Buy-in not Opt-out
How public libraries can create a culture for staff driven metrics

RIPL Webinar Series
September 28, 2017
2:00-3:00 Eastern/11:00-12:00 Pacific

#RIPLeffect

Chris Cairo
Director of Strategic Planning and Assessment
Indianapolis Public Library
Buy-in not Opt-out

How public libraries can create a culture for staff driven metrics
Poorly Understood Strategy – Most libraries have a strategy but, according to one study, fewer than 5% of their staff know the strategy.

Weak Strategy Execution – Studies show that up to 90% of strategies fail due to poor execution.

Inability to Adapt to Change – Once a library makes plans, the chaos of everything changing around it may gradually erode those plans unless the organization can adapt. Many cannot.

Lack of a Systematic Approach – Discipline is needed in all size libraries.

Staff is Not Engaged – An engaged worker is one who is personally committed to the goals of the organization. Unfortunately, 90% of the time, what passes for commitment is compliance. If you cannot get people engaged, no improvement will last.
Resistance

Just tell me what I need to know

I’m too busy doing my job to think about analyzing data

How much is enough?

The Library is too focused on strategy and not enough on public service
Martin Luther King Jr’s greatest speech was not called “I Have a Complaint”

- Van Jones

Complacency
“There is nothing so useless as doing efficiently that which should not be done at all”

- Peter Drucker

Confusion
“I can’t say as ever I was lost; but I was mighty **bewildered** once for three days.”

Daniel Boone
To effectively communicate, we must realize that we are all different in the way we perceive the world...  

- Anthony Robbins

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Impatience
“For every complex problem, there is a simple solution. And it is always wrong”

- H.L. Mencken

INCORRECT
Fear of Failure

CREATE A CULTURE OF RISK-TAKING

Evaluate less and interpret more

Don’t praise or penalize…

analyze

Be less about succeeding or failing and more about LEARNING

Show interest, express support, ask pertinent questions

You only fail, when you fail to MEASURE
“I have not failed, I just found 10,000 ways that won’t work”

- Thomas Edison

“Prediction is difficult, especially about the future”

- Yogi Berra
AUDIENCE PARTICIPATION

Share the roadblocks at your Library which prevent staff engagement in your strategic plan

Tools
Common Language
# Strategic Plan Glossary of Terms

<table>
<thead>
<tr>
<th>Category</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals</td>
<td>• WORK to be done&lt;br&gt;• Why we need to do the work</td>
</tr>
<tr>
<td>Strategies</td>
<td>• WORK to be done&lt;br&gt;• What work needs to be accomplished</td>
</tr>
<tr>
<td>Actions</td>
<td>• WORK to be done&lt;br&gt;• How the work is going to be accomplished</td>
</tr>
<tr>
<td>Inputs</td>
<td>• MEASUREMENT of the work (resource perspective)&lt;br&gt;• The resources provided for the program or service</td>
</tr>
<tr>
<td>Outputs</td>
<td>• MEASUREMENT of the work (operations perspective)&lt;br&gt;• The # of people attending, how often the program is presented</td>
</tr>
<tr>
<td>Outcomes</td>
<td>• MEASUREMENT of the work (user perspective)&lt;br&gt;• Pre-planned accomplishments valued by the participant</td>
</tr>
<tr>
<td>Impact</td>
<td>• MEASUREMENT of the work (community perspective)&lt;br&gt;• Institutional relevancy, changing citizen behavior</td>
</tr>
</tbody>
</table>

## Capacity
Why're you writing so fast, Joe?

I'm tryin' to finish this letter before I run out of ink.

Planning
“Always plan ahead. It wasn’t raining when Noah built the ark”

-Richard Cushing

Capturing lessons in real time is more efficient than trying to re-create them after the fact
Measurement
“If it's worth doing, it's worth measuring”

“We have endless capability, but limited capacity so we need to be strategic”

“Begin with the end in mind”

“If you didn't do it on purpose, you don't deserve much credit for it”

“If we measure it and it doesn't drive action, why did we measure it?”

