The Chattanooga Public Library Strategic Planning Initiative
Strategic Planning Session Summary
September 18, 2012

Bridge
Consulting International

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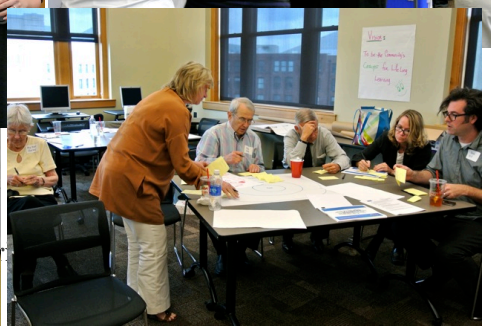
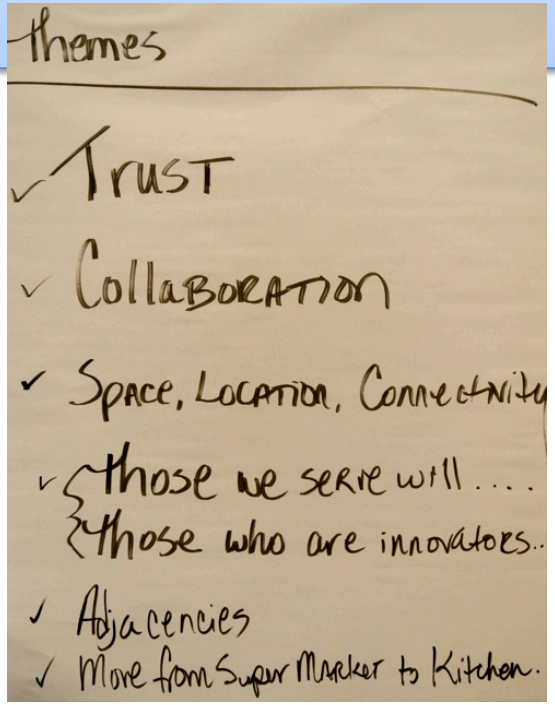


Purpose

Providing clarity on how the Chattanooga Public Library will bring to life its vision to be the community's catalyst for life-long learning over the next 5 years:

- Refining the Library's Future Vision Story
- Declaring and defining a set of strategic initiatives that will enable the Library to get "from here to there."



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The Library's Future View of Why

technology Classes

youth programs

meeting rooms

Best Practices

new materials- format agnostic

financial support

We believe that each person in our community deserves free access to:

Why

-accurate information
-Knowledge
-public space
-current technology to enhance their ability to be inspired, to create, to dream

