Introductions - John J. Huber

- Background
  - Industrial Engineering and Management
  - Manager – Accenture Consulting

- President of J. Huber & Associates
  - Formed in 1986
  - A Management Consulting Firm based in Tulsa, OK.
  - 30 years focused on TPS, JIT, Continuous Improvement, Lean/ Six Sigma.
  - Primarily focused on streamlining business processes to improve customer service and reduce operating costs.

- Client Focus
  - Lean Manufacturing
  - Lean Distribution
  - Lean Retail
  - Lean Library Process Improvement
  - Since 9/11/2001

Introductions - What lies behind the walls of a Public Library?

- Manufacturing
  - Acquisitions
  - Purchasing
  - Invoice Processing

- Distribution
  - Receiving
  - Sorting
  - Shipping
  - Returns

- Retail
  - Warehousing
  - Stock Management
  - Check Out Processing
  - Queue Management

- Product Development
  - Concept
  - Market Research
  - Product Selection
Introductions

-Spaghetti Dinner-

The Purposed-Based Library - Session Overview

Topic One - Survival

Topic Two - Success

Topic Three - Growth

"Last year, (2011) the Toronto Public Library was asked by Mayor Rob Ford to cut its $170 million operating budget by 10 percent, or $17 million."


"Two years ago, when Texas was confronting a $27 billion budget shortfall, state lawmakers chain-sawed the 2012-13 funding for the Texas State Library and Archives Commission by 64 percent."


"New California Gov. Jerry Brown, facing tremendous budget problems, has proposed a statewide budget that eliminates state spending on public libraries entirely. Those cuts amount to around $30 million."


"(Kansas) State support for libraries has been cut by over 30 percent, forcing reductions in operating hours, cutbacks in book purchases, or the establishment of waiting lists for summer reading programs."

Who Pays? The Cost of Kansas' Tax Cuts for Local Communities, Kansas Center for Economic Growth, Kansas.
Segment One - Survival

Common Management Thinking

Budgets

Customer Service

Library Lean Thinking

Customer Service

Excellent

Cost

The River Lean

Smooth, fast flowing water.

No twist and turns, no hidden rocks, no stagnant water, no flooding.
The Snake River
Twists and Turns (Poor Flow)
Hidden Rocks (imbalances)
Stagnant Water (staging)
Flooding (peak loads)

Segment One – Survival - The River Lean

We need to transform the Snake River into the River Lean

Topic One Survival - Service Gap

What prevents you from providing outstanding service to your customers?
Lean Process Improvement Concepts

• Can we eliminate the step?
• Can we change the sequence of the step?
• Can we combine the step with another step?
• Can we streamline the step?
• Can we reduce the time of the step?
• Can we increase the quality/accuracy of the step?
• Can we combine the step with different process?
• Can we reduce the overall service time of the step?
• Can we improve the patron's experience?

Our Lean Tool Box

Sustain
5 S
Balloon Diagram
First Touch
Peak Load Management
"U" Shaped Flow
Top Down
Bottom Up
Service Metrics Driven
Service Delivery Chains and Performance Measures
Methodology
Project Management
Video
OARS
Flow Diagram
Flow Chart/Value Stream Mapping
Dashboard Metrics

Selectors Cataloging Tech. Services Delivery Circulation Branches Information Tech. 'Silo' Customer Service Administration
Ancillary
Marketing
Customer Relations
Sales
Support
Analysis
Maintenance

Department Optimization
Customer Service should be defined by a series of customer service process events.

**What I call: Service Delivery Chains**

### Department Optimization

- New Book Delivery
- Customer Hold Delivery
- Research Request Delivery
- Digital Media Delivery
- Volunteer Services Delivery
- Youth Services Delivery

### Case Study – Carrollton Public Library – Targeted Service Delivery Chains

<table>
<thead>
<tr>
<th>Customer/Holder (SDC)</th>
<th>SDC1</th>
<th>SDC2</th>
<th>SDC3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service Desk</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>New Book/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>SelfCheck/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Security/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Staffing/Scheduling/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Customer Notification/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Materials/Returns 1/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Reader/Patron 1/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Fax 1/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Easy Books 1/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Scanning/Printing 1/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Magazine/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Newspaper/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
<tr>
<td>Computer/SDC</td>
<td>SDC1</td>
<td>SDC2</td>
<td>SDC3</td>
</tr>
</tbody>
</table>

Carrollton Case Study presented upcoming the book: The Purpose-Based Library: Your path to survival, success and growth.