“You only fail when you fail to measure”

“Don't collect data if you are not going to use it”

Service Plans
Purpose of a Service Plan

For Staff
- Staff become participants in strategy, not spectators
- Offers a planning process focused on the end result
- Staff have a process for their ideas to be heard and acknowledged
- Staff learn data collection and analytical competency
- Creates clarity & fit-to-purpose

For the Library
- Analysis tool for development of services and programs
- Connects services and programs to the strategic plan
- Serves as a evaluation tool for program services
- Budgetary tool
- Employee involvement in strategy reduces managerial burden.
SECTION 2: ASSESSMENT

COMMUNITY NEED
What is the issue within your community that this service plan is addressing?

TARGET AUDIENCE
Who in your community is affected by this situation and could potentially benefit from this service plan?

CONTENT DEVELOPMENT AND MARKETING
How will you attract this target audience?

PARTICIPATION PREDICTION
Number of people in the target audience that will actually participate as a result of this service plan.

NOTE: This chart will help you identify how many people you can realistically expect to attract.

SECTION 3: MEASUREMENT

LIST THE ACCOMPLISHMENTS THAT WOULD DEMONSTRATE SUCCESS FOR THIS SERVICE PLAN

TURN THESE ACCOMPLISHMENTS INTO PERCENTAGES

THESE PERCENTAGES ARE YOUR DESIRED OUTCOMES FOR THIS SERVICE PLAN AND THEY ARE MEASURABLE.

CONTENT DESIGN CONSIDERATIONS:
• Decide what content components are needed to accomplish your outcomes
• Now is the time to incorporate these components into your program design.

LIST THE PROGRAM COMPONENTS THAT WILL MEASURE OUTCOMES

NOTE: Even outcomes have accomplishments, every accomplishment is a future outcome.

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SECTION 4: PLANNING

DESCRIPT Project will promote and use organizational resources (the materials collection, assistance collection, library costs or other services)

Please share your needs with the appropriate department well in advance of the project.

LIST THE NEEDS OF THE PROJECT (if applicable)
Distribution spots in various branches, festivals, etc.

<table>
<thead>
<tr>
<th>Material</th>
<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>Posters</td>
<td></td>
</tr>
<tr>
<td>Flyers</td>
<td></td>
</tr>
<tr>
<td>Calendars</td>
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</table>

DETERMINE THE SUPPORT YOU NEED FOR YOUR PROJECT AND DESCRIBE HERE

<table>
<thead>
<tr>
<th>Home of Department</th>
<th>Describe Specific Needs</th>
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<tbody>
<tr>
<td>HR</td>
<td></td>
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<tr>
<td>Accounting</td>
<td></td>
</tr>
<tr>
<td>Program Development</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td></td>
</tr>
<tr>
<td>Collection Management</td>
<td></td>
</tr>
<tr>
<td>Volunteer Resources</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
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</tbody>
</table>

LIST THE TECHNOLOGY NEEDS OF THE PROJECT (connectivity, peripherals, software, builds, hardware)

<table>
<thead>
<tr>
<th>Technology Need</th>
<th>Indicated</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

“IT’s incredible easy to be very busy without being very effective”

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SECTION 6: DIRECT COSTS

<table>
<thead>
<tr>
<th>MATERIAL</th>
<th>QUANTITY</th>
<th>COST PER</th>
<th>TOTAL</th>
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<tr>
<td></td>
<td>3</td>
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TOTAL ANTICIPATED FUNDING $0.00

INDIRECT COSTS

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<tr>
<th>Projected Staff Time spent on this initiative including all planning and implementation of all staff in your agency</th>
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<tbody>
<tr>
<td># of hours</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Planning</td>
</tr>
<tr>
<td>Implementation</td>
</tr>
<tr>
<td>Evaluation</td>
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Staff Level Average Cost