collaborative Partnerships

Creation Stations

outreach

political philosophical support

training

Up-to-date facilities

How

current technology

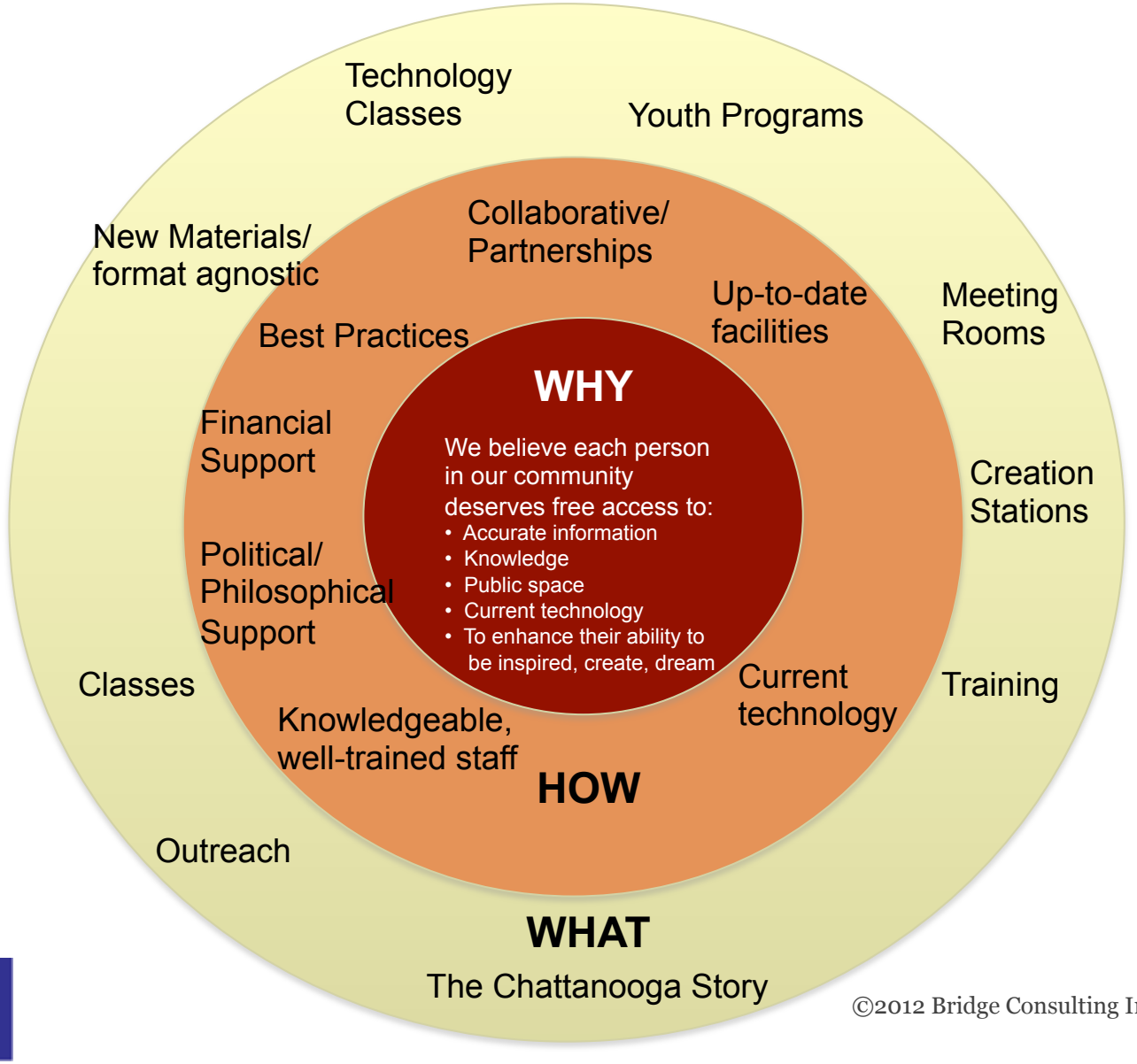
Knowledgable, well-trained staff

classes

The Chattanooga Story

What

The Library's Future View of Why



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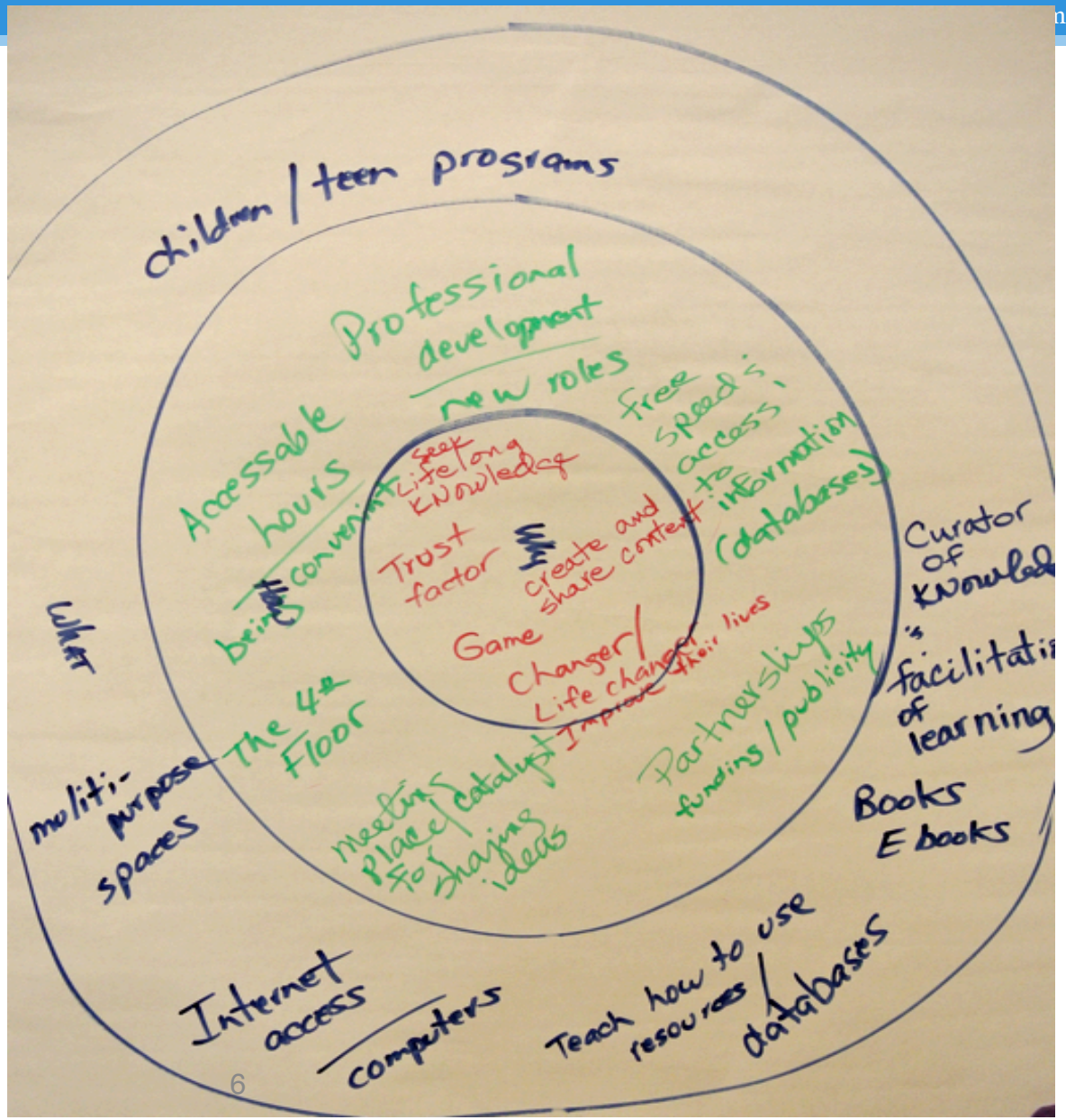
The Library's Future View of Why