### Value Stream Map - Holds Customer Service Life Cycle

[Diagram showing the value stream map process]

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**Case Study – First Touch / Time Study**

**Pick List/ In Transit / Hold Processing**

<table>
<thead>
<tr>
<th>Action Taken</th>
<th>Action Taken</th>
<th>Action Taken</th>
</tr>
</thead>
<tbody>
<tr>
<td>-What-</td>
<td>-Where-</td>
<td>-Who-</td>
</tr>
<tr>
<td>Pick List</td>
<td>In Transit</td>
<td>Hold</td>
</tr>
<tr>
<td></td>
<td>Slip/ Card</td>
<td>Wrapper</td>
</tr>
</tbody>
</table>

**Information Available**

<table>
<thead>
<tr>
<th>-What-</th>
<th>-Who-</th>
<th>-Where-</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**First Touch: Holds “Sticky” Label Solution**

**Eight Up Labels**

<table>
<thead>
<tr>
<th>What?</th>
<th>Where?</th>
<th>Who?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Three Documents**

<table>
<thead>
<tr>
<th>One Label</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Process</td>
</tr>
</tbody>
</table>

**Case Study – First Touch Rule Sample**

<table>
<thead>
<tr>
<th>TW</th>
<th>J</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curr Loc code</td>
<td>Call Number</td>
<td></td>
</tr>
<tr>
<td>Item Type</td>
<td>Item ID</td>
<td></td>
</tr>
<tr>
<td>Last Discharge Date</td>
<td>Print Date</td>
<td></td>
</tr>
</tbody>
</table>

**Kotifila, David A**

**CCNP building scalable Internetworks (BSCI 642-901)**

**Pull off Date**
Three Processes

Three Documents

What?

In Transit

Card

Card

Wrapper

Who?

Hold

Wrapper

Sticky Print Receipts
In Transit

Sticky "Sticky" Label Solution

One Label

One Process

Topic One – Survival - What Lean is doing for Libraries

• Holds Delivery performance improved to same day /next day delivery with a 20-33% reduction in costs. Pikes Peak Library, Tulsa City/County Library, Public Library of Youngstown and Mahoning, Southern Maryland Regional Library Association, Western Maryland Library Association.

• New Book receipt to shelf lead-time was reduced by 50-75% with a 10-33% reduction in costs. Pikes Peak Library, Kansas City Public Library, Tulsa City/County Library, Pueblo Public Library.

• Holds Processing clerical support cost reduced by 25-33%. Johnson County Library, Kansas City Public Library, Tulsa City/County Library, Ottawa Public Library, Fort Worth Public Library.

• The Holds Label Solution reduced clerical activities for 17 FTE, allowing a new library to be staffed at no extra costs. Mid-Continent Public Library.

• Tote box use was eliminated in the delivery process eliminating 98% of required heavy lifting. Pikes Peak Library, Public Library of Youngstown and Mahoning, Anoka Library System.

Change Ownership

Why did you choose the library as a profession?

Did Circulation or Budgets come to mind?
Why do reason people resist change?

“They fear the unknown.”

Overcome this fear with change ownership.

To create a successful culture of change we must create change ownership by:

• align your measurements (and therefore your priorities) toward what actually motivates your staff to come to work everyday – service.

• eliminating the fear of change by engaging and empowering those most affected by the change.

