



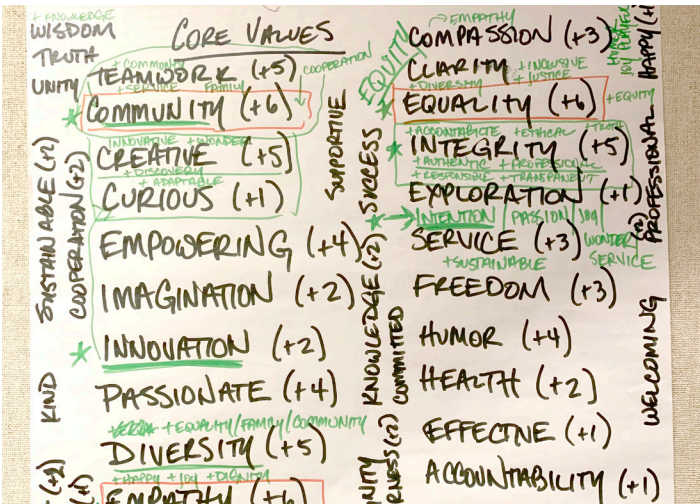
WHAT IS SERVICE DESIGN?

Service design is a discipline that organizes people, processes, and physical environments to support high-quality service to customers. It is a holistic approach that considers the entire customer journey, from the initial contact to the final interaction. Service design is a collaborative process that involves all stakeholders, including customers, employees, and managers. It is a continuous process that evolves over time as the organization and its customers change.

ALD

Altadena Library District
Strategic Plan
A Point in Time: Initiative Update, Phase II

PHASE II



Altadena Library District Strategic Planning Trip #2

The Strategic Planning Consultant Team completed the second of three strategic planning sessions with the Altadena Library District on September 19-22, 2019. The Consultant Team conducted a two-day workshop with all members of the library staff, met with members of the Town Council, members of the Friends and Foundation, the Facilities Committee, and facilitated the Strategic Planning Committee Workshop with Katie Clark on Sunday, September 22nd. The purpose of this trip was to work and meet with all of the stakeholders to identify emerging strategic themes and opportunities for the role of the library to create a "Stronger Altadena."

Staff Working Group Workshop #2

When: September 19-20, 2019
Where: Altadena Library District Main Branch

In the second of three workshops as part of the strategic planning process, MSS facilitated a two-day workshop with all of the Staff. The purpose of the workshop was for the group to engage in a series of activities to:

1. Synthesize their learnings from the customer interviews and observations,
2. Identify gaps in their synthesis to inform the next phase of work,
3. Envision future scenarios of activities, programs and resources that can improve the community and their patron's lives and
4. Align this work with emerging strategic themes.

CUSTOMER CANVAS

YOUR NAME: *Brendon Harder*

<p>MEET:</p> <p><i>Mr. Aaron Anderson</i></p>	<p>THEIR CURRENT LIBRARY RELATIONSHIP IS:</p> <p><i>Mr. Anderson is a new library user who reached out to the Greenbelt Branch to get help with setting up a visual aid for his phone. He was very impressed with the service he received & plans to return to get a library card and borrow materials.</i></p>	<p>THEY WANT TO:</p> <p><i>Read more and keep mind engaged.</i></p>
<p>A LITTLE ABOUT THEM AND THEIR WORLD:</p> <p><i>Mr. Anderson is a 21-year resident of Greenbelt. He is legally blind in his wife's blind, so having someone they can walk with they need to use computers. Mr. Anderson interacts with family, his community, and a few good friends on a daily basis. Local hangouts include the mall & the Greenbelt Aquatics Center.</i></p>	<p>QUOTE:</p> <p><i>"The people were very pleasant, I can tell you that - on the desk and on the phone." "Definitely, I'll come back."</i></p>	<p>BUT THESE OBSTACLES ARE IN THE WAY:</p> <p><i>Lack of access to proper materials</i></p>
<p>THE MOST SURPRISING THING I LEARNED WAS:</p>	<p>WHEN ASKED, THEY SAID THEY WOULD USE THE LIBRARY TO:</p> <p><i>Provide Large Print, audio, e-audio, and other accessible materials</i></p>	<p>WE CAN HELP THEM BECOME:</p> <p><i>A sharper & more technologically competent senior.</i></p>
		<p>I THINK WE COULD DO THIS BY:</p> <p><i>- Maintaining a collection of accessible materials, like large print & audio. - Offer programs to teach computer skills.</i></p>