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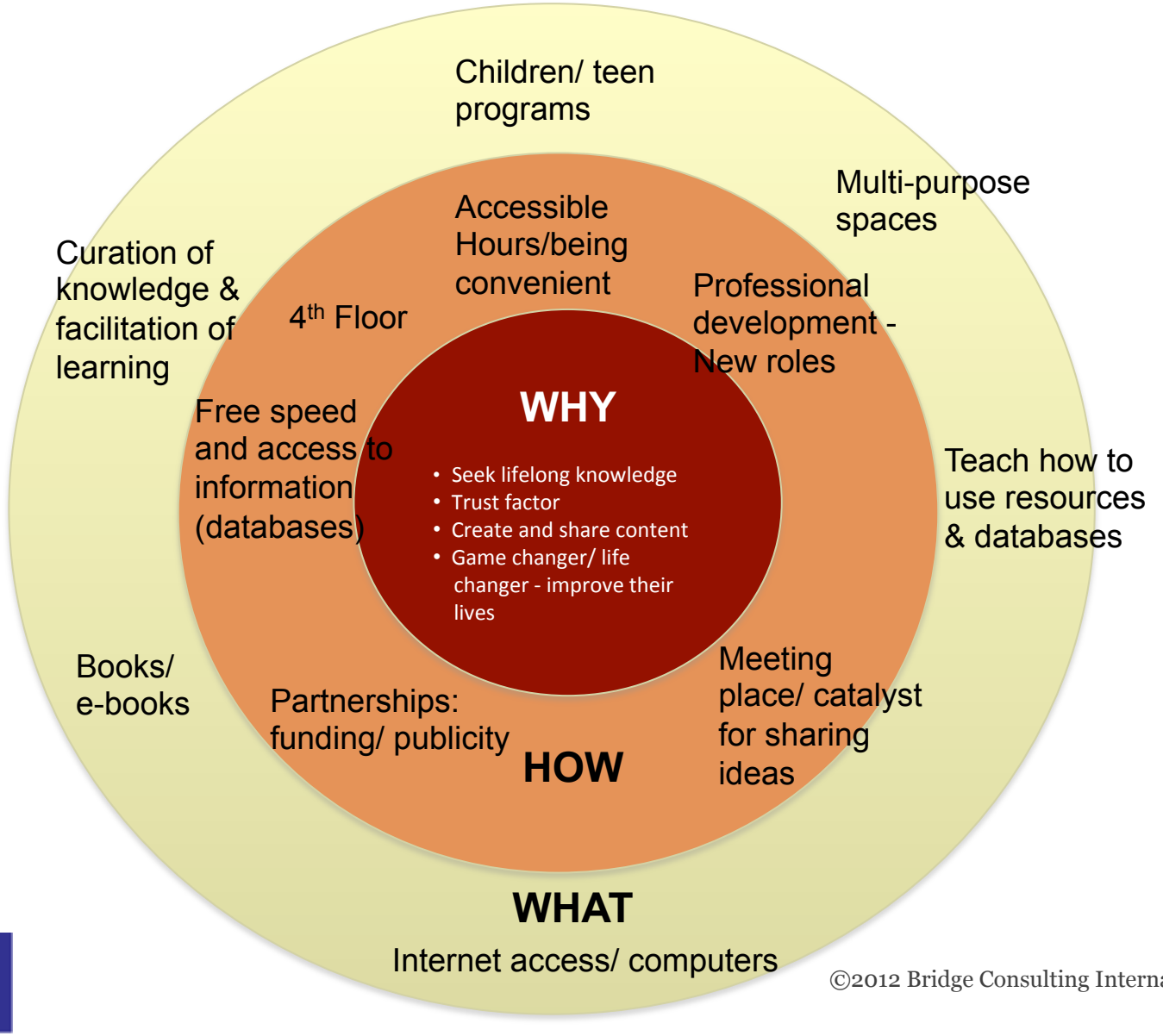

