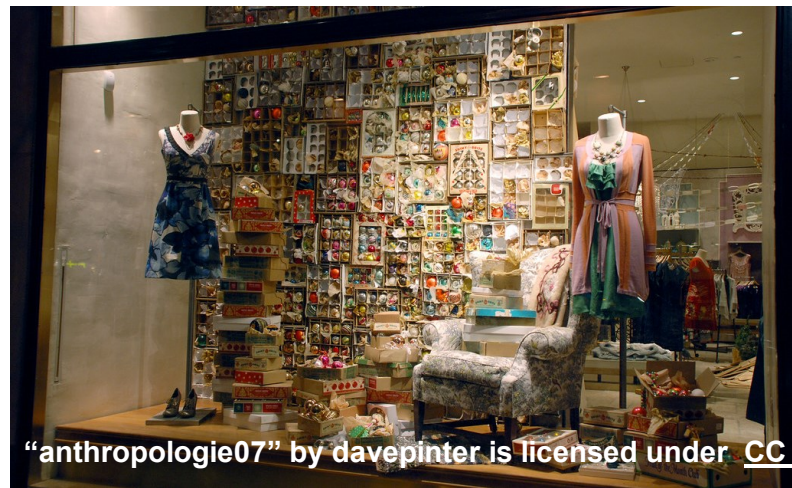
M. JUDSON BOOKSTORE



Photos by Margaret Sullivan



ANTHROPOLOGIE



SWAMP RABBIT TRAIL



Photos by Margaret Sullivan

STREET LAB



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THIRD AVE BUSINESS IMPROVEMENT DISTRICT



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OUTDOOR DINING

Outdoor Dining Offers Fresh Air and Fantasy to a City That Needs Both



In Manhattan, Mulberry Street, which was dotted with sidewalk seating before the pandemic, now features in-street dining. Karsten Moran for The New York Times

OPEN STREETS WILLIS AVENUE *Programming*

Salsa Saturdays

**SATURDAY, NOVEMBER 7TH
FROM 2PM-5PM**

WILLIS AVE BETWEEN 148TH ST & 147TH ST

Grab some lunch, bust a move and enjoy a live salsa band performance!

Featuring:

HECTOR JR Y SU ORQUESTA CANI



Open streets dining is expanding to Willis Avenue in the South Bronx. In partnership with local restaurants, the Bronx Community Foundation, Third Avenue Business Improvement District, NYC DOT, DineOut NYC, and a generous donor, Willis Avenue from 147th Street to Roberto Clemente Plaza will host open streets seven days a week from 10am - 8pm.



BRONX COMMUNITY RELIEF EFFORT



Used with permission by Bronx Community Relief Effort



OHNY SCAVENGER HUNT

OPEN
HOUSE
NEW
YORK

9.23.2020



Now What, New York? A 36-Hour, Five-Borough Scavenger Hunt Exploring the City's Epic Resilience

At a time when the future seems overwhelmingly unpredictable, how can we draw on our past to bounce back from the current crisis?

Open House New York and Archtober invite you to explore how adversity has shaped New York into the city it is today through a 36-hour, five-borough outdoor scavenger hunt taking place during this year's Open House New York Weekend (October 17-18). Think: urban trivia meets New York City Marathon meets socially distant adventure.

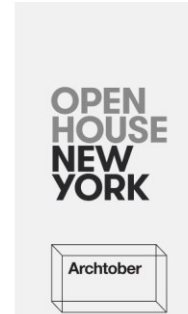
Participate solo or team up to decipher clues as you dash from, say, a post office in the Bronx to a public art installation in Brooklyn. Yes, this is a competition and, yes, there will be prizes. Tickets are \$15 for teams of 1-2 or \$25 for teams of 3-6.

Game on:

- Registration Deadline: Wednesday, October 15 at 12pm
- Clues Released: Saturday, October 17 at 10am
- Submission Due: Sunday, October 18 at 10pm

SIGN UP

Now What, — New York?



A Five-Borough
Scavenger Hunt

Health

The city's density has made it a danger zone for diseases many times over—but also a crucible for public health innovation as doctors, researchers, advocates, and local leaders have worked together to keep New Yorkers safe and well.

Knowledge

They say in New York it's all about who you know—but what you know still matters! The city has one of the world's largest collections of public schools, libraries, and universities that attracts educators and students from across the globe.

Representation

NYC was the first capital of the United States, and the city has been a proving ground for democracy ever since. From abolition to women's suffrage, New Yorkers have been at the forefront of fighting to make sure that every voice counts.

Dignity

Even in a city famed for its diversity, the fight for equality is still far from over. But New Yorkers are no strangers to struggle, as is clear across the long history of local protests, clashes, and movements for social change.

CLUE 2

Manhattan

3 points

This uniquely shaped structure was originally built in 1841 as the entrance pavilion for the New York City Mental Health Hospital—the subject of investigative journalist Nellie Bly's famous exposé in 1887 following her undercover stay as a patient. Bly's book, *Ten Days in a Mad-House*, would lead to major reforms in how New York City treated mental health patients.

CLUE 3

Manhattan

2 points

Originally completed in 1863, this tenement building was modified several times over the years to conform to increasingly strict regulations intended to promote better public health through housing design. Today, the building houses a museum that traces the evolution of tenement life in the city.

CLUE 7

Manhattan

2 points

During the deadly Spanish Flu epidemic in 1918, this ornate courthouse served as the site of a mass trial for 134 men who had been ticketed for expectoration—part of a public health campaign to discourage public spitting to help curb the rapid spread of the disease.

CLUE 8

Manhattan

4 points

This medical center opened uptown in 1928 on the former home of the Yankees. An innovative partnership between two of the city's most prestigious institutions, it was the first academic medical center to combine teaching, research, and patient care in a single complex.

CLUE 1

Manhattan

2 points

Recurring outbreaks of yellow fever in the early 19th century led to the banning of earthen burials in Manhattan. As a result, this site opened in 1830 with 156 underground burial vaults made of solid Tuckahoe marble. The cemetery itself is not visible from the street, so photograph your team at the front gate to earn points.

Revival academic buildings to earn points.

CLUE 24

Queens

6 points

Built by a local industrialist, this Victorian institute offered the first free public kindergarten, which opened on-site in 1870—exactly 145 years before New York established the largest free universal pre-K program in the nation.

CLUE 29

Queens

3 points

Seven libraries came together in 1907 to form this new combined system after the borough in which they were located was created during the city's amalgamation in 1898. Take a photo of your team in front of the glassy Children's Wing at the Central Library, designed by 1100 Architect in 2011, to earn points.

THE NEW VICTORY THEATER



[Monday](#) | [Tuesday](#) | [Wednesday](#) | [Thursday](#) | [Friday](#)



THE NEW VICTORY THEATER

Monday

Finding Your Story

25 - 30 minutes, Ages 6 - 12

Inspiration for your next big play can be found everywhere. Follow along with New Victory Teaching Artist Ana Cantorin Viamontes as she improvises a short play using unlikely combinations of character, setting and plot.



Wednesday

Writing Dialogue

20 - 25 minutes, Ages 7 - 12

Now that you've practiced creating characters, it's time for them to talk to each other! Good dialogue demonstrates character and moves the story forward. Follow along with New Victory Teaching Artist Nanyé Akuki Goodrich as she creates a pair of characters and writes a short scene of dialogue for them.



Friday

Playwriting is Personal

30 - 35 minutes, Ages 6 - 13

Sometimes the best stories come from our own life experiences. Follow along with Teaching Artist Jamie Roach as he teaches a poem-writing activity inspired by the things that make the place you come from feel like home!



Tuesday

What a Character!

25 - 30 minutes, Ages 6 - 12

A play revolves around its characters, and the inspiration for creating characters can be found all around you. Sometimes it's the people you know and the personalities you've encountered, but everyday objects have their own personalities, too, just waiting to be set free. Practice your character writing skills with New Victory Teaching Artist Ugo Anyanwu as he interviews household objects to create characters for a play.



Thursday

Adaptations

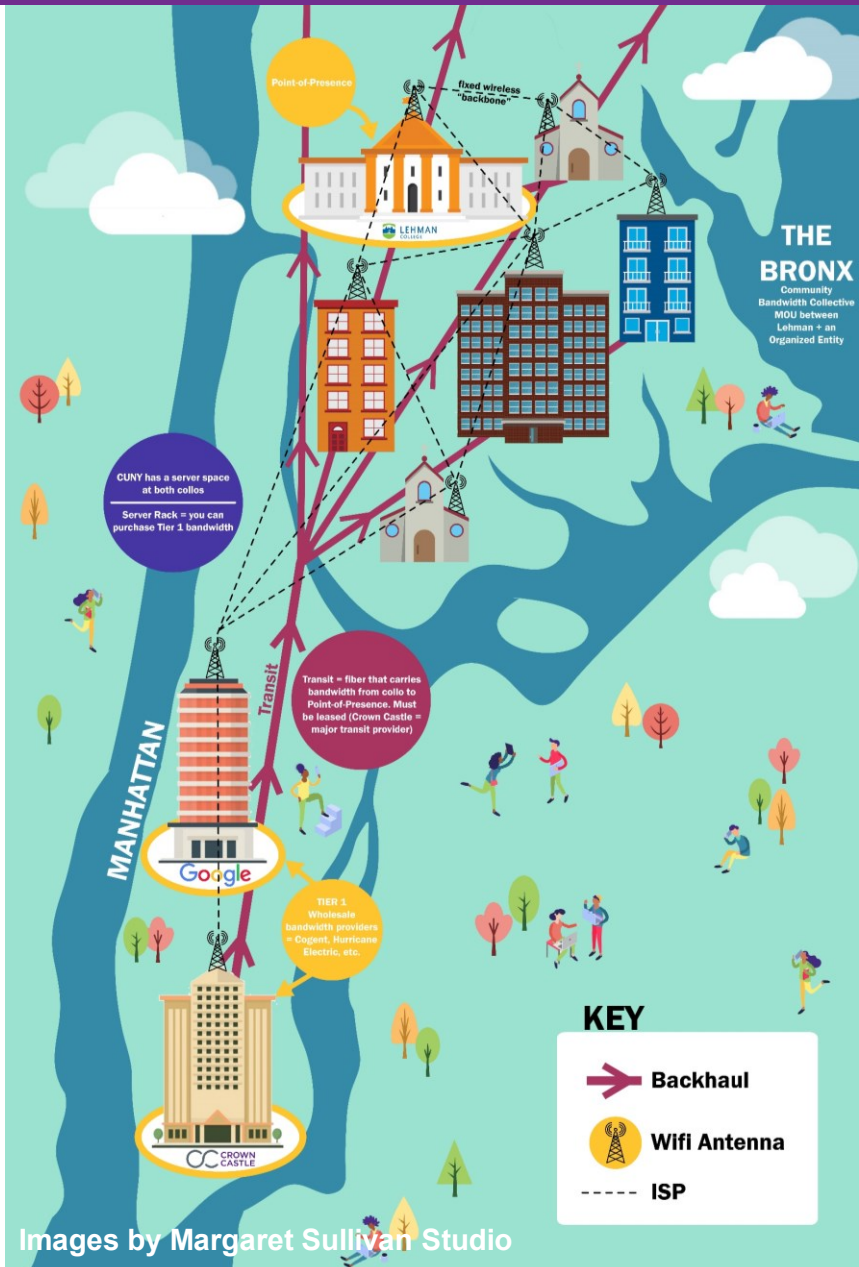
25 - 30 minutes, Ages 7 - 13

From Cinderella to Spider-Man, well-trodden tales are retold, rebooted, remixed and reimagined all the time. Can you think of a story you've seen or read that's been adapted for the stage? The talented theatermakers of London's Tall Stories based *The Snail and the Whale* (New Victory 2014) on [the children's book of the same name](#), written by Julia Donaldson and illustrated by Axel Scheffler. Take a look.