<table>
<thead>
<tr>
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<th>$0.00</th>
</tr>
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<tr>
<td>Libr. Assistant</td>
<td>$0.00</td>
</tr>
<tr>
<td>Librarian</td>
<td>$0.00</td>
</tr>
<tr>
<td>Manager</td>
<td>$0.00</td>
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</table>

Total Indirect Costs $0.00

*Quality is never an accident; it is always the result of intelligent effort*

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TEN GOOD REASONS TO CREATE A SERVICE PLAN

1. Helps me plan for the entire year
2. Helps me prioritize my ideas and be selective
3. Helps me tailor my program to the needs of my community
4. Helps me focus on a target audience for marketing
5. Helps me establish desired results and measure success
6. Helps me plan for the budgetary needs of the program
7. Helps me analyze program performance
8. Helps me retool marginal programs and eliminate nonperformers
9. Helps me match personal growth with library performance
10. Helps me understand the contribution of my work to the success of the Library
Cycle For Service Plan Funding Approval

- **NOVEMBER**: Foundation Board announces funded service plans
- **JANUARY to MAY**: Staff training & Service Plan Creation
- **MAY 15**: Service plans due to ARMS & Director of Public Services
- **SEPTEMBER**: Service plan system roll-up presented to Managers
- **SEPTEMBER 1**: Approved service plans appear on Intranet
- **AUGUST**: Foundation Input Committee reviews service plans
- **JULY 1**: Service Plans due to Strategic Planning Area
- **JULY 15**: Foundation receives fundable service plans for review
- **JULY 15**: Library executive committee review plans
- **SEPTEMBER 1**: Approved service plans appear on Intranet
- **SEPTEMBER**: Service plan system roll-up presented to Managers
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Results
“When you have eliminated all which is impossible, Watson, then whatever remains, however improbable, must be the truth.”

- Arthur Conan Doyle

Shared data can be meaningless; but shared information is priceless.
"The measure of success is not whether you have a tough problem to deal with, but whether it's the same problem you had last year"

- John Foster Dulles

Service Plan 2017

| OUTCOMES |
|------------------|------------------|
| WHAT I HOPE TO ACHIEVE | WHAT WAS ACHIEVED |

OUTPUTS
- Number of participants:
- Number of times presented:

DATE ONLINE PROGRAM STATISTICS SUBMITTED:
http://www.example.com/online-program-statistics.html

USE OF VOLUNTEERS
- Number of volunteers:
- Number of times:

COST PER PARTICIPANT
- Total Expenses
- # Of Participants
- Cost Per Participant

(Direct costs only)

"Shared data can be meaningless, but shared information is priceless"

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SECTION 3: MEASUREMENT

List the desired accomplishments that would demonstrate success for this service plan:

- 
- 
- 
- 

Turn these accomplishments into percentages:

- 
- 
- 
- 

These percentages are your desired outcomes for this service plan and they are measurable.

CONTENT DESIGN CONSIDERATIONS:
- Decide what content components are needed to accomplish your outcomes.
- Now is the time to incorporate these components into your program design.

List the program components that will measure outcomes:

- 
- 
- 
- 

"While every outcome is an accomplishment, every accomplishment is not an outcome."

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Service Plan 2016

RESULTS PAGE

This form must be submitted to Chris Cairo, Strategic Planning and Assessment, LSC within 30 days after the project is completed or at the end by December 31 for ongoing projects.

Thank you.

On the Road to Reading

Outreach

OUTCOMES

<table>
<thead>
<tr>
<th>WHAT I HOPED TO ACCOMPLISH</th>
<th>WHAT WAS ACCOMPLISHED</th>
</tr>
</thead>
<tbody>
<tr>
<td>50% of programs will advance or enroll in Paths to Quality</td>
<td>12% of centers on PTQ Level 1 or 2 had advanced by May 2016*</td>
</tr>
<tr>
<td>100% of visits will expose children and providers to skills identified in the Foundations to the Indiana Academic Standards for Young Children and Paths to Quality</td>
<td>100% of visits exposed children/providers to skills identified in Foundation to Indiana Academic Standards for Young Children and PTQ</td>
</tr>
<tr>
<td>50% of providers served will utilize the Library beyond their monthly Itty Bitty Bookmobile visit</td>
<td>83% of providers use the Library beyond monthly ORR visit</td>
</tr>
<tr>
<td>100% of providers will say that they have used materials or suggested activities left behind by the Librarian.</td>
<td>100% of providers incorporated literacy/learning resources and Library info into curriculum</td>
</tr>
<tr>
<td>90% of providers will indicate that they utilized Bunny Bag Books daily.</td>
<td>98% of providers shared Bunny Bag books with students daily**</td>
</tr>
</tbody>
</table>