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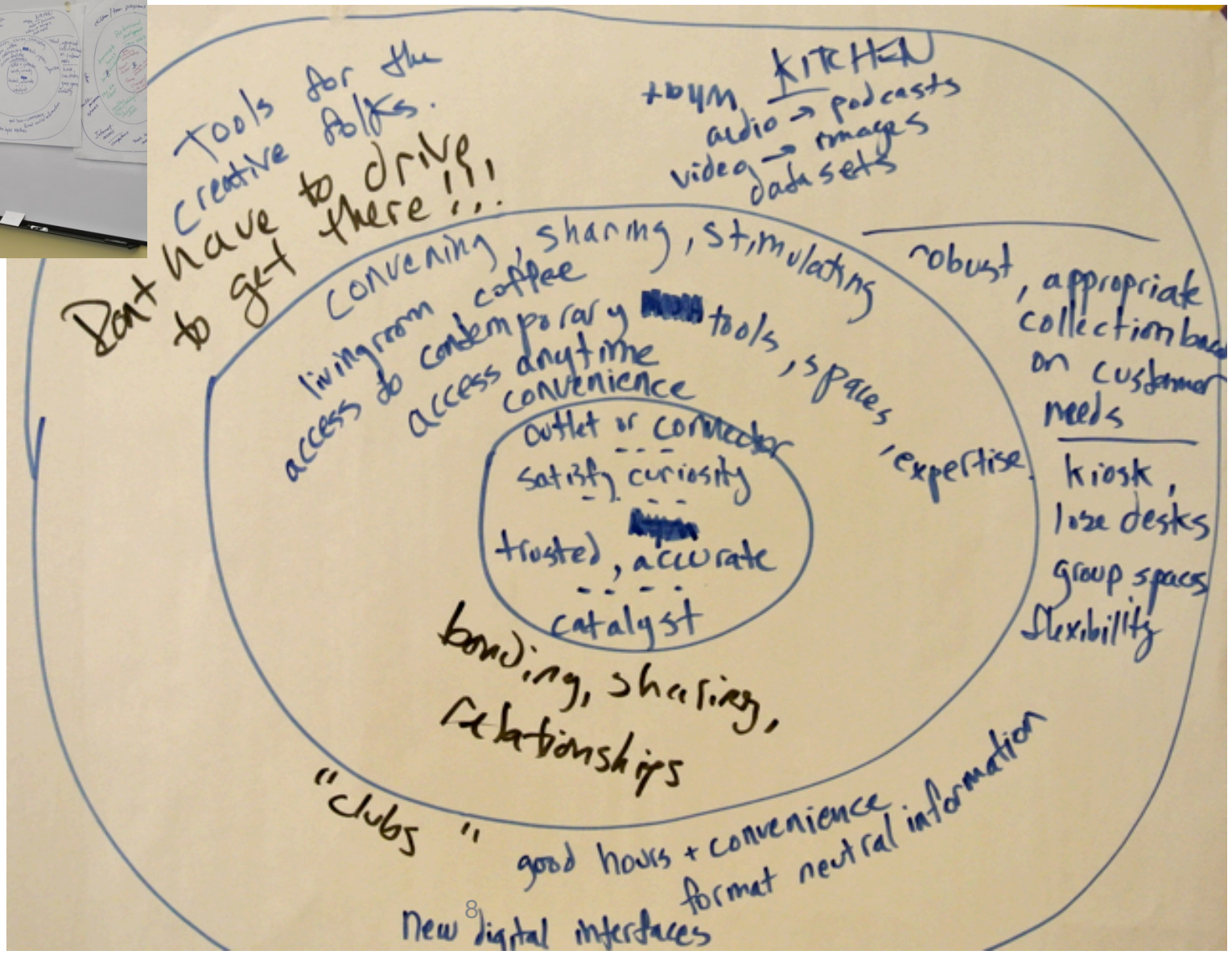
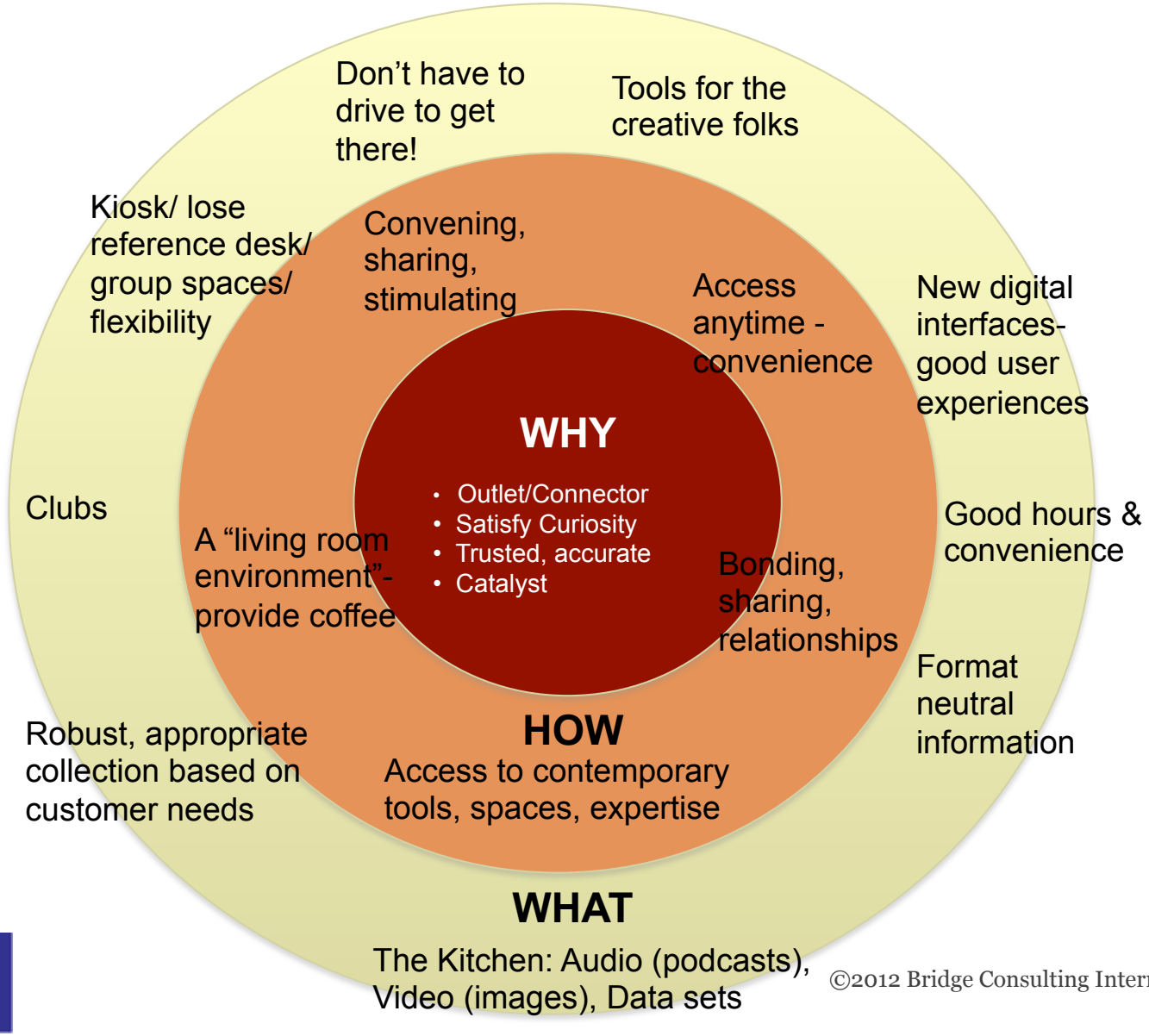