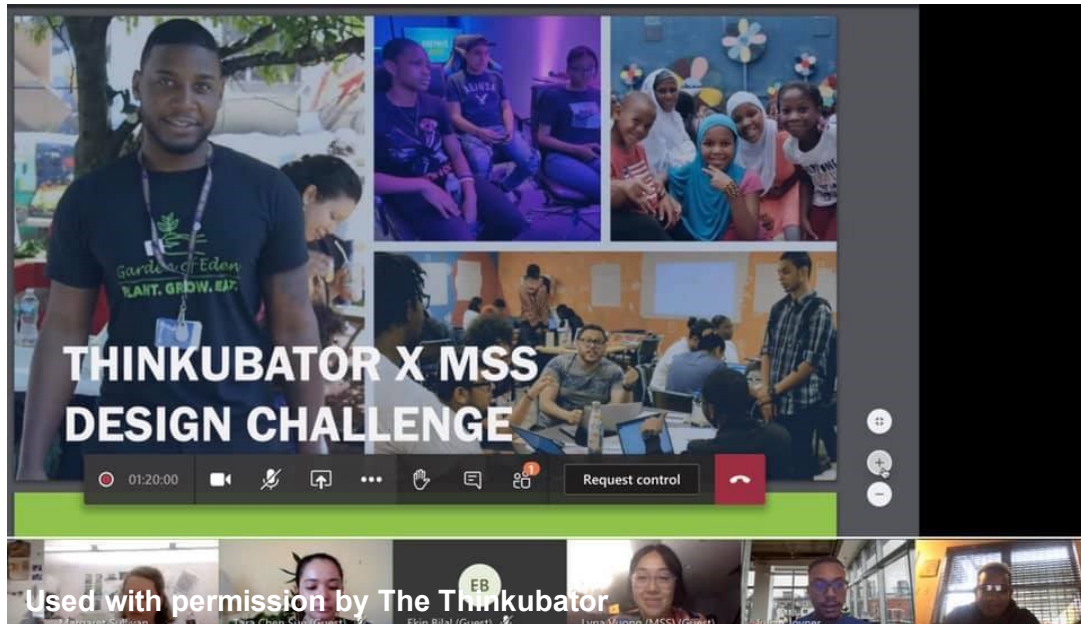
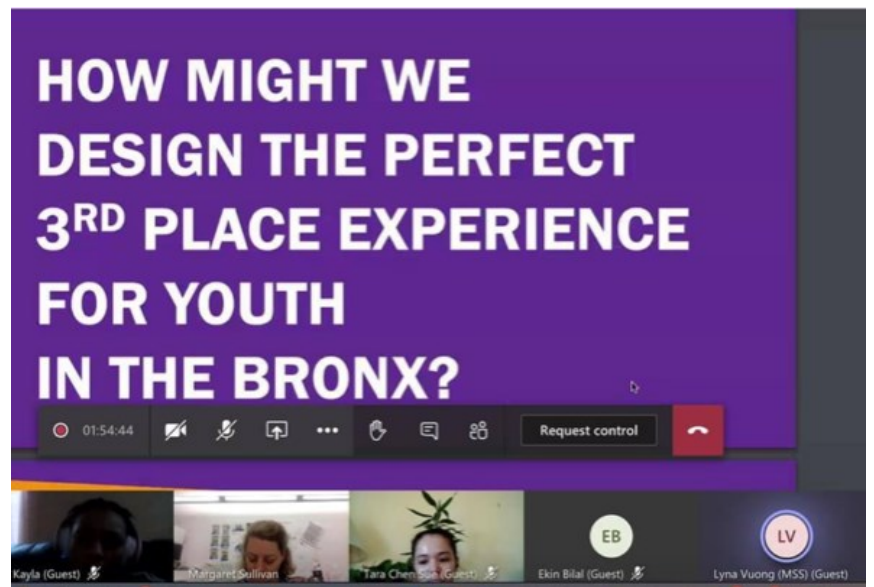


Used with permission by The New Victory Theater

ADDRESSING EQUITY ISSUES



THINKUBATOR



TOOLS: DIRECTED STORYTELLING INTERVIEWS



TOOLS: CUSTOMER JOURNEY NARRATIVES



Alex is a high school sophomore. His grades range from B's to D's and he is not sure he is headed for college or not. He likes school but gets bored and distracted easily. He **likes seeing his friends** every day but **struggles with all of the testing** and sitting in the classroom during the lessons. **He passes the time by drawing his favorite cartoons.** His notebook is packed with doodles, but he knows there should be more notes!

One day his friend **Rich** mentions he is going to take a **Graphic Design Workshop** at the Library, a couple of blocks from their high school campus. Jamie and Rich both have sketchbooks and they **draw together when they are hanging out.** Rich told Jamie about all of the **cool equipment and software** they have in the space, and Jamie was excited about Rich taking him...

Experience Principles

noun ex·pe·ri·ence prin·ci·ples \ ik- ' spir-ē-ən(t)s ' prin(t)-s(ə-)pəl \

**An intentional commitment to a feeling or
outcome you want for your customer!**

EXPERIENCE PRINCIPLES

COMMUNITY ARTISTS **EDUCATION** SINGING
BASKET WEAVING STORYTELLING **PLAY**
COOKING **TECHNOLOGY** RECORDING **SEW DIVINE**
HAPPINESS GARDENING **ACCOMPLISHMENT**
DISCOVERY BELONGING **PASSION**
& **JOY**



ALL ABOUT SERVICE DESIGN

What is service design?

What is **service** design?

**What does “service”
mean to you?**

What does “**service**”
mean to you?

- “What we provide the public”
- “What we do that aren’t programs”
- “How we interact with the public”
- “Whatever the public needs”

What does “**service**”
mean to you?

the action of helping
someone or doing
work for someone

Libraries and Service

- Libraries are doing more than ever before, in more ways than ever before
- Community needs continue to expand at a pace greater than library budgets and resources
- The world around us is becoming increasingly complex and unpredictable, requiring libraries to adapt continually
- Our service offerings and model must become increasingly dynamic and flexible

Libraries are service platforms.

Libraries are service **platforms**.



an organizational model that creates value by facilitating exchanges among multiple interdependent actors

Library as Service Platform



- Outcome driven: Literacy & Fluency, Education, and Lifelong Learning, Diversity & Equity, Connection & Belonging, Economic & Workforce Development
- Deliver direct value through ever-evolving assisted and unassisted services to customers
- Enable indirect value for customers by fostering partnerships in and outside of government
- Help customers navigate the service ecosystem so that their needs are met efficiently and effectively

What is service design?

What is service design?

What does “design”
mean to you?

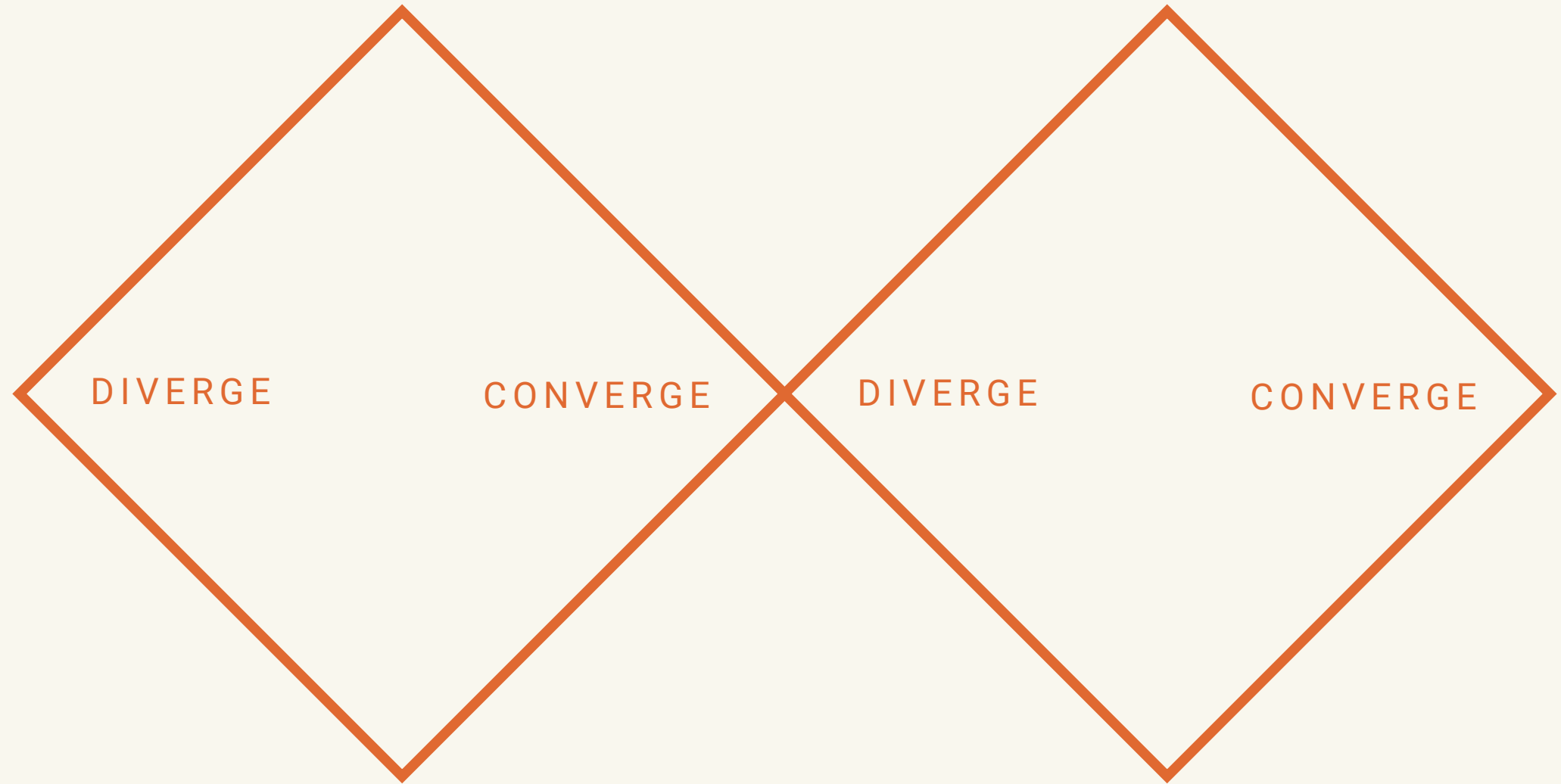
What does “design” — mean to you?

- “Aesthetics (look and feel)”
- “A process for making things, like products and communications”
- “What designers do”

What does “design”—
mean to you?

Design is the activity of specifying how something—a product, a service, an organization, and so on—should work in order to create desired outcomes.