JOURNEY CANVAS

YOUR NAME: *Gilbert Smith*

NAME: *Ashunta Murphy* MY LIBRARY JOURNEY WAS: *a surprising end to a stress-full day* THIS SUPPORTS MY BIGGER JOURNEY BY: *being a space that provided something to occasionally occupy her kids and give me time*

KEY EVENTS/POINTS:

- Shoppers to be in the car a bit to audiobooks.
- Started the day in San Antonio @ 3am.
- Made it to court on time for mental disability case, but lawyer was late.
- Man was late court case!
- Used the app to order food - was surprised it had a quality offer.
- Returned home, wanted to go and sleep, but she fell asleep at her computer, woke up and kids were in daycare, so she said "was going to the library."
- Curiosity about the challenge led to a surprisingly positive interaction. Tried and wanted to go home, but her son surprised her by showing interest in 3D printing.

MY LASTING IMPRESSION WAS: *There's always things to do, let on the plate, always moving and she didn't expect the library to provide the instant for the kids that it did (while giving her a break).*

MAKE MY JOURNEY BETTER BY: *Continuing to be her resource. Give me more hours. Be a quiet space. And keep educating my children with STEAM so that they can get out of the house but stay productive and always learning.*

Interactive Customer Canvas and Journey Canvas Worksheets



During these two days, participants also:

1. Developed a set of Core Values.
2. Developed a Community Asset Map.
3. Identified services and programs that could enhance the community “out of the library.”
4. Learned about and embraced “Community Development.”
5. Embraced the 21st century learning culture as a “curriculum” for the library.

The following further describes the series of activities.

Launching the All-Staff Workshop, Katie Clark led a Core Values exercise. For strategic work in libraries, values are important because they are the constant guiding principles of how the library will “show up” for the community, for each other, and help guide decisions and behavior, especially in difficult situations or when there is a risk in doing so. Staff were given 78 different value options and were asked to narrow down the options to the top seven most important values that were both their personal values and values that were important for the library to embody. The top choices were synthesized collectively as a group to incorporate the major concepts and themes. The values identified by the Staff were:

- Community
- Equity
- Innovation
- Empathy
- Intentional
- Integrity



Met, Under-met, and Unmet Customer Needs

The group reviewed the Strategic Planning Committee’s identified values and compared them to the Staff values, noting how similar the “themes” are. The Strategic Planning Committee’s values are:

- Community
- Integrity
- Diversity
- Creativity
- Innovation
- Sustainability



Staff brainstorming ideas to support positive community experiences.

The Strategic Plan will incorporate the concepts, language and commitments of both working groups.



Town Council Member Focus Group



Friends & Foundation Focus Group

All-Staff Workshop, Part I. Day 1: The Why

In the second of three workshops as part of the Strategic Planning process, MSS facilitated a two-day workshop with the library Staff. The purpose of the workshop was to identify more deeply the library's role in being a customer partner throughout their life journey.

As homework prior to Workshop #2, the Staff engaged in Directed Storytelling¹ and engaged in AEIOU observations with current customers. With this work in-hand, Staff then analyzed and synthesized it to understand how to "de-construct" a customer journey as a way to create an improved future customer experience. The group took a deep dive into understanding customer experience by mapping their learnings with the tools called the "Customer Canvas" and the "Journey Canvas." The canvases provided a visual tool to analyze their interviews. Staff were able to analyze the comprehensive customer journey, and identify the needs, motivations, and challenges that the customer experiences, and ultimately identify opportunities for the library to play a relevant and responsible role in their customer's "life journey." The group shared out their visual analyses and posted the canvases on the wall for a gallery walk. Participants then took a deeper dive to identify the current state of the library's capacities to meet the user's needs by identifying where customer needs are currently met, under-met, and unmet.

The group then categorized the met, under-met, and unmet needs under the following "Tools & Enablers" to consider how each experience is impacted:

- Activities, Programs, and Services
- Places
- Resources
- Policy & Procedures
- Relationships & Partners
- Skills & Talents

The day concluded with Staff brainstorming ideas on how to best activate each "Tool & Enabler."

¹ This process is often used to uncover customer journeys and experiences over time. They involve one-on-one interviews with a range of library customers using methods for better understanding the customers at a deeper level. Helps the organization explore who its customers are as people, examine how the library fits into their lives, and identify opportunities to design services and interactions that create better outcomes. The stories and insights that are gathered will inspire new ideas for improving library services and enhancing the quality of life in the community.

All-Staff Workshop, Part I. Day 2: The Why

When: September 20, 2019

Where: Altadena Library District Main Branch

Participants engaged in an Asset Mapping exercise as a strength-based approach to Community Development. Staff identified existing resources within Altadena and discussed how these resources can support and empower library programs.