• drive your improvement efforts with these service improvements metrics that cross the boundaries of departmental staffing and budgets.
Sample Libraries Pursuing Lean

- Austin Public Library
- Pikes Peak Library District
- Fort Worth Public Library
- Humboldt County Library
- Ottawa Public Library
- Tulsa City/County Library
- Frisco Public Library
- Public Library of Youngstown/Mahoning County
- Pueblo Public Library
- Southern Maryland Library Cooperative Association
- Western Maryland Regional Library
- Fairfax Public Library
- Red Wing Public Library
- Mid-Continent Public Library
- Kansas City Public Library
- Austin Public Library
- Cincinnati Public Library

The Purpose-Based Library - Session Overview

- Topic One: Survival
- Topic Two: Success
- Topic Three: Growth
Libraries have more footprint in North America than any other business or organization.

120,000 Libraries in US
26,500 Fire Stations in US
14,200 McDonalds in US
12,500 Starbucks in US

Nearly 400,000 Library Workers in US

Libraries have the potential to be the most effective and transformative organization in North America.
To survive libraries must become as lean as possible, because the competition is already doing so.

"Everywhere we look (and we look), we find what experienced Japanese Manufacturers call 'muda' or waste. I find it incredibly energizing." Jeff Bezo, Amazon

Google Job Posting: Proficient in Lean/Six Sigma

To the Venn Diagram:

- Libraries
- Google
- Amazon

Libraries core services of media distribution and information providers compete with the toughest competition on the planet.

Success beyond survival demands a different path.

Pikes Peak Library Districts Mission Statement

Seek
Engage
Transform

Competitive Differentiation

- Libraries
- Google
- Amazon
Success beyond survival demands a different path.

Pikes Peak Library Districts
Mission Statement
Seek
Engage
Transform

But what does that mean?
How do you measure it?
How do you market it?

Maslow’s Hierarchy of Needs

Physiological Needs – Food, Drink, Shelter, Warmth
Safety Needs – Protection, Security, Order
Social / Community Belonging – Family, Affection, Relationships, Work Groups
Self Esteem – Achievement, Status, Responsibility, Reputation
Self Actualization – Personal Growth and Fulfillment

Huber’s Community Hierarchy of Needs

Food and Shelter Safety Net
Basic Needs
Functional Literacy and Access
Digital Literacy and Access
Community Contribution
Health and Nutrition
Social Community Engagement
Functional Skills Development
Creative Expression
Innovative Knowledge
Foundational Knowledge
 Fulfillment needs
Psychological Needs

Success beyond survival demands a different path.
Mid-Continent Public Library
Communities defined branch locations and census data.

Figure 2 – MCPL Service Areas based on US Census Tract from OrangeBoy

Cracks and Gaps in Our Nations Community Pyramids

- 16 percent who go to community college have to take remedial courses. [Gallup]
- 70 percent of occupations could become automated over next 30 years. [International Federation of Robotics]
- 43 million Americans do not have internet access at home. [Population Reference Bureau]
- Over 2.5 million home invasions per year. [United States Department of Justice]
- 1.6 million prisoners. [Population Reference Bureau]
- 2 million adults cannot read – 14% of population. [National Institute of Literacy]
- 63 million Americans do not have internet access at home. [Population Reference Bureau]
- 10.2 million homeless on any given night. [National Center on Homelessness Among Youth]
- 67 percent of all US fourth graders not reading at grade level. [NAEP]
- 12.6% of population are unemployed, underemployed or disengaged. [Bureau of Labor Statistics]
- 12.6% of population are unemployed, underemployed or disengaged. [Bureau of Labor Statistics]
- 70% of occupations could become automated over next 30 years. [International Federation of Robotics]

How healthy Is your branch Community Pyramid?
To succeed, Libraries need to proactively change the conversation.

Public Libraries must be the Focal Point for Facilities, Outreach, Communication and Dashboard Metrics.

Cooperative Effort to Fill Gaps in Pyramid
“Community Opportunities Not Community Deficits”

- Neighbor Watch Cooperative
- Library/Social Homeless Cooperative
- Self Education Programs
- School Libraries
- Academic Libraries
- Charitable Organizations
- Community Businesses
- Business Internships
- Library Education Credits
- Cooperative Art shows
- Health Cooperative Events

TLA – The Purpose-Based Library - Success

4/17/2014
Another Paradox

City Managers

The Public

If you don’t measure it, it must not be important.