Problem-solving approach



Collaborative and multidisciplinary

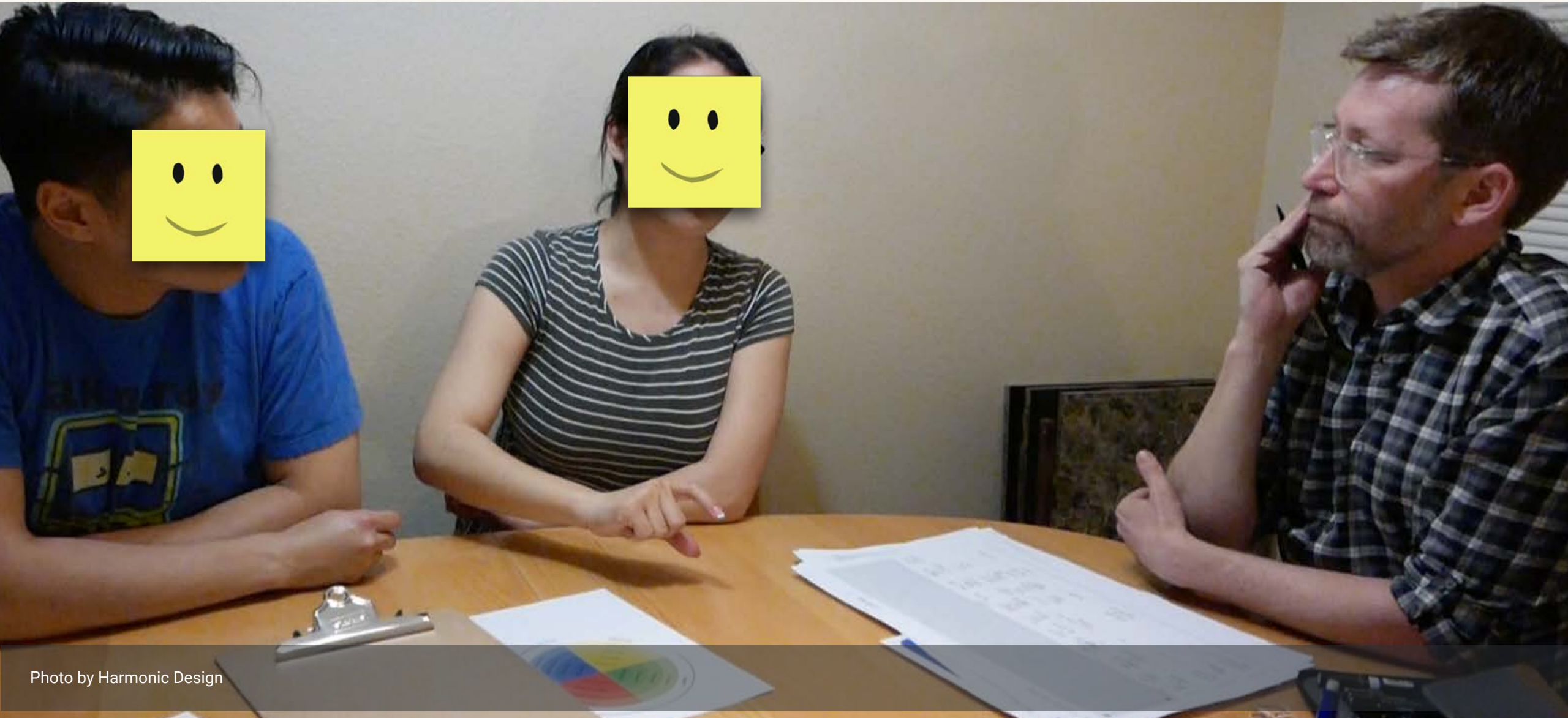
Sees Patterns

Clears Barriers

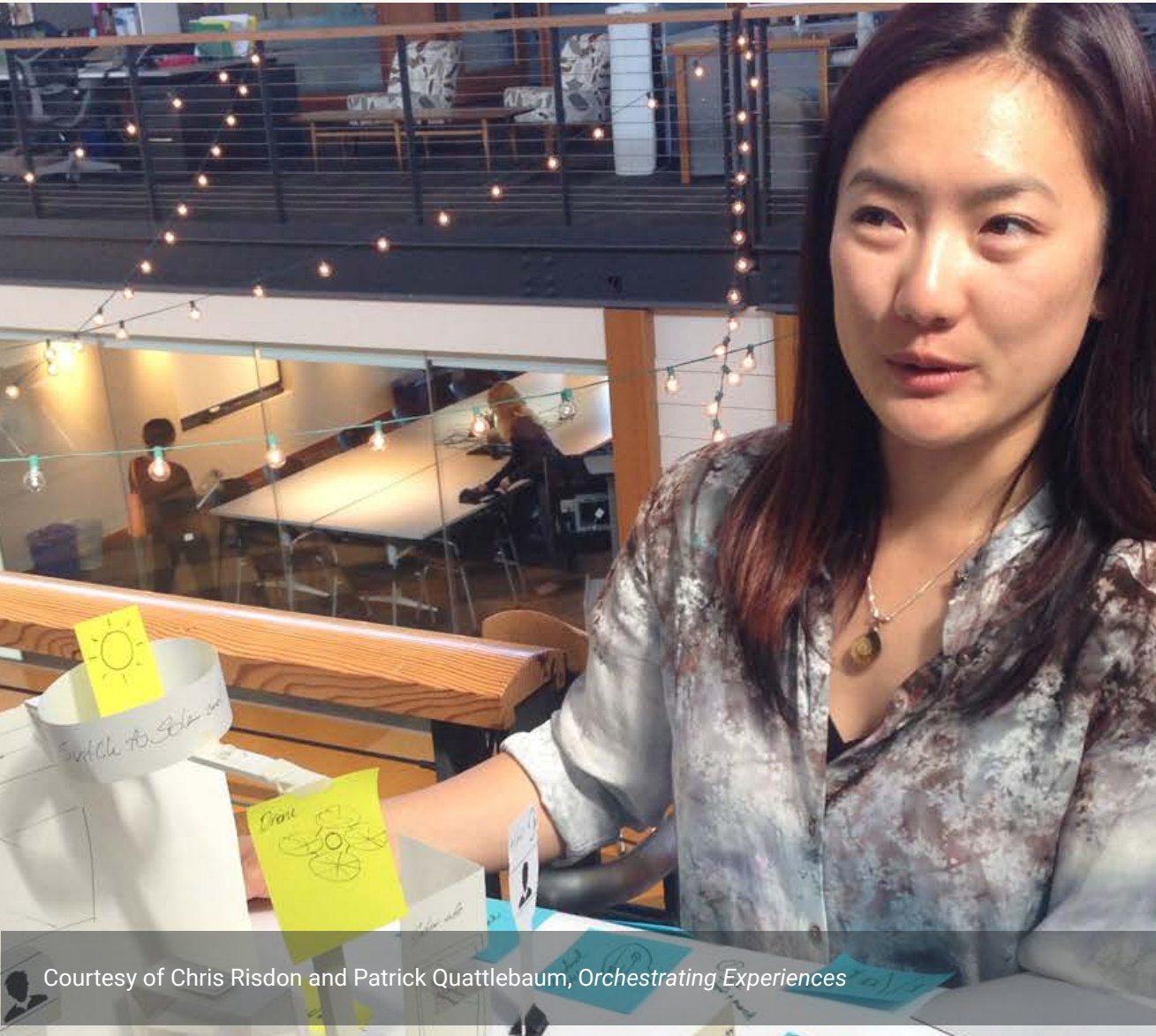
Tells Stories

Crunches Numbers

Empathy, needs, and inspiration

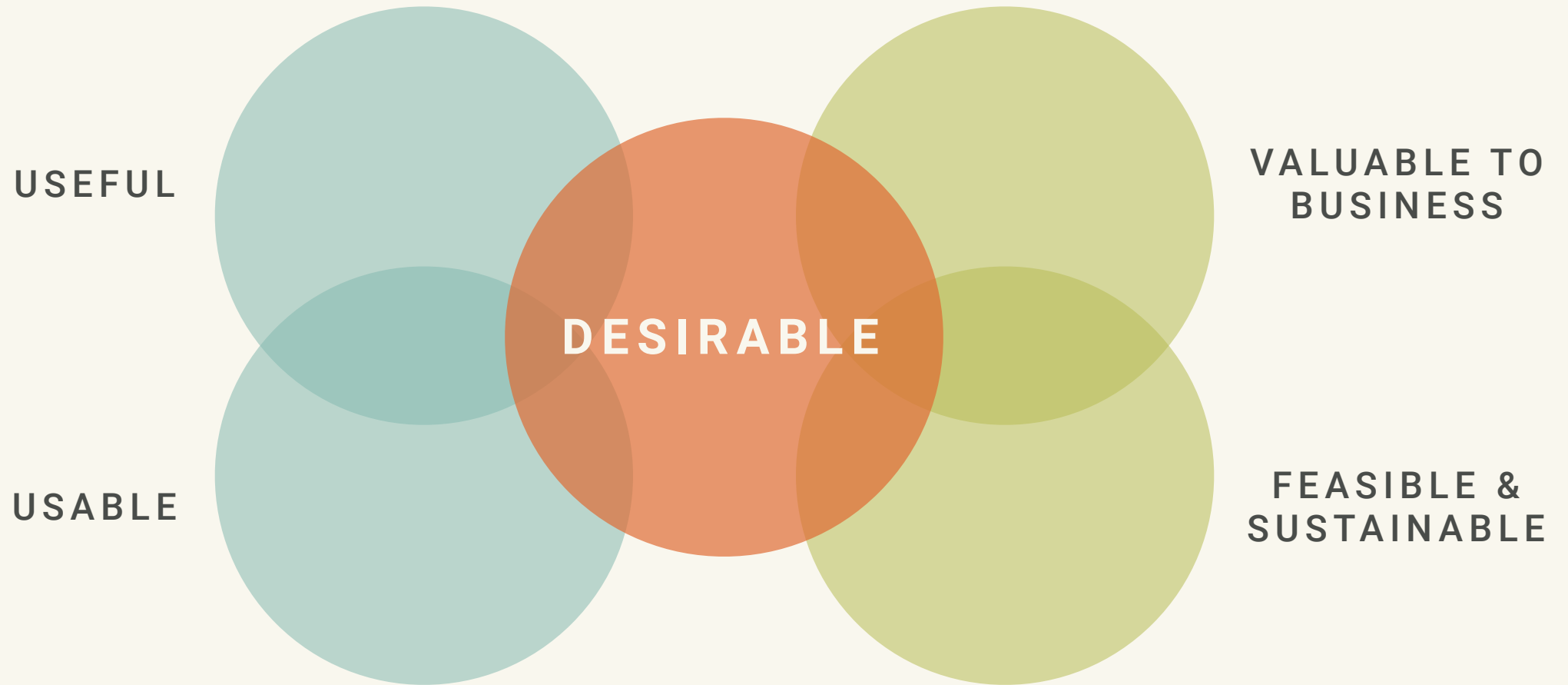


Make to think



Courtesy of Chris Risdon and Patrick Quattlebaum, *Orchestrating Experiences*

An integrated approach



Design is an activity everyone should be involved in

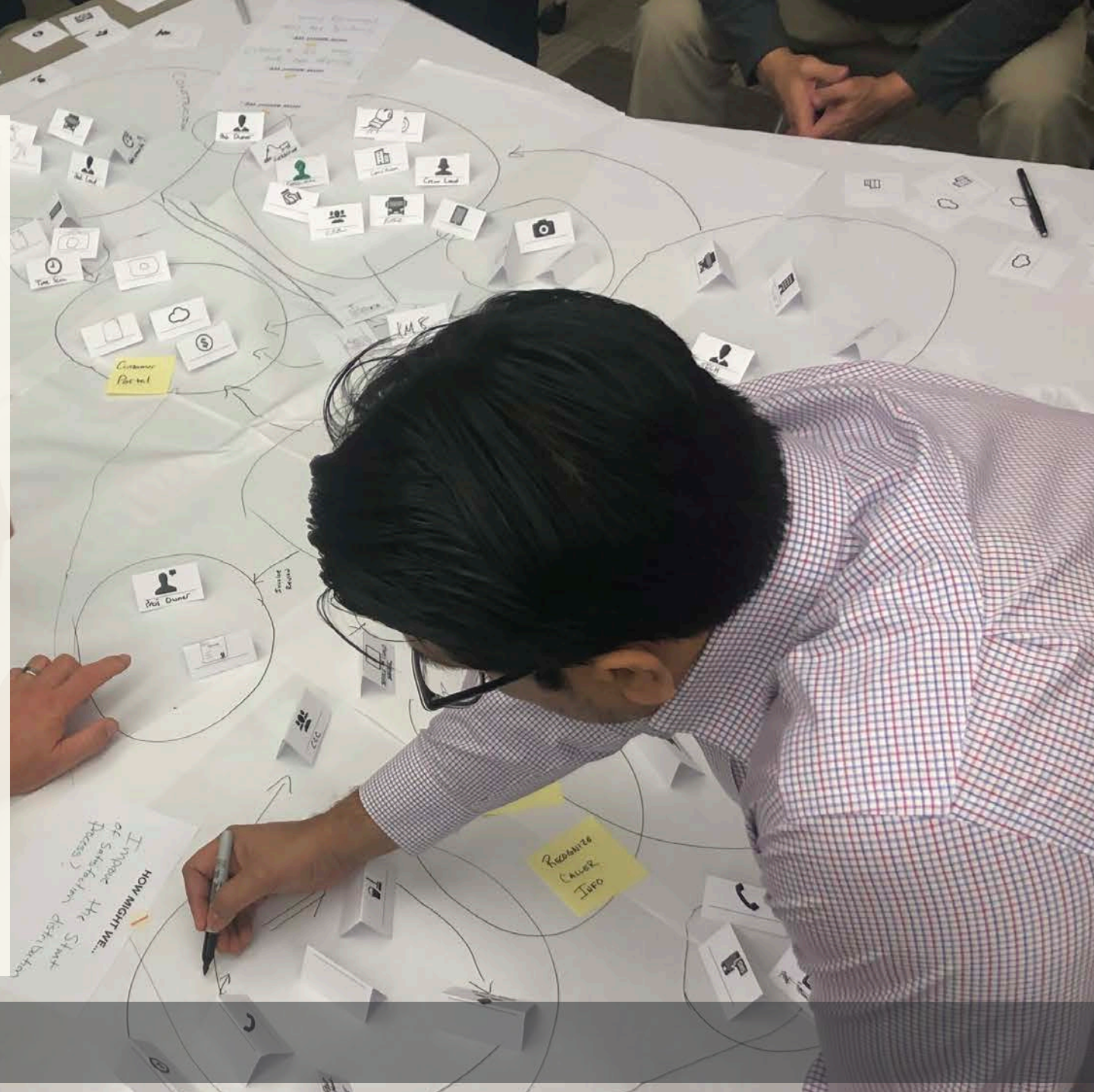


Photo by Patrick Quattlebaum

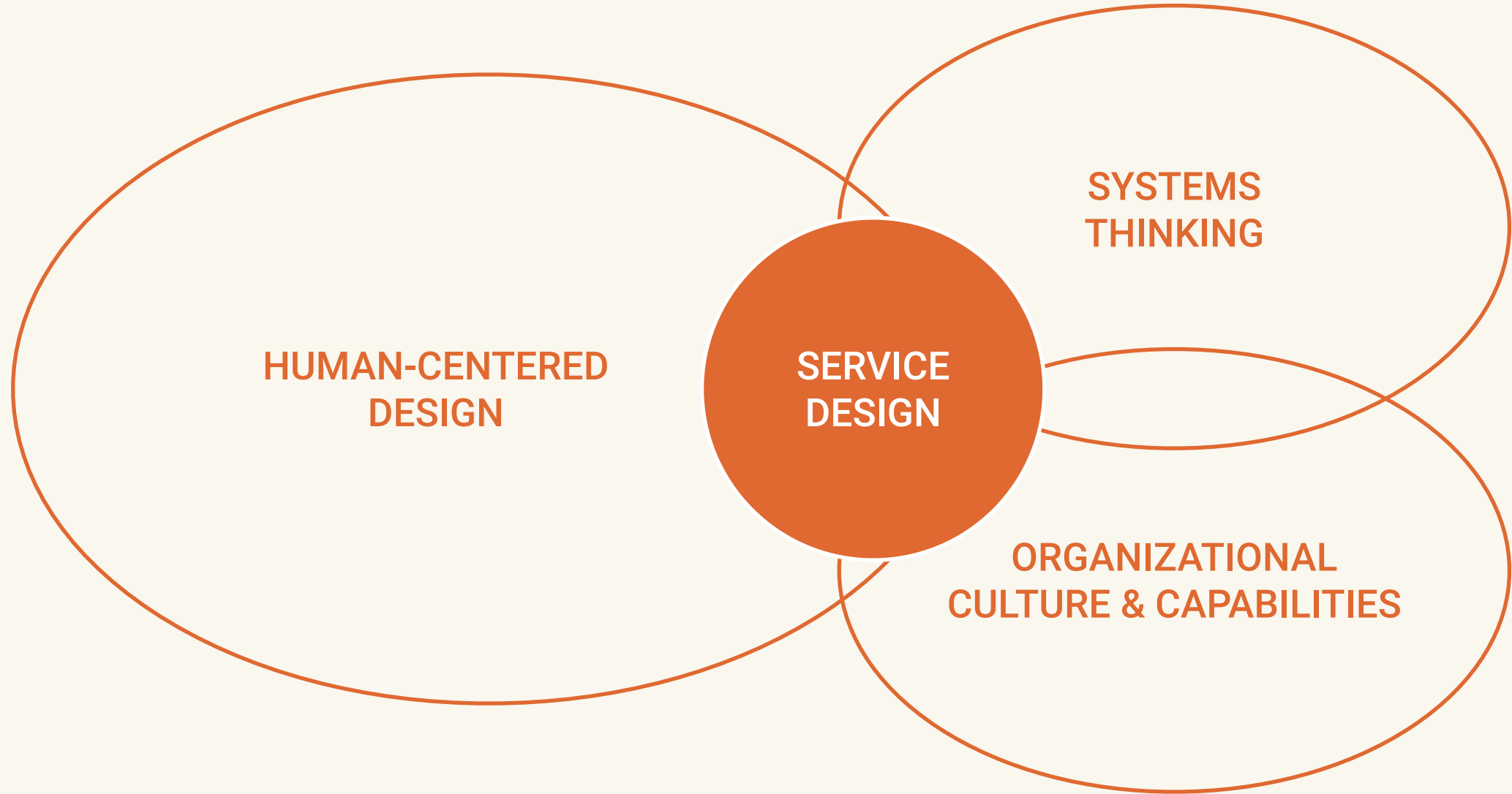
What is service design?

Service Design...