The Library's Future View of Why



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The Chattanooga Public Library
Future Vision Story

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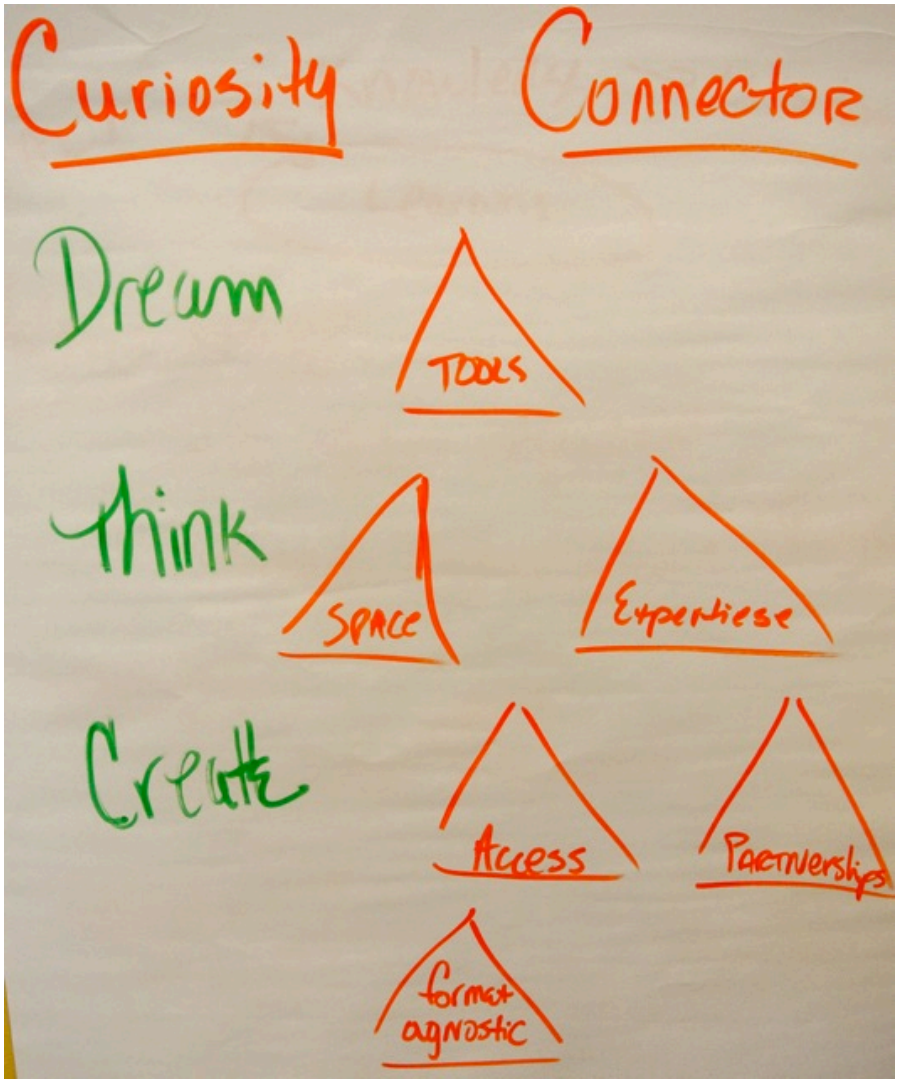

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"We have a fantastic library."

With a foundation of trust, impartiality, and community engagement as guiding values, the Chattanooga Public Library's vision is to be the community catalyst for access to knowledge, stories, connection, curiosity, learning, inspiration, dreaming, thinking, and creating that results in a more vibrant community.

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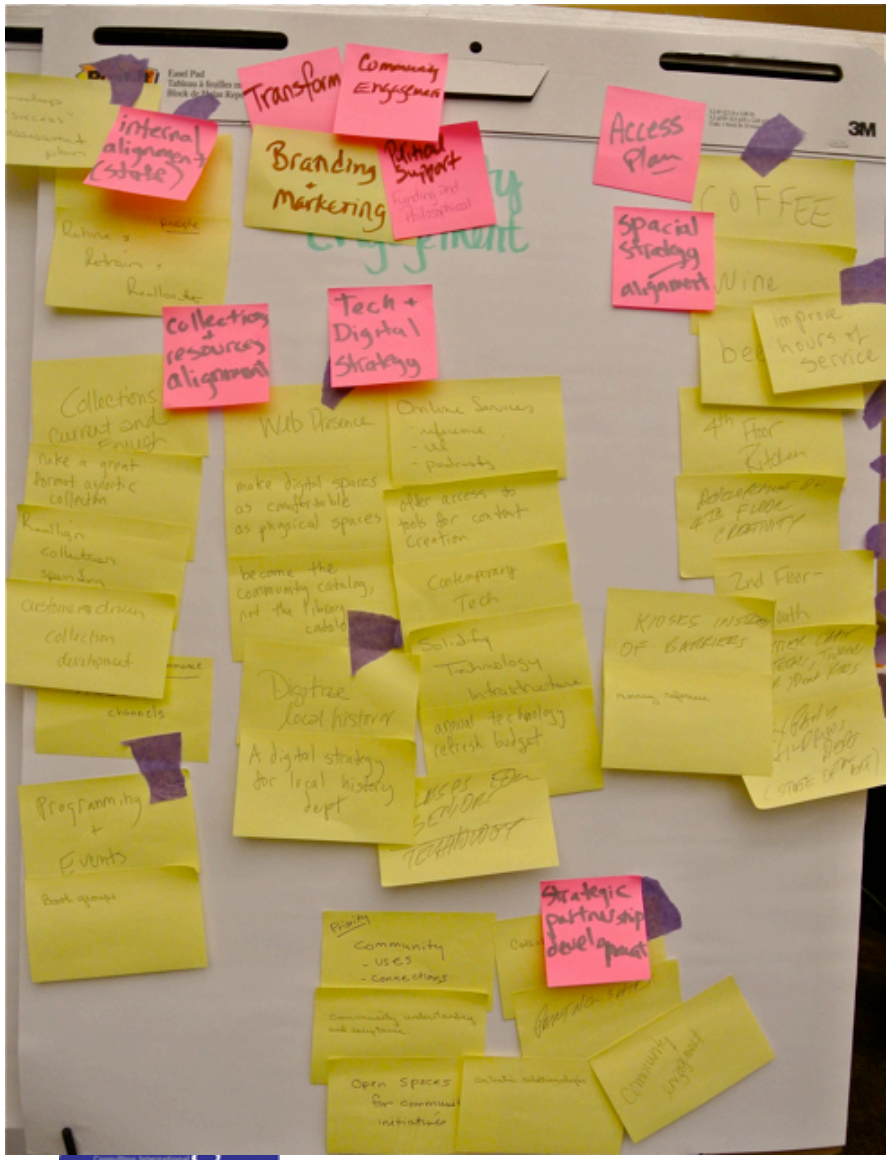
Defining the Strategic Initiatives