OUTPUTS

Number of participants: __007__

Number of times presented: __148__ visited each month

DATE ONLINE PROGRAM STATISTICS SUBMITTED: Ongoing

http://intranet.mcpl.org/cgi-bin/podstatl_input.pl
## Service Plan 2016

### RESULTS PAGE

This form must be submitted to Chris Cairo, Strategic Planning and Assessment, LSC within 30 days after the project is completed or at the end by December 31 for ongoing projects. Thank you.

**SERVICE PLAN TITLE**  Storytime  
**BRANCH** East Washington

### OUTCOMES

<table>
<thead>
<tr>
<th>WHAT I HOPE TO ACCOMPLISH</th>
<th>WHAT WAS ACCOMPLISHED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage families with the library</td>
<td>unknown</td>
</tr>
<tr>
<td>Present two literacy skills at each program</td>
<td>Each program contained reading, singing and movement activities</td>
</tr>
<tr>
<td>Leave behind at least one resource</td>
<td>Each daycare teacher had the book titles and the songs, fingerplays, etc</td>
</tr>
</tbody>
</table>

### OUTPUTS

Number of participants: 975  
Number of times presented: 3X/month  
DATE ONLINE PROGRAM STATISTICS SUBMITTED: 1-31-17  
http://intrangl.mcpn.org/cgi-bin/pdalstf_input.pl

---

## The Strategic Plan and Service Plans
Goal 1: Enrich Indianapolis' desire for personal growth and learning

A. Strengthen the Library's contribution to formal education in Indianapolis

**STRATEGY:**
Ensure education administrators and faculty, including homeschools, are aware of Library services and see these services as value-added to their efforts.

**ACTIONS:**
1.1 Continue participation as a lead institution in the Marion County Internet Library program by providing online databases for use by library patrons, faculty and students of Marion County schools.
1.2 Target promotional materials for programs and services to educators, parents and students.
1.3 **Create opportunities to connect with homeschool educators by listening to and meeting their information needs.**
1.4 Identify opportunities to support schools in their digital journey with student training and compatible digital tools.
1.5 Offer demo information for teachers and media specialists to introduce students to online Library services (databases, catalog).
Celebration
School administrators and faculty including homeschools are aware of Library Services

- Maintained Marion County Internet Library for Eligible Libraries. 984,147 database retrievals in 2016, a 153% increase from 2015.

- Over 200,000 flyers were printed and distributed to parents, educators and students in 2016 for a variety of Library sponsored programs.

- 491 student from three K-1 classes visited the Infozone. 97% completed a lesson on coding & built their own robot.

- Franklin Rd offered programs for homeschooled teens geared to STEM skills, popular juvenile fiction and pop culture. 90% of the children returned for more than one session. 85% of attendees reported learning at least one new skill.
Offer useful resources for Indianapolis workforce

- Every public computer has an electronic bookmark to access web links to assist with employment issues.
- Displays and helpful bookmarks available in all branches for employment related issues.
- All staff are informed of local job fairs so they can alert their patrons.
- The Library offers free printing in the Job Centers.
- 512 related workforce books were purchased in 2016.

- Three databases are the primary resources used for career development: Testing and Education Reference Center (185 unique uses), Universal Class and Career Transitions.
- All staff, including Job Center associates have been trained on the website.
- Career Transitions is popular with 945 users (64% increase) creating over 1,274 resumes (66% increase) and 502 applying for jobs (8% increase) from 2015.