Is the application of design methods and craft to the definition, creation, orchestration, and evolution of services and service ecosystems.



Service Design



Service Design Principles

- **Human-Centered:** Focus on the needs of people
- **Co-Value:** Everyone should benefit from service participation
- **Co-Created:** Value is created moment by moment
- **Orchestrated:** Connect across channels, time, and space
- **Holistic:** Design as one, not in parts

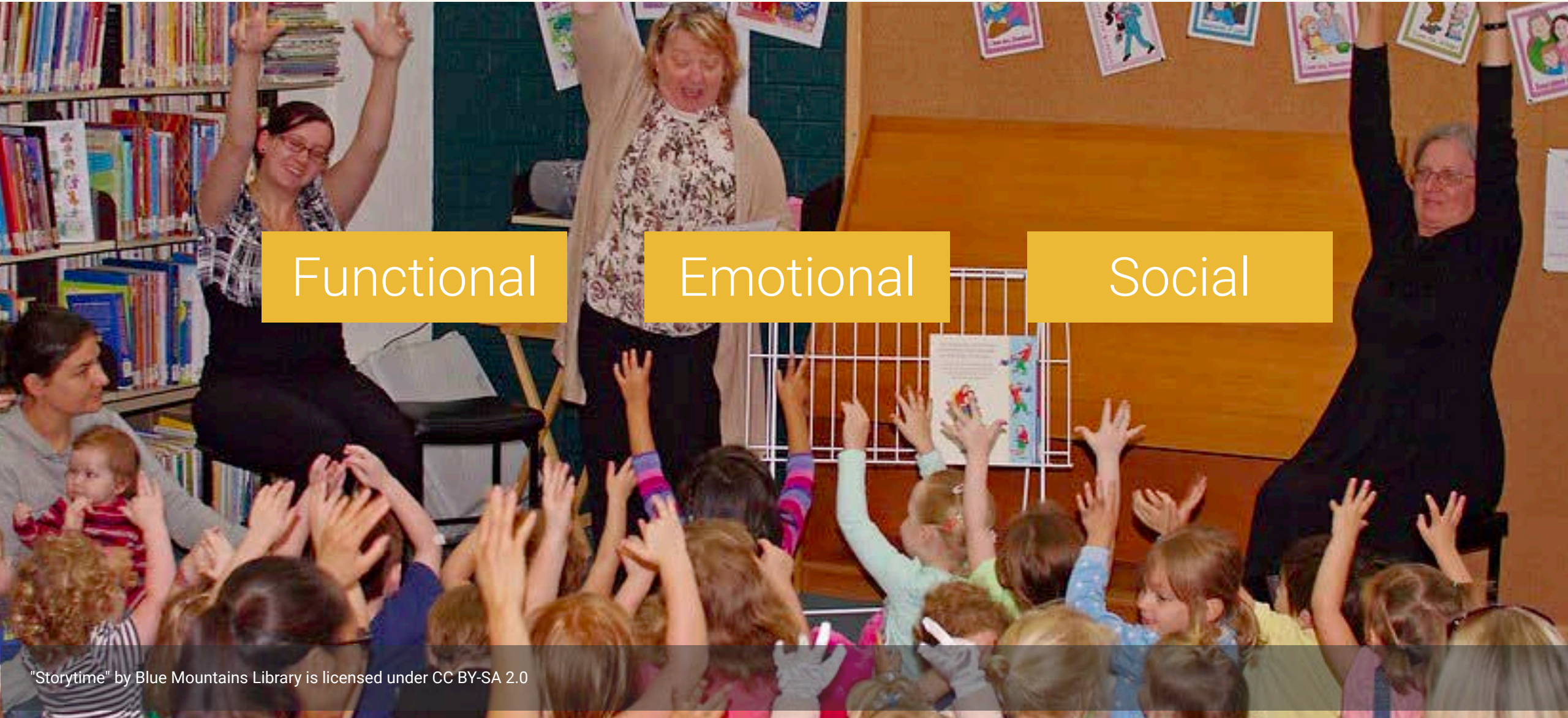
Understand the needs of all people



What are his emotional and functional needs?

What does she need to do her job and have a great day at work?

Everyone gets value out of this service!