Is your library’s purpose of transforming your community important?

Libraries must present a value proposition to their Community and City Leaders.
A Current Library Dashboard Metric

Current Shelf Accuracy

76.5% total accuracy

Audit Hrs/Qtr

Shelf Audits/Qtr

Shelf Accuracy -2013

Sample Value Proposition Dashboard Metrics
To succeed, Libraries need to proactively change the conversation.
The Purpose-Based Library - Session Overview

Topic One - Survival

Topic Two - Success

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Strategic Growth Opportunities

- eDemand
- Indie and Self Publishing
- Leverage

Nearly half of Amazon's book sales come from people who already know what they want and are simply using Amazon as a way to get it.

### Growth Opportunities

#### Service Growth and Competitive Differentiation

<table>
<thead>
<tr>
<th>Purchasing</th>
<th>Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indie Publishers</td>
<td>Coordinated Buying Groups</td>
</tr>
<tr>
<td>Self Publishers</td>
<td>24/7</td>
</tr>
</tbody>
</table>

#### Growth Opportunities

How Libraries present themselves is how you will be seen.

The Barnes and Noble of Libraries.

Libraries - The Community Transformation Center

- Community Advancement Center
- Adult Advancement Center
- Internship Center
- Creativity Lab
- Children’s Literacy Center

Libraries will never be obsolete so long as our communities dream, and strive, and work to ensure a world of insurmountable opportunities.

R. David Lankes
Huber makes a strong case that, if library leaders were to apply Lean strategies as recommended, customer service could indeed improve while reducing costs... a diversity of library employees across the workplace hierarchy would benefit from reading this book.”

— College & Research Libraries

I handed out John Huber’s Lean Library Management book— to rave reviews— at our own Lean Value Stream Mapping event to improve library services, a key part of Delaware’s Library Quality Cycle to achieve performance excellence. It is so well written and timely, we don’t have to reinvent the wheel!”

— Dr. Annie Norman, State Librarian of Delaware

Finding Your Path to Survival, Success, and Growth

The Purpose-Based Library

JOHN J. HUBER

IN THE YEARS since the publication of John Huber’s trailblazing Lean Library Management, budget pressures on libraries have only increased. Yet libraries who have adopted his strategies have turned conventional thinking— that if budgets are reduced, customer service suffers— on its head. These libraries have proven that by streamlining and improving customer services, they can eliminate wasteful activities and bring down costs. Their results are staggering:

• Holds delivery performance improved to same day / next day delivery with a 20 – 33% reduction in costs;
• New book receipt to shelf lead-time reduced by 50 – 75% along with a 10 – 33% reduction in costs;
• Holds processing clerical support cost reduced by 25 – 33%;
• Holds Label Solution reduced clerical activities for 17 FTE, allowing a new library to be staffed at no extra cost.

In The Purpose-Based Library, Huber builds on more than a decade of helping libraries survive and succeed, demonstrating that when libraries focus on their true mission and purpose, they can create real growth opportunities. Key strategies include new ways to think about metrics; reexamining customer self-driven services; effectively leveraging the considerable footprint of libraries; identifying and assessing community needs and realigning library services accordingly; actively encouraging community fundraising; and offering cutting-edge services and programs. Steven V. Potter, director and CEO of innovative Mid-Continent Public Library, provides boots-on-the-ground commentary on these strategies from a seasoned public library administrator.

This book is essential for library directors, department heads, and librarians interested in creating a customer service focused environment.”

— Journal of Library Innovation

Praise for Lean Library Management

Available December 2014

ISBN: 978-0-8389-1244-7

6” x 9”; 175 pages, $60

alastore.ala.org

Save $5 when you order Lean Library Management (coupon code LLMH14) or pre-order The Purpose-Based Library (coupon code PBLH14)

The Coupon Code PBLH14

The Coupon Code LLMH14