Defining the Strategic Initiatives

Space/ Access

- 4th Floor Kitchen
- Improve hours of service
- Beer/Wine/COFFEE
- Kiosk instead of barriers
- Development of 4th floor creativity
- Summer camp for teens/ tweens/ and or young kids
- Expand children's dept. (state of the art)
- Moving reference

Transformation

- Branding and marketing
- Trained staff
- Develop "success" assessment plan
- Retrain, rehire, reallocate (people)
- Transform staff, political branding community
- Community engagement
- Political support (funding and philosophical
- Internal alignment- staff

Innovative Collections

- Access channels (performance)
- Performing events
- Book groups
- Find a unique role for the library in telling "The Chattanooga Story"
- Living Seed Library (seed exchange)
- Format agnostic
- Realign collections spending
- Customer driven collection development
- Collections- current and enough
- History center idea- a video collection letting people add, and also view

Technology

- Contemporary Tech
- Online services
  - Reference
  - Podcast
  - Interlibrary loan
- Offer access to tools for content creation
- Capture email access
- Easy application for library card
- Classes for seniors (technology)
- Digitize local history
- New website
- More social media presence
- Web presence
- A digital strategy for local history dept
- Annual technology refresh budget
- Solidify technology infrastructure
- Make digital spaces as comfortable as physical spaces
- Become the community catalogue, not the library catalogue

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Defining the Strategic Initiatives

- Outreach to schools
- Mobile library (mobile food truck)
- Pop-up library

- Priority: community
  - Uses
  - Connections
  - Assets
- Community understanding, acceptance, engagement, and collaboration
- Open spaces for community initiatives
- Artistic relationships
- College credit from area universities
- UTC Children's literature- they come in and get credit for it-
- Hands on learning
- Technology partnerships - Google/ IBM/HP
- Capture emails
- Easier application for a library card
- Chatt State "How to build a patio"- classes teaching skills

- Access channels (performance)
- Baby program
- Nutrition classes for new moms
- Hands on classes
- "Advanced Skyping"
- Train staff on technology
- Advanced technology classes
- A new generation of telepresence
- Art exhibits
- Speaker series
- Coffee shop
- Youth of all – build tween center
- Tech assistance center- someone who can fix your ipad/ your kindle
- Mommy/ baby area
- Entrepreneur center
- Senior center

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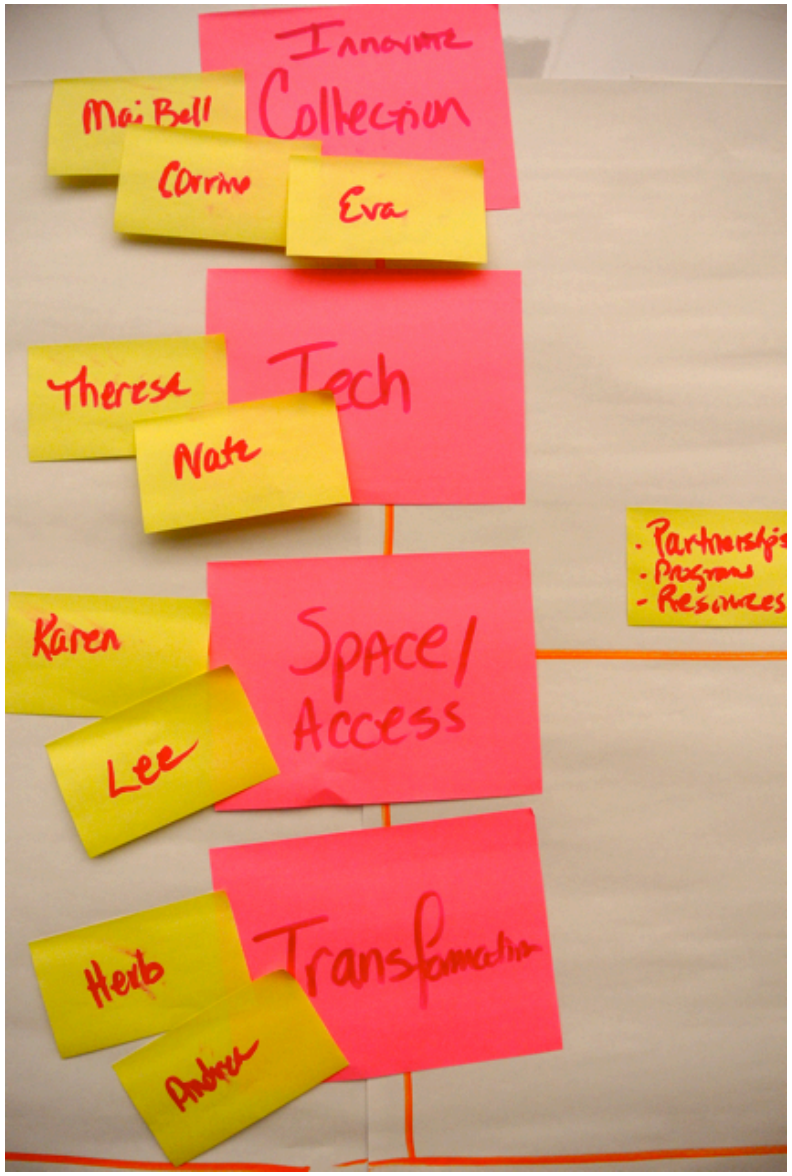
Defining the Strategic Initiatives