Functional

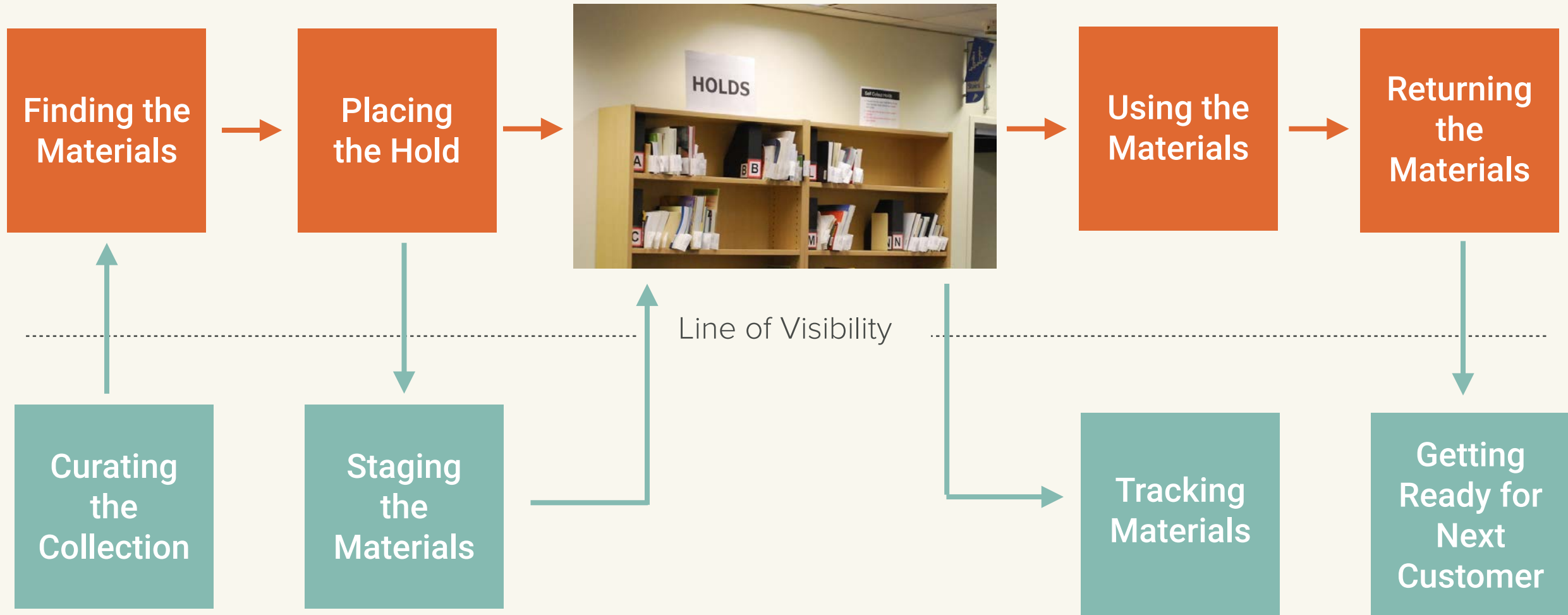
Emotional

Social

Connecting the Dots, Frontstage and Backstage

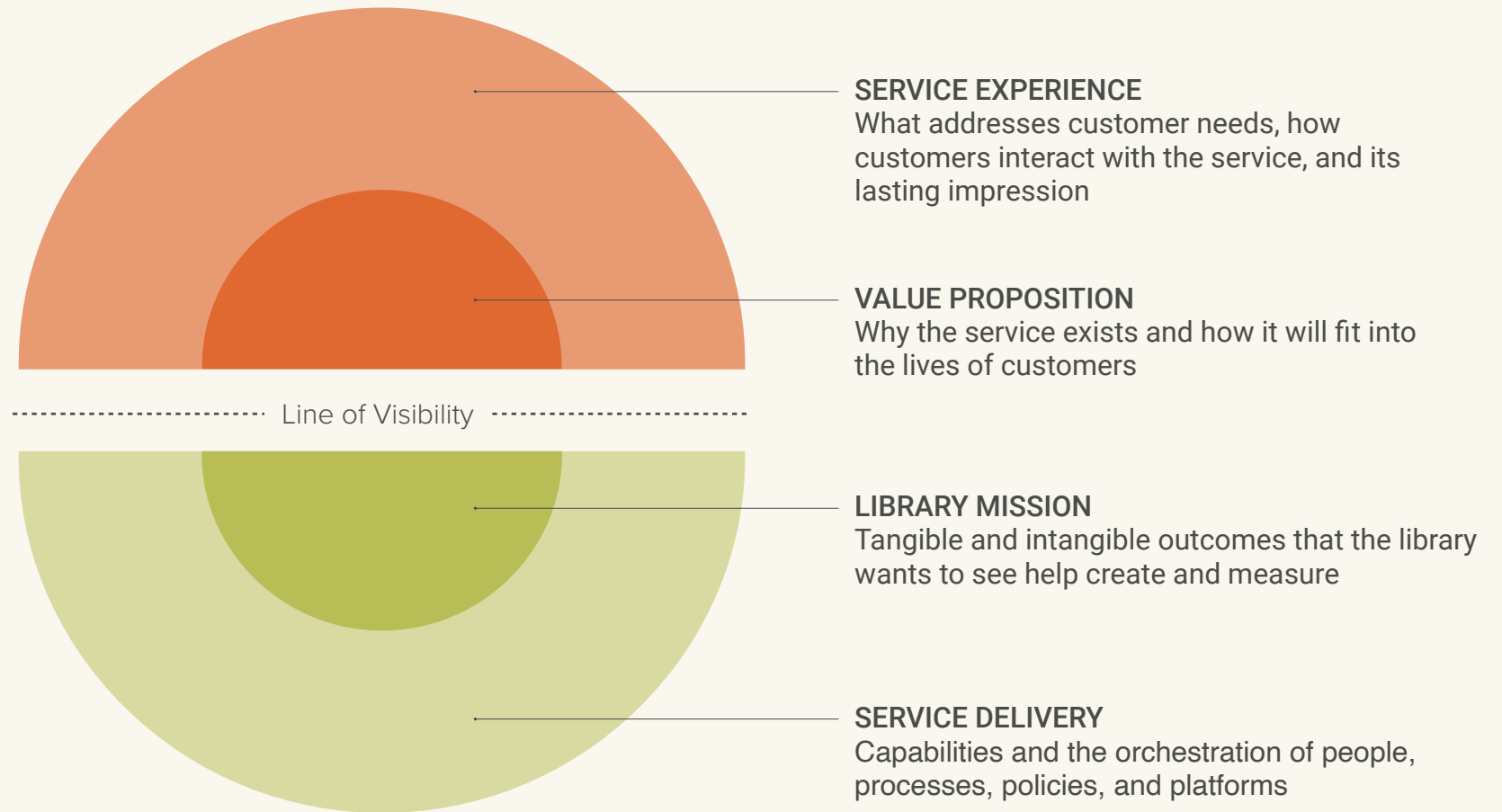


Connecting the Dots, Frontstage and Backstage

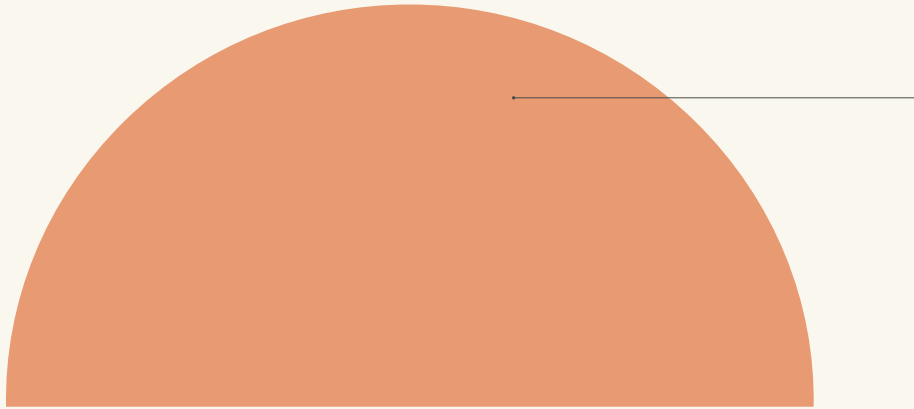


Three Hundred Sixty Degree Design

Service design creates optimal outcomes by holistically addressing the **why, what, and how** of library services.



Service Experience



The gestalt* of what customers do, think, and feel as they interact with a service across touchpoints, channels, products, space, and time.

*A fancy but precise word. An experience is more than the sum of its parts.

Building Blocks of Experience

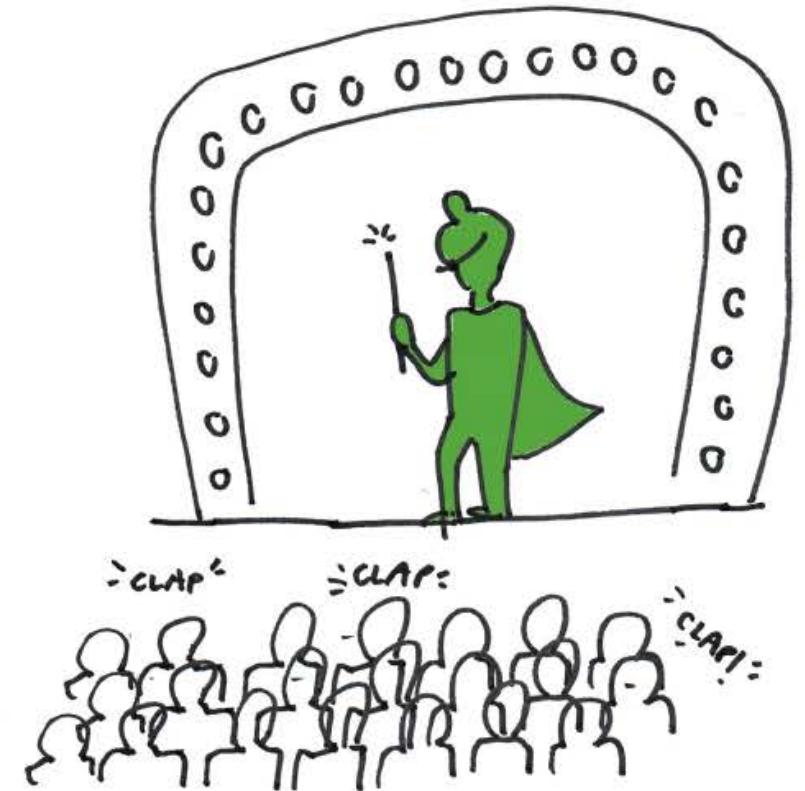
THINKING

I loved that magician performance I saw the other day!

FEELING

I wonder if I could learn the secret tricks so that one day I can perform magic in front of large groups of people!

DOING



Performing a magic program at the library!

Experience Across Time

BEFORE



Research magicians and watch performances at home.

DURING

Ask for assistance at the library, get in a hole watching YouTube videos, talk to my friends about making a podcast on magic, tinker to find objects to practice with.



AFTER



Check out books and materials and begin practicing at home for family.