- Four branches, Wayne, East Washington, Lawrence and Haughville offered job seeker training that help patrons create resumes, introduce email, teaches internet navigation, assist when filing for unemployment, and completing online template applications (not a Job Center Site).

- Four branches, Wayne, East Washington, Lawrence and Haughville offered job seeker training that help patrons create resumes, introduce email, teaches internet navigation, assist when filing for unemployment, and completing online template applications (not a Job Center Site).
The Library Report Card
January, 2017
2016 by the numbers

3,820,000 people visited us in 2016... that's one person every minute.
4 most visited locations: Central, West, Warren, Lawrence.
43,500 people walk into our branches every day.
3 million times last year, people accessed our digital library.
Top music title: Hamilton (Original Broadway Cask).
6,900 children have read-off $282,000 worth of library card debt.
12,000 unique devices accessed Library Wi-Fi an average each week.
11.5 million visits to the library website.
Top pages visited: e-reference, Children’s page, Download- or Stream-page, Location & Hours page.
1,000 computer classes offered to 8,900 people.
12,000 programs were offered to over 280,000 attendees.
Most popular database: Ancestry Library Edition with over 100,000 searches.
Most popular database for school age: CultureGrams with 268,000 articles viewed.
44 schools belong to the Shared System; over 30,000 children benefit.

2016 Strategic Plan Data

**SERVICE PLAN:**
- 22% growth from 2015
- New public Wi-Fi
- 2% growth
- 3% growth
- 1% growth

**MISSION:**
- 30% growth
- 25% growth
- 20% growth
- 15% growth

** Objectives: **
- Actively能达到10% of all
- 90% of public

**Most Popular Strategies:**
- Early Learning
- Cultural, Reading & Digital

**2016 LIBRARY FOUNDATION FUNDING**

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Expenditure Range $30,000,000+

<table>
<thead>
<tr>
<th>Library</th>
<th>State</th>
<th>Population</th>
<th>Circulation per Capita</th>
<th>Visits per Capita</th>
<th>Program Attendance per Capita</th>
<th>Public Internet Computer Use per Capita</th>
<th>Score</th>
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</thead>
<tbody>
<tr>
<td>Cuyahoga County Public Library, Parma</td>
<td>OH</td>
<td>61,927</td>
<td>32</td>
<td>12.8</td>
<td>0.7</td>
<td>2.6</td>
<td>1655</td>
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<tr>
<td>Public Library of Cincinnati &amp; Hamilton County</td>
<td>OH</td>
<td>80,374</td>
<td>21.7</td>
<td>9.3</td>
<td>0.6</td>
<td>2.3</td>
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<td>East Baton Rouge Parish, Baton Rouge</td>
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<td>445,227</td>
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<td>5.3</td>
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<td>Santa Clara County Library, Los Gatos</td>
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<td>Denver Public Library</td>
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Survey

Tips
Pitfalls

- Failing to understand strategy and analysis fast enough to teach others
- Imposing measurement and results before staff are adequately trained
- Not having a dedicated staff member to steward the strategic plan
- Not anticipating the fears and reluctance of staff to participate
- Failing to be sensitive to the heart versus the head

Envision Success

1. Begin creating a new culture with the end in mind
2. Start at the top with support from your Library Board
3. Design a strategic plan that gives clear direction to staff
4. Find the strategist in your organization to take the lead
5. Design a tool for staff to develop and measure their ideas
6. Continuously train staff
7. Make strategy a part of every meeting
8. Remind staff to plan and measure at every opportunity
9. Celebrate intentionally
10. Share results with stakeholders
QUESTIONS? COMMENTS?
Chris Cairo
Director of Strategic Planning and Assessment
Indianapolis Public Library
ccairo@indypl.org
Getting Things Done

Shelley Walchak
Director, Pine River Library

Wednesday, January 31, 12:00-1:00 Eastern/9:00-10:00 Pacific

Thank You!

Webinar evaluation: s.lrs.org/riplcop2