Chattanooga Public Library Strategic Initiatives

1	**Customer Access Initiative**
2	**Responsive Collections –** Customer Driven Collection Development
3	**Technology & Digital Strategy**
4	**Transformation –** Staff, Political, Branding, Community Engagement

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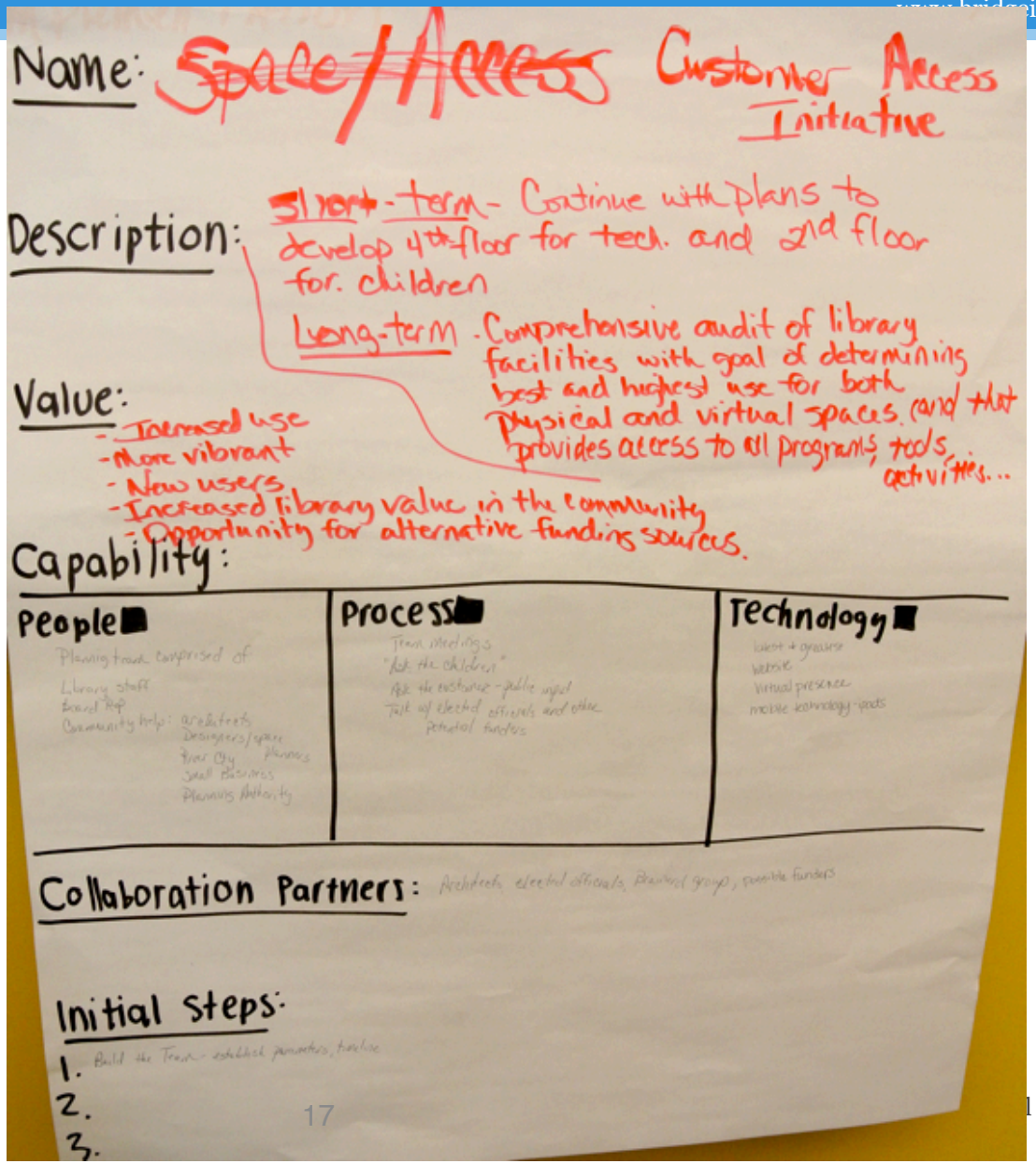
Strategic Initiative Build-Out
Customer Access Initiative