Creating Moments that Matter

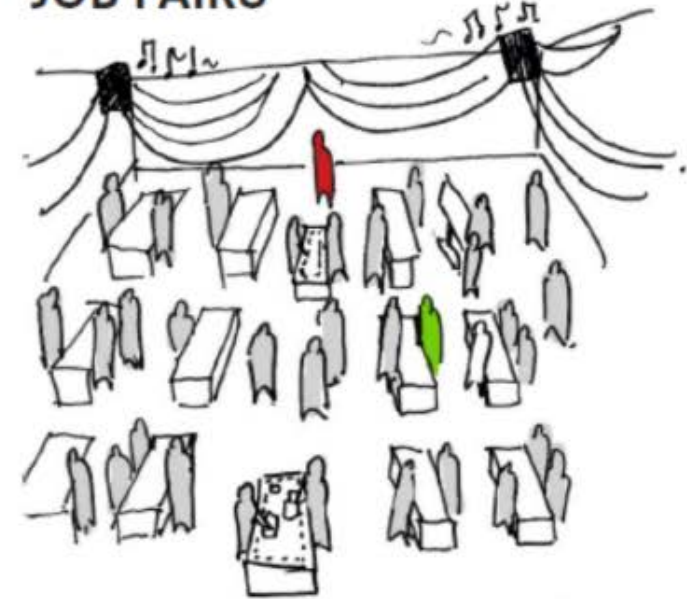
WELCOMING



SUPPORTING



JOB FAIRS



INFORMING



INTERVIEWING

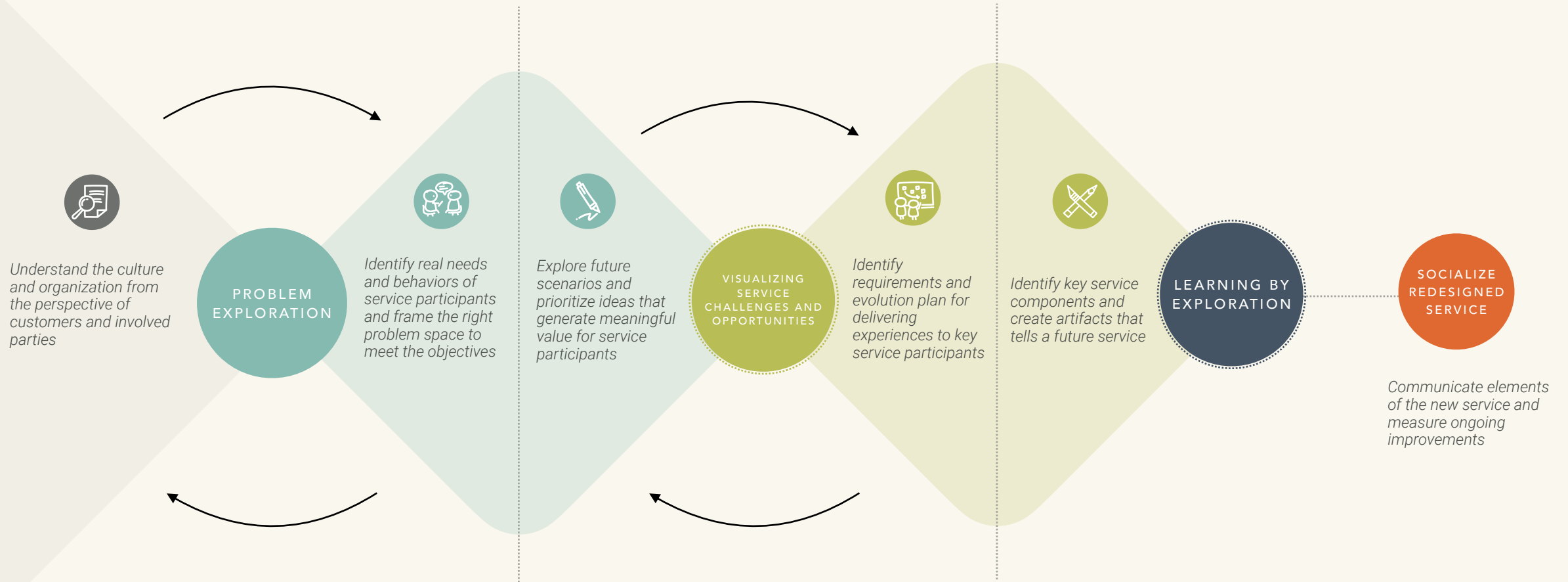


CELEBRATING

How Might We...

- Create more desirable services?
- Create more value for people?
- Meet the needs of all people who participate in a service?
- Respond to the complex challenges we face today?
- Harness the collective creativity and ingenuity of our organization?

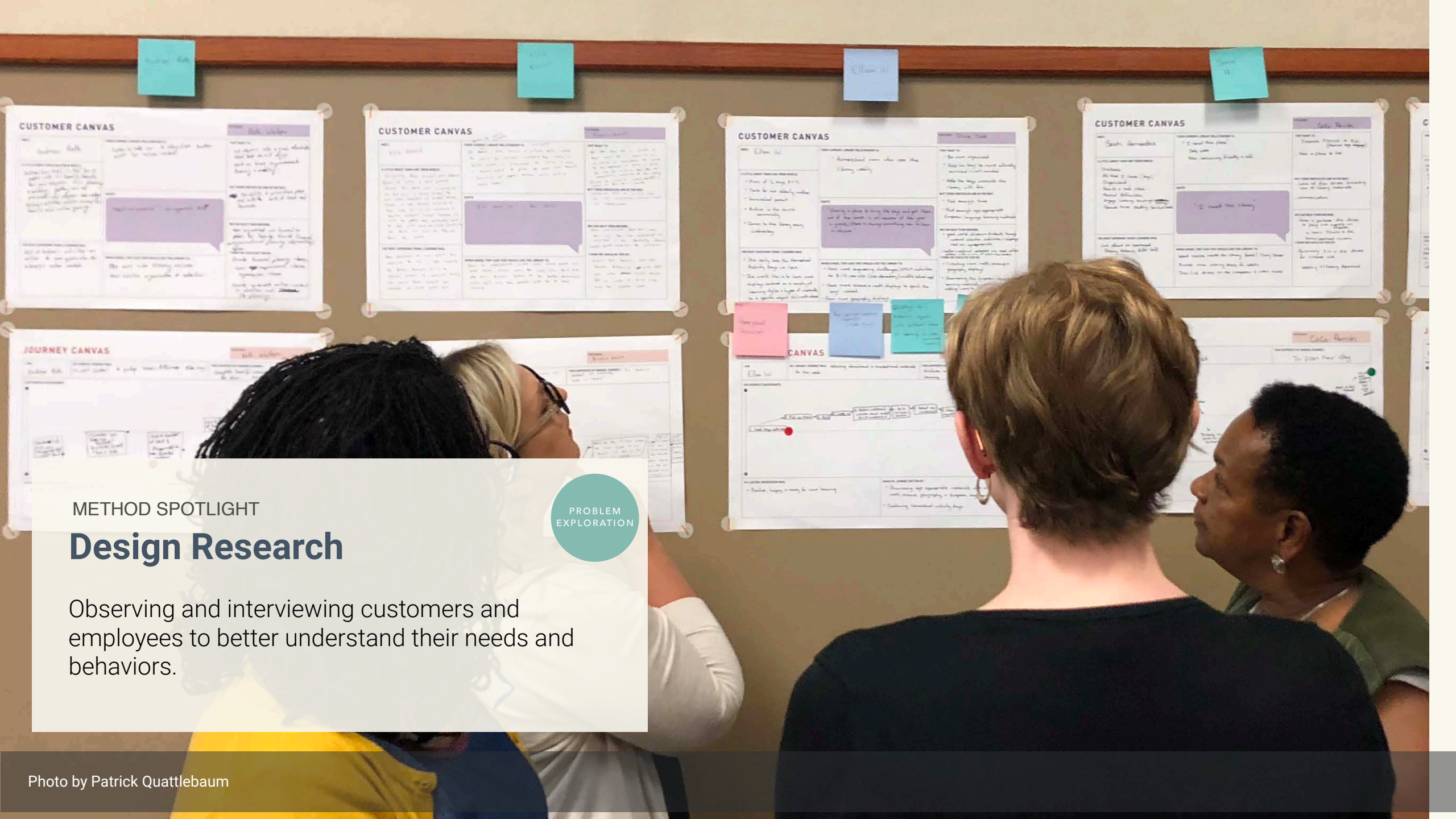
Service Design In Action



Discovery & Hypothesis

PROBLEM EXPLORATION





METHOD SPOTLIGHT

Design Research

Observing and interviewing customers and employees to better understand their needs and behaviors.

PROBLEM
EXPLORATION

METHOD SPOTLIGHT

Ideation Sessions

Based on insights and identified opportunities, generating ideas for how best to align customer, staff, and employee needs.

VISUALIZING
SERVICE
CHALLENGES AND
OPPORTUNITIES



METHOD SPOTLIGHT

Concept Sessions

Synthesizing ideas into overarching concepts that can be prototyped and tested.

VISUALIZING
SERVICE
CHALLENGES AND
OPPORTUNITIES

METHOD SPOTLIGHT

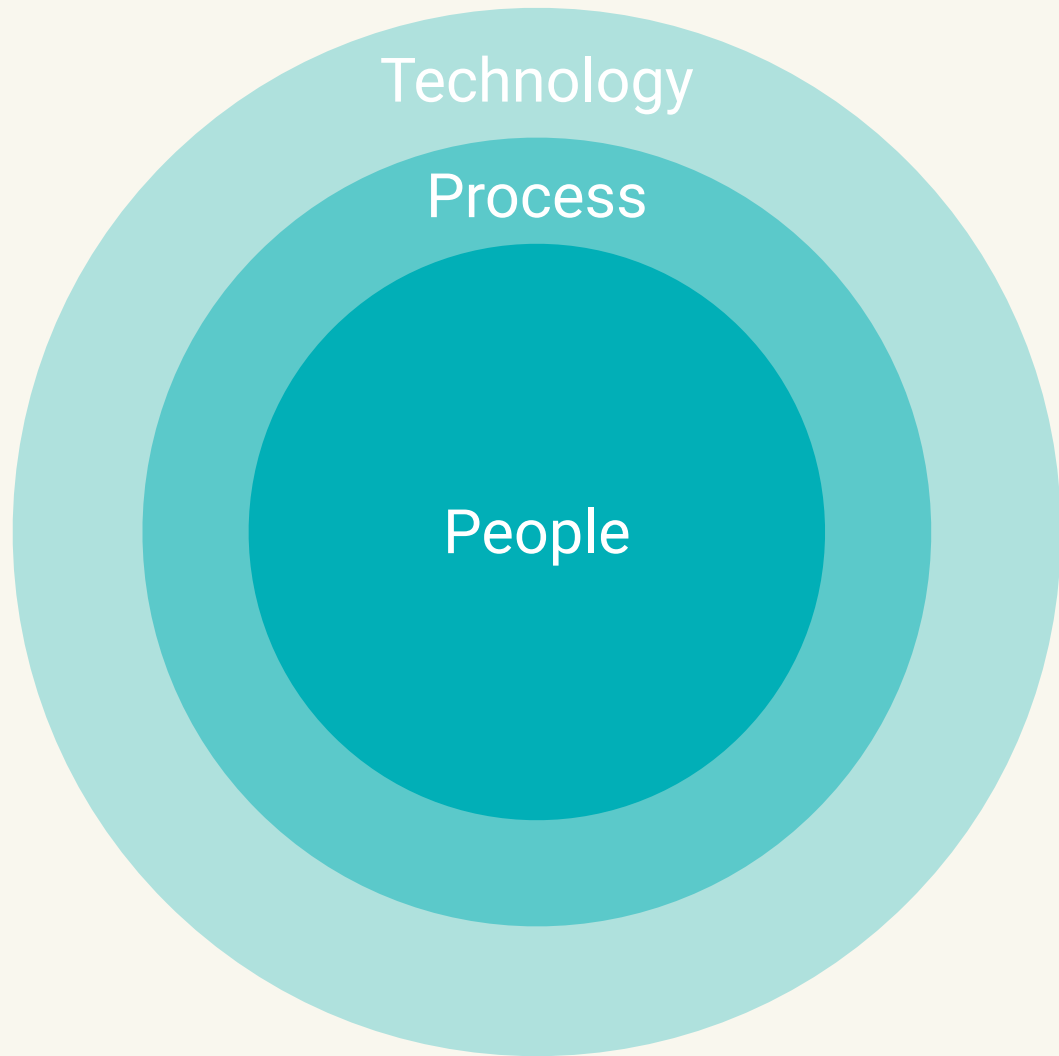
Service Prototyping

Quickly making new approaches to providing better service experiences.

LEARNING BY
EXPLORATION



It all starts with people.



HUMAN-CENTERED

PEOPLE FIRST

Service design asks: “How can we best serve the needs of all service participants over time?”

While customers and their needs are of great importance, service design focuses on all people involved in a service. These are called service participants.