Staff then engaged in a “future-casting” exercise to design experiences in the Altadena community that would activate library services throughout the town, independent of the physical spaces. Some of the cool ideas generated were “Front-yard Fridays,” laundry-mat storytime, and walking tours that highlight Altadena’s filming locations.

Upon this completion, participants picked back up on developing an ideal future experience for the “customer.” They were introduced to a tool called the “Customer Card.”

This allowed Staff to engage in a deeper exploration of the customers considering their needs in the context of their “world” in four “layers” of the customer’s ecosystem: as an individual, as a family member, as a community member and in their “world-view.” Participants did this work in teams that synthesized their previous day’s work along common customer types. These were: Young Parents, Retired Community Members, Young Professionals, Children, and Teens. Participants filled out a tool called “Customer Cards” to create a comprehensive understanding of the customer’s needs, motivations, aspirations and envisioned outcomes for their experiences.

MSS then facilitated a final workshop activity to introduce participants to creating ideal library services with “Service Scenarios.” This tool allows an ideal future scenario to be generated based on activating the library’s future goals for their customer. Participants completed these and shared out. Some great ideas included programming around navigating digital literacy, offering a seed library to engage all ages, and having a Repair Cafe at the library.

A working draft of the Strategic Framework was then introduced to demonstrate how the customer experience will activate strategic initiatives, to set up a framework for change, and how to activate ALD’s goals.



Community asset mapping activity



Journey through the Framework worksheets

MSS gathered the team's Customer Cards and the Service Scenarios to synthesize and establish next steps in the development of the Strategic Framework.

Meeting with Facilities

When: September 21, 2019
 Where: Altadena Library District Main Branch

Margaret Sullivan met with the Facilities Group to identify how the Strategic Plan will incorporate the facilities. We discussed how the library's physical spaces will need to play the role of activating the strategic work. We also discussed how future leadership can start to think about the "Town" as the library's domain and the physical presence is a touch-point in the "brand experience" of the library. It was also discussed that the funding strategies for facilities in the future will need to be innovative to serve the community's needs and equity of presence throughout Altadena.

Strategic Planning Committee Meeting

When: September 22, 2019
 Where: Altadena Library District Main Branch

On Sunday, Margaret Sullivan and Katie Clark engaged in a robust discussion with the Strategic Planning Committee about the future of the Altadena Library and the role it can play to be an essential contributor. MSS provided a presentation to tell the story of the current work to date (found [here](#)) and provided a preliminary "strategic worksheet" (found [here](#)) to guide the day's collaboration. The Strategic Planning Committee's discussion and workshoping was informed by this "synthesis," and broadened the participants view of what the library can do to improve the quality of life for Altadena's residents. This visionary teamwork will be incorporated into the final Strategic Plan.

Looking Ahead

In the next workshop, participants will refine the Strategic Framework and work on creating services and experiences based on the Strategic Areas of Focus. These strategic areas will be informed by the work completed to date.

COMMUNITY EXPERIENCE

HOW CAN WE PROVIDE THEM WITH THEIR IDEAL SERVICE EXPERIENCE?

Skylar (Customer's Name) 's aspiration is to explore (Customer's Aspiration)

Let's create their ideal service experience to support their hopes and dreams. Best practice in customer experiences account for what the customer is thinking, feeling, and doing during the service experience. Let's investigate a scenario:

I feel... wonder, discovery, excitement, surprise!

Draw the activities the customer engages in during the experience! Space for immersive experiences and corresponding materials (hands-on) to inspire creative play: "Choose Your Experience" fort w/dancing background, walks with related sensory toys and materials, & mini take-home

(Draw your customer's thoughts)

(Draw your customer's feelings)

What are they thinking? What are they feeling? What are they doing?

COMMUNITY EXPERIENCE

HOW DO WE ACTIVATE OUR "PEOPLE," "PLACES," AND "PLATFORMS" FOR THEIR ENJOYMENT?

What are the tools and enablers that support their experience?

<p>PEOPLE</p> <ul style="list-style-type: none"> Library staff to maintain Parents to engage w/their children 	<p>PLACES</p> <ul style="list-style-type: none"> "Imagination Place" Library Children's area Everywhere (through storage) 	<p>Resources PLATFORMS</p> <ul style="list-style-type: none"> Technology for immersive experience Experience-related supplies Budget! Related books/book lists Take-home mini experience
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What is our outcome goal for their experience?

Inspiration
 Expanding imagination
 Triggering curiosity

How do we know we have reached our goal or achieved success?

Parent reports conversation of continued play/engagement w/ ideas introduced in the space

Journey through the Framework worksheets