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Strategic Initiative Build-Out
Customer Access Initiative

Initiative Name	Customer Access Initiative
Description	• **Short Term** - To continue with the plans with developing the 4th floor for tech and the second floor for youth. • **Long Term** - Comprehensive audit of library facilities with goal of determining best and highest use for both physical and virtual spaces and that provides access to all programs, tools, activities.
Value/Impact	• Increased use • More vibrant • New users • Increased library value in the community • Opportunity for alternative funding sources
Define capability needs (people, process, technology)	• **People**: Planning team (library staff, board rep, community help, architects and designers, possibly river city or other small business) • **Process**: Team meetings, ask the public/ children what they want, talk with elected officials and other potential funders • **Technology:** Latest and greatest, website to have virtual presence, use mobile technology
Collaboration Partners	• Architects • Elected officials • Brainerd group • Other possible funders
Initial Steps to Launch/Implement	• Build the team and establish partnerships and timeline

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Strategic Initiative Build-Out

Responsive Collections – Customer Driven Collection Development

Name: Responsive Collections

Description: Customer driven collection development
Give em what they want, when they want it, in whatever format on whatever device

Value: Community engagement; relevancy

Capability

People	Process	Technology
~~Community~~ • Lead: Acquisitions Dept	• Staff training • community engagement • Staff input • Vendor assistance • Assess delivery method • Assess receiving methods • Efficiency study	• Assessment (Coll-HQ) • Polaris data clean-up . . .

Collaboration Partners:
- Politicians
- Citizens
- Foundations
Libraries - UTC
Baker 'n Taylor; Gayle; Polaris

Initial Steps:
1. Tech
2. Selection/Ordering Process
3. Educate politicians/community

Strategic Initiative Build-Out

Responsive Collections – Customer Driven Collection Development

www.bridgeinnovate.com

Initiative Name	**Responsive Collections –** Customer-Driven Collection Development
Description	• Give them what they want, when they want it in any format on any device
Value/Impact	• Community engagement • Relevancy
Define capability needs (people, process, technology)	• **People**: Lead: Acquisitions dept • **Process**: staff training, community engagement, staff input, vendor assistance, assess delivery method, assess receiving methods, efficiency study • **Technology**: Assessment <coll. HQ>, Polaris data cleanup
Collaboration Partners	• Politicians • Citizens • Foundations • Baker and Taylor • Gale Cengage • Libraries – UTC • Polaris
Initial Steps to Launch/Implement	• Tech • Selection, ordering process • Educate politicians & community

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Strategic Initiative Build-Out
Transformation

Name: Community Engagement / Transformation
Staff / Political funding / community

Description: Inspire, educate, excite, commitment from all
Why | How | What

Value: measurable success, positive responses

communications strategy
Pro-Active

Capability

People	Process	Technology
Herb Andria Brian May Corinne Pam Ladd	speaking / community educate leaders - brochures Stefan Abrams Key Note to show plan + purpose Blog / Social Media multimedia Appeal	specific tech. initiatives demost

Collaboration Partners: political leaders
colab, Educators
Grants / Foundations
corporations

Initial Steps:
1. Access plan / community connections
2. Tech / Digital Strategy
3. Resources alignment

Strategic Initiative Build-Out
Transformation

Initiative Name	**Transformation** – Staff, Political Funding, Community Engagement, Branding
Description	• Inspire, educate, excite commitment from all – Why/How/What
Value/Impact	• Measurable success and positive responses
Define capability needs (people, process, technology)	• **People** – Herb, Andria, Brian May, Corinne, Pam Ladd • **Process** – Speaking/community, educate leaders breakfast, Stephan Abrams: key note to show plan and purpose, blog/social media; multi-media approach; proactive communications strategy; Transformation PMO (short term, long term); Staff Development • **Technology -** Specific tech initiatives, demonstrations
Collaboration Partners	• Political leaders • Co.Lab • Educators • Grants/ foundations • Corporations
Initial Steps to Launch/Implement	• Access plan/ community connections • Tech/ digital strategy • Resources alignment

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Strategic Initiative Build-Out
Technology & Digital Strategy

Name: The 3 year technology and digital strategy

Description: Digital strategy for
- content (push embed)
- software > svcs > website > social media

Content creation (transformation in it)
- tool selection
- svc. priorities - strategy | public ampstrng

Value: relevance, cultivation of audience, exposure of content

Capability

People	Process	Technology
UX frontend dev/design ILS admin Me eresources specialist	prioritize – website – iterate everything else	yes.

Collaboration Partners: EPB, HP or other big tech folks, many others working on this. (city IT, vendors)

Initial Steps:
1. improv time
2.
3.

Strategic Initiative Build-Out
Technology & Digital Strategy

Initiative Name	**Technology & Digital Strategy**
Description	Create a digital strategy for: • Software - Svcs - Websites - Social media • Content creation (push-embed) - Tool selection - Svc priorities- strategies • Transformation- initiate public computing
Value/Impact	• New audience of users • Exposure of content
Define capability needs (people, process, technology)	• **People**: UX fronted dev/ designer, ILS admin, Nate, e-resources specialist • **Process**: Prioritize website-iterate, everything else • **Technology**: yes
Collaboration Partners	• City IT/infrastructure • Vendors • EPB, HP or other big tech company • Many others working on this
Initial Steps to Launch/Implement	• Make time for website completion • Implement Services - go ahead and buy the computers and microphone-and start creating the podcasts

Session designed and delivered by

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