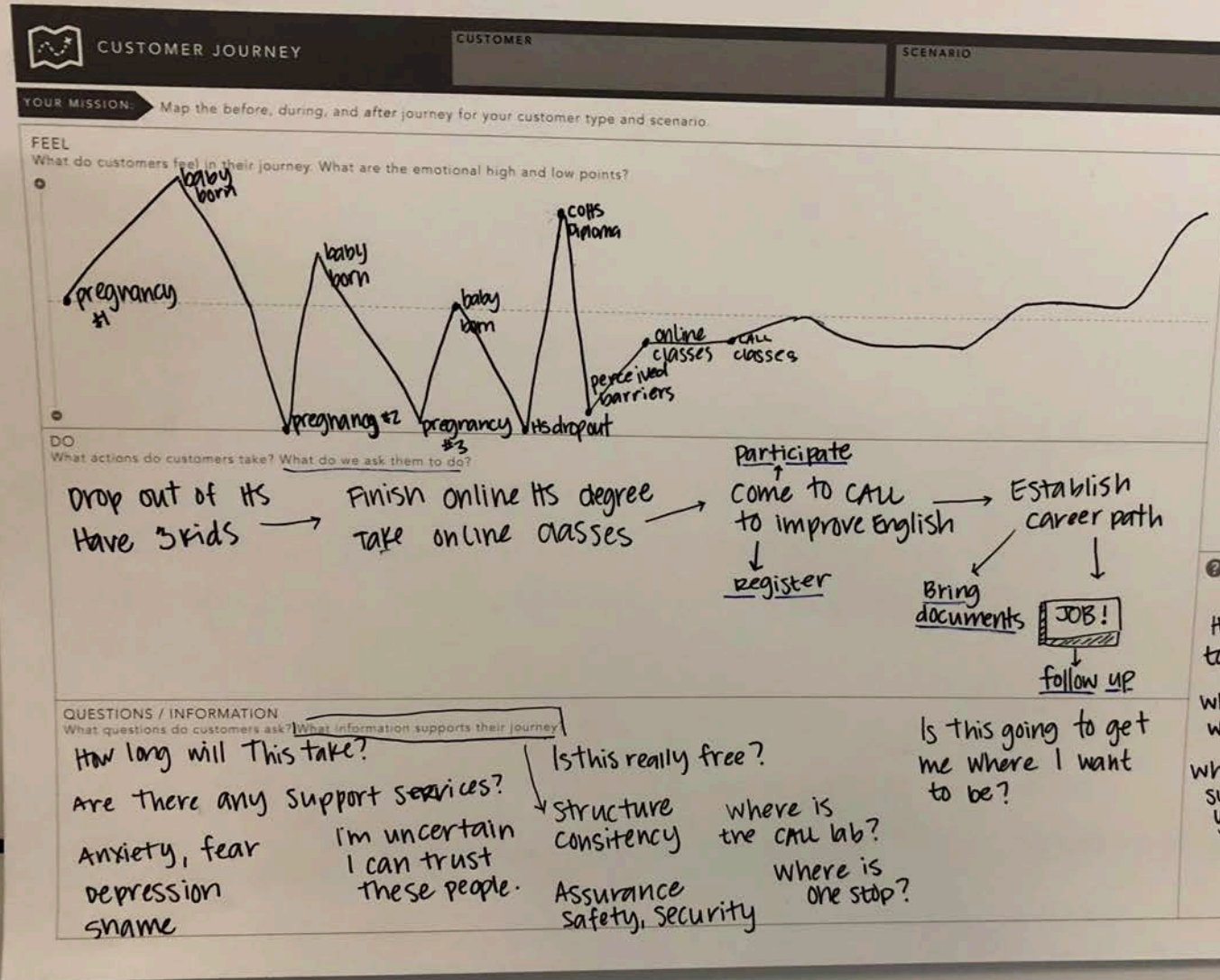
Here's Where You Can Start

- Use Directed Storytelling and Customer Journey Mapping to learn the stories unfolding in your community
- Use AEIOU to discover the stories unfolding in your library



DIRECTED STORYTELLING

- Directed storytelling is a semi-structured interview in which the participant shares past experiences.
- Rather than a series of prepared questions, the facilitator listens and probes as the participant tells her story.
- These stories reveal experiences, expectations, underlying values, mental models, and needs.



MAPPING THE JOURNEY

- Walk participant through a recent library journey—such as coming to a program, the holds experience, or using the adult computer service—in lots of detail, capturing each moment.
- Dive deep when appropriate.
- Listen for what they are doing, thinking, and feeling moment by moment.
- Also listen for who and what they interacted with.

What to Probe On

- What triggered the journey?
- What were their expectations?
- What actions did they take?
- What did they feel at different points in time?
- What were they thinking at specific moments?
- What did they interact with?
- What people were involved?
- What places did actions take place in?
- How much time elapsed during the journey?
- What was their lasting impression?

MAPPING THE JOURNEY

- **Focus on one story.** Ask about a specific recent experience. Don't ask what happens in general. If there is time, do another story.
- **Gently direct.** If the participant is skimming over details, slow them down. If they get bogged down in less relevant details, politely say, "That's helpful. What happened next?"
- **Capture quotes.** This will help what you capture have a greater impact with others.
- **Recap.** Make sure you understand.



CUSTOMER JOURNEY

YOUR MISSION

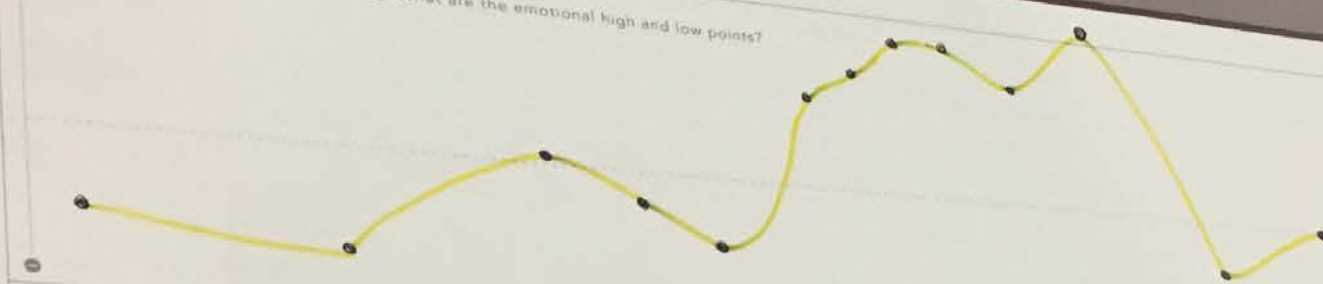
Map the before, during, and after journey for your customer type and scenario.

CUSTOMER

SCENARIO

FEEL

What do customers feel in their journey? What are the emotional high and low points?

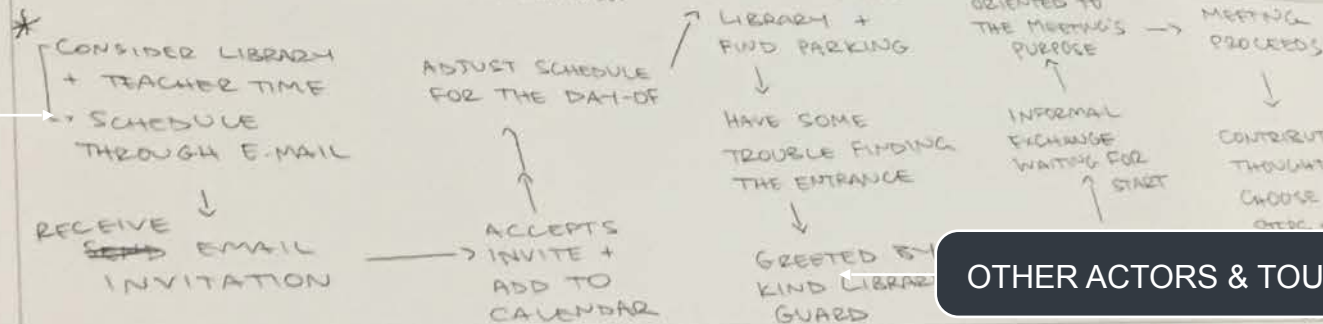


LASTING IMPRESSIONS

How would these customers describe their experience to others?

DO

What actions do customers take? What do we ask them to do?



QUESTIONS / INFORMATION

What questions do customers ask? What information supports their journey?

What do I have to do to make this happen?
Who else is going to be there?
Is this a priority?
Do I need to bring anything?
Are we going to meet our objectives?

Who picked this time?
Where is the entrance/sign?
Where do I park?
Is this the right place?

What am I going to use this for?
Will my workload increase?
What's in it for me?

Can I eat my snacks?
Another meeting?
How long will this meeting last?

Has anyone else heard about this?

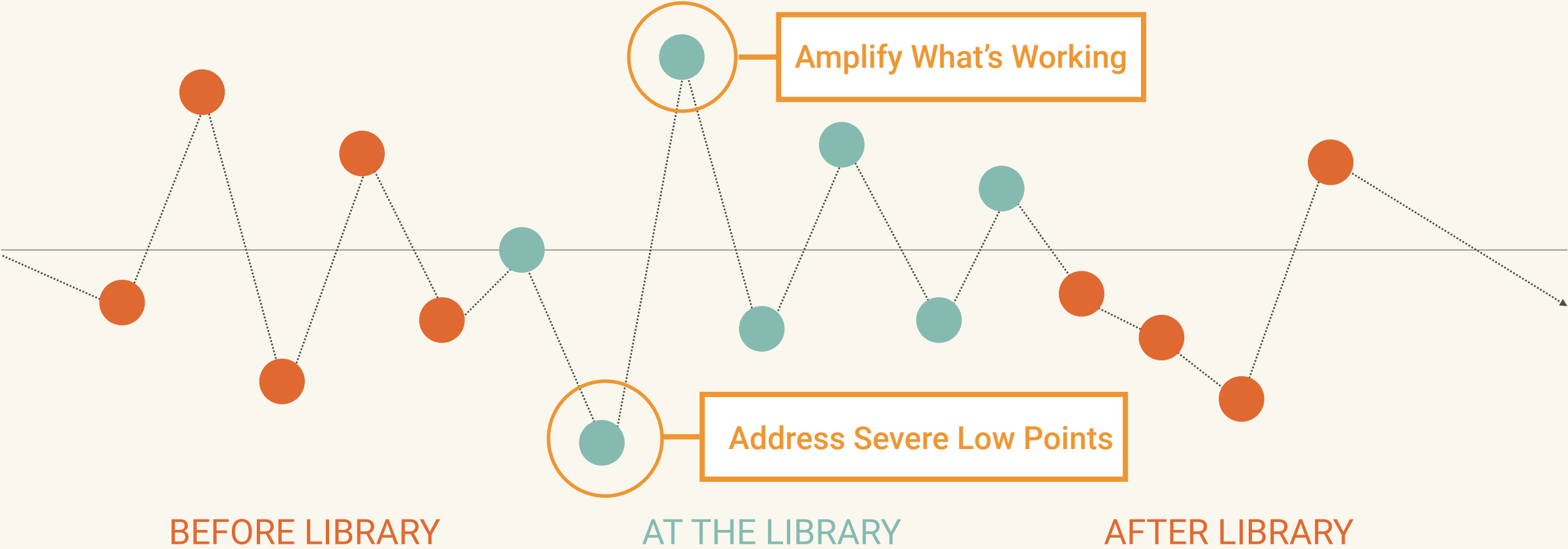
Seriously, another meeting?

FEELING

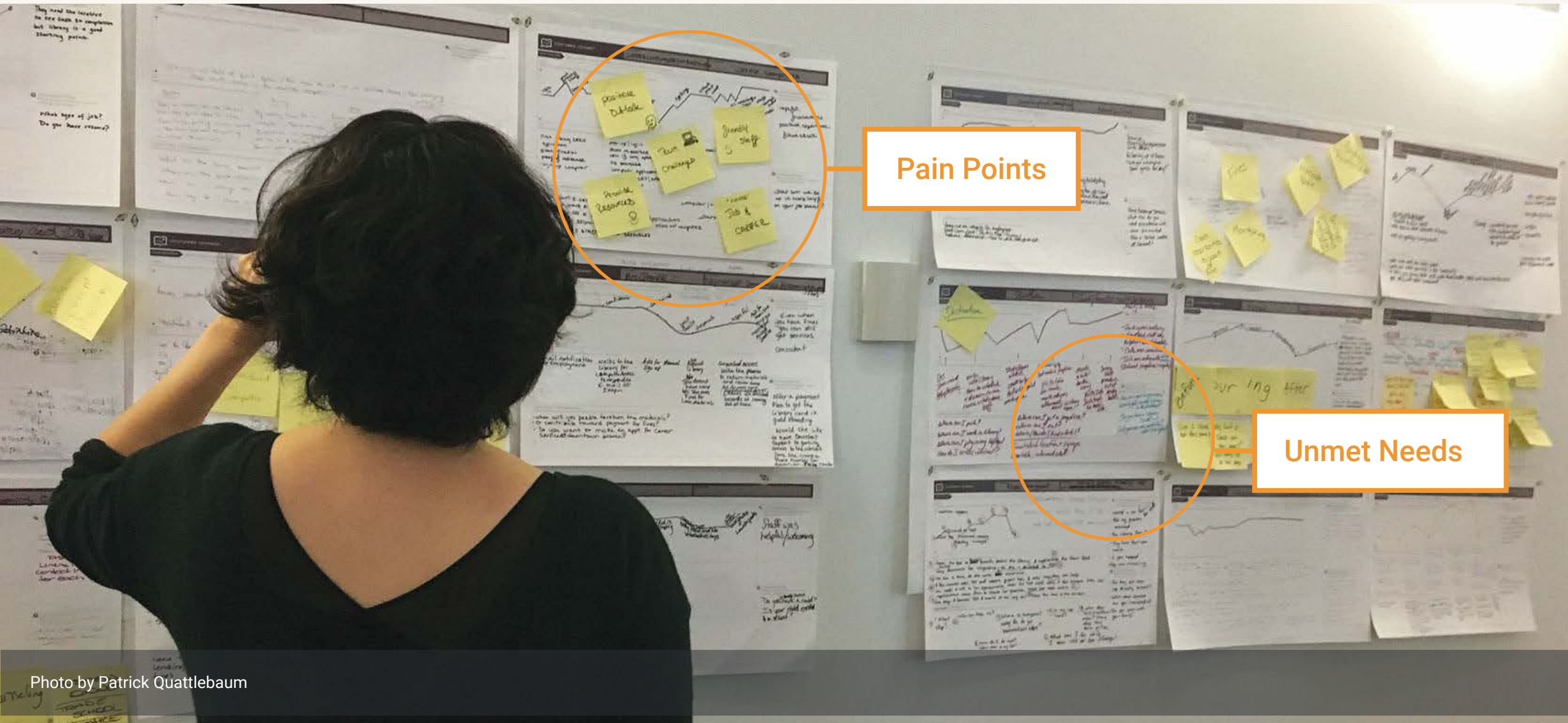
DOING

THINKING

Emotional Journey



Compare and Contrast Different Journeys






OBSERVE THE SERVICE IN ACTION

- After capturing the story, go back through each moment to make sure it is accurately captured.
- Probe on how each moment made them feel during this walk through.
- Capture emotional state, taking note of specific language they use. Note it on the template.

AEIOU: An Observation Framework



AREA YOU ARE OBSERVING

ACTIVITIES	ENVIRONMENTS	INTERACTIONS
OBJECTS	USERS	
KEY INSIGHTS / NOTES		

The A-E-I-O-U method was developed in the early 1990s by researchers at Doblin. Using a simple framework, ethnographic observations are recorded into five categories to aid analysis of the service experience. Researchers detail their observations visually, typically through sketches, photography, and/or video.

AEIOU: An Observation Framework

A - ACTIVITIES

What do you observe people trying to accomplish in the service environment? This includes customer activities and employee activities.

E - ENVIRONMENT

In what places do customer and employee activities take place? Environments can be physical or digital.

I - INTERACTIONS

Interactions are the building blocks of activities. Who and what do customers interact with as they carry out their activities?

O - OBJECTS

What things are part of the environment? Objects can be staged by the staff (signage, desks, etc.) or brought into the environment (phones, bags, etc.)

U - USERS

What types of customers do you observe participating in the service? How were you greeted? How did it feel when you first walked in?

Environment

Interaction

User

Activity

Object

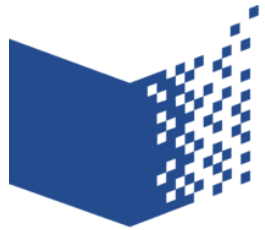
These methods will help you

- Get closer to the stories unfolding in your community
- Better analyze the experiences occurring in the library
- Learn about the experiences happening outside the library
- Identify opportunities to come up with new ways to create better service experiences and outcomes

What you can do now

- **Uncover stories.** Invite customers and employees to share a memorable experience with the library (pre-covid counts!).
- **Think intentionally.** Embrace opportunities for services and how you want to make people feel (now or pre-covid) by making a list of questions you want to answer.
- **Co-create the future.** Who do you want to work with internally and who do you want to partner with to explore opportunities? Make a list.
- **Visually communicate.** Sketch your ideas to explore your questions.
- **Design service scenarios.** Highlight key moments of the service that will meet the needs of your customers. Explore the processes needed (frontstage and backstage) to deliver the service.

3 CASE STUDIES



**Pierce County
Library System**

Information & Imagination

Beyond Books

Wisdom Cafe • Business Info • **Start A Small Business** • Creating community • **Connecting people to people** • Technology Classes • **Military Kids Connect** • Habitat For Humanity • **Life Services** • Housing Justice • Makerfest • **Puyallup Valley Quilters** • Balloon Art • Build A Robot • Pottery Class • Sewing Workshop • **Pine Needle Baskets** • Computer Clubhouse • Rubberband Designs • Upcycling • 3D Printing • Science To Go • Teen Art Contest •

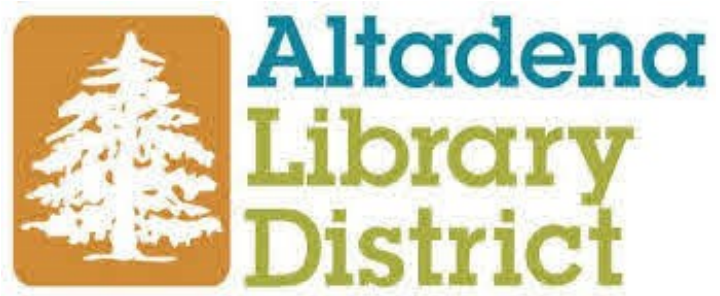


This week at your Pierce County Library...

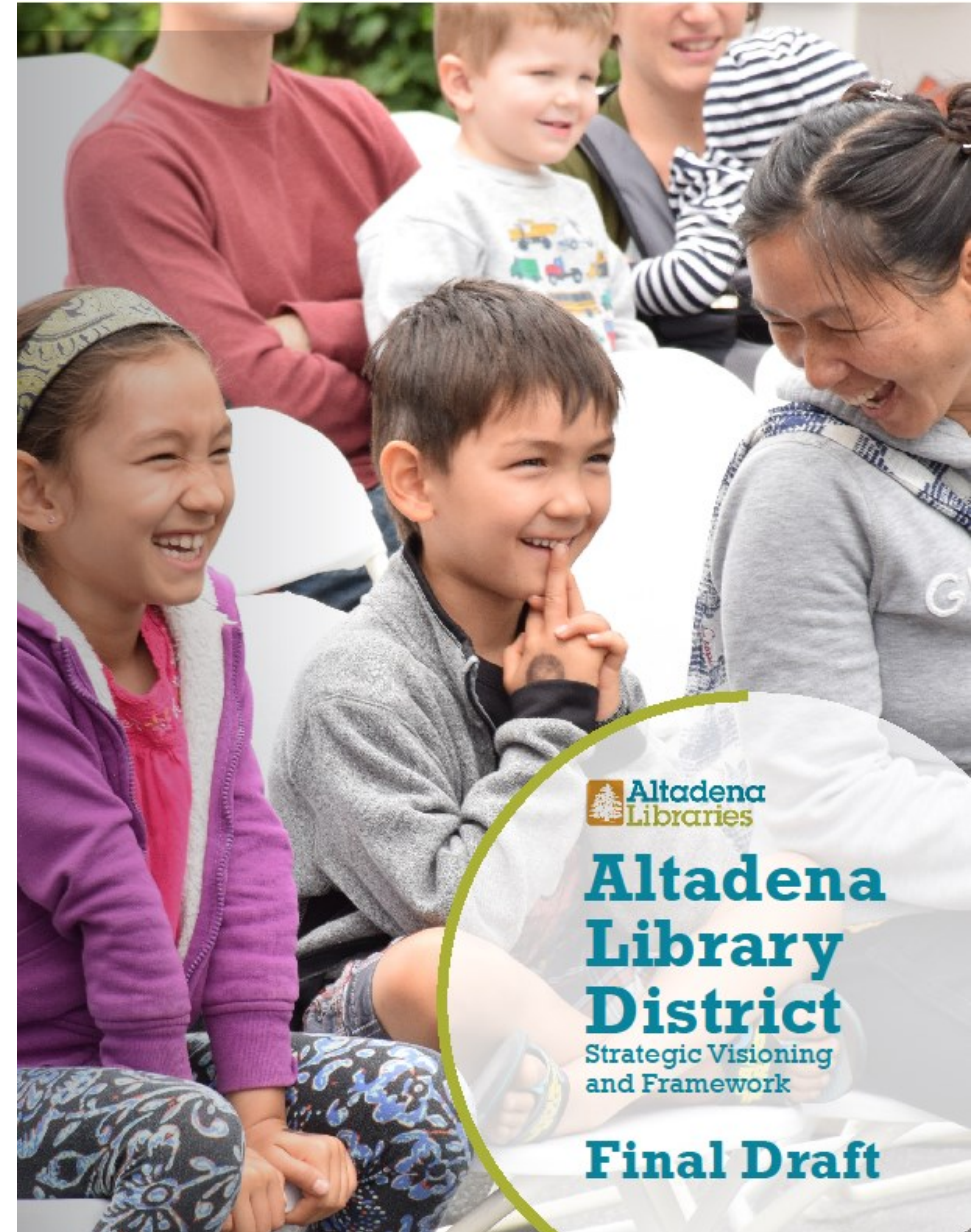


Used with permission by Pierce County Library System

3 CASE STUDIES



Used with permission by Altadena Library District



Altadena
Libraries
**Altadena
Library
District**
Strategic Visioning
and Framework
Final Draft

3 CASE STUDIES



QUESTIONS

PIERCE COUNTY

- How might we reach culturally diverse customers, for example immigrant/ESL households?
- How might we partner with local service agencies in order to provide access to library resources?

ALTADENA

- How might we create more outdoor programming in Altadena?
- How might we balance diverse user needs for collaboration and interactive experiences with the user needs of those seeking a quiet space?
- How might we be able to offer targeted services (adult literacy tutoring/collaboration spaces/meetings) after hours without staffing/opening the full building?

PGCMLS

- How might we address digital equity in Prince George's County?
- How might we measure social impact rather than collect traditional transactional data?

GET IN TOUCH!



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