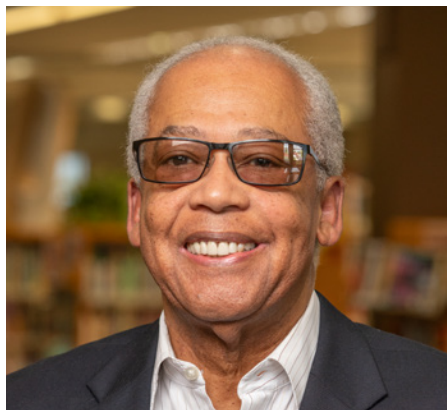# Strategic Plan

2020–2025

tacoma public library

Message from the President of the Library Board of Trustees and the Library Director

We are pleased to present Tacoma Public Library's 2020-2025 Strategic Plan.

This represents the culmination of an effort that began in 2018 with the Libraries Transform Tacoma series, a community engagement process conducted through a series of town hall meetings throughout the neighborhoods of Tacoma. The Libraries Transform Tacoma framework guides this plan, which reflects the needs and aspirations we heard from Tacoma community members, library staff, and local strategic partners. From here, we will develop a work plan with specific actions we will take to support movement towards achievement of strategic priorities, and we will provide the community with an annual progress update.

The values we believe in and our vision for Tacoma Public Library (TPL) as a radically welcoming community hub are woven throughout the Strategic Plan. We have made the plan aspirational yet flexible, so that we can be responsive to changing community needs and circumstances. The plan emphasizes the importance of partnerships with City of Tacoma services and community based organizations, as we know that a symbiotic relationship with these partners is essential to accomplish our ambitious goals.

We would be remiss if we did not mention that this plan was nearly complete in March of 2020, when the COVID-19 pandemic began to impact every business, public agency, and individual on a massive scale.

National and local events relating to race and social injustices and the need for progressive reform confirmed our commitment to racial equity and social justice in all library functions. Beyond having good intent, we must be responsible and resilient partners in Tacoma's network of public services. We continue to believe that we should invest in Tacoma's youth and that the library should be a community conduit: connecting people, ideas, and places. Finally, we want to become the destination for learning, discovery, and innovation for all Tacomans. This Strategic Plan sets us on the path to achieve these goals and to support the empowerment of our community by bringing people together to discover, connect, create, learn, and thrive.

Many voices, aspirations, and suggestions underpin every piece of this plan, from the Mission Statement to the operational goals. However, we realize that we did not hear from everyone during our community listening process, and we will hold ourselves accountable to lift all voices in future planning efforts. We thank you for your participation and your interest in the library's Strategic Plan, and most importantly, we thank you for inspiring us and for challenging us to be the library Tacoma so richly deserves. We look forward to working with you.

Sincerely,

Wayne Williams, President of the Library Board of Trustees

Kate Larsen, Library Director

PHOTOS, PREVIOUS PAGE BY BRIAN COX

Strategic Planning Contributors

Library Board of Trustees

The Board of Trustees participated in the Strategic Plan development process through discussions with the Strategic Planning Team during full Board meetings, one-on-one interviews, and via in-person and electronic conversations. Each Trustee hosted one of the community forums in October 2019. The final Strategic Plan was presented to the full Board of Trustees on July 15, 2020, and adopted by vote on July 15, 2020. The Steering Committee was also invited to attend the July 15, 2020 presentation of the final plan.

The Board of Trustees membership during the Strategic Plan development was:

- Wayne Williams, President
- Sara Irish, Vice President
- John Hines, Trustee (2016–19)
- Donna LaFrance, Trustee
- Toni Craig, Trustee
- Joseph Colón, Trustee

Steering Committee

Development of the library's Strategic Plan was guided by the Strategic Plan Steering Committee, which was made up of library leadership and employees, members of the Board of Trustees, representatives from key community organizational partners, and a City of Tacoma employee. The Steering Committee met on October 22, 2019; December 11, 2019; January 29, 2020; February 21, 2020; and March 6, 2020.

Steering Committee members:
- Kate Larsen, Library Director
- Amita Lonial, Assistant Library Director
- Wayne Williams, President of the Board of Trustees
- Toni Craig, Member of the Board of Trustees
- Shellia Bartyzel, Main Library Circulation staff member
- Tammy Taylor, Wheelock Library staff member
- T'wina Nobles, President and CEO, Tacoma Urban League
- Dr. Bernal Baca, Executive Director, Centro Latino
- Yazmin Aguilar, Deputy Director, Centro Latino
- Jacques Colón, Tacoma 2025 Strategic Manager

We extend our sincere thanks to all the members of the Steering Committee for their time, energy, knowledge, and commitment to this process.

Sara Irish, Vice President

Joseph Colón, Trustee

Toni Craig, Trustee

Donna LaFrance, Trustee

Listening to and Learning from the Community

"I visit the library at least once a week with my two kids. We stock up on books, play with puzzles, attend storytime, and make crafts. This is an essential part of our week to make sure we have fresh reading material at our reading levels and to connect."

PHOTO BY BRIAN COX

Hearing from the community was one of the Strategic Planning Team's priorities, and the insights gained from this community engagement process were instrumental in the development of our Mission, Vision, Values, and Strategic Priorities. The major listening and learning activities that informed this document are summarized below.

Libraries Transform Tacoma

Between June and November 2018, the library hosted a series of 15 conversations throughout Tacoma to hear about community members' aspirations, concerns, and ideas about how to strengthen communities in Tacoma. In March of 2019, library staff participated in breakout sessions to discuss key topics identified in the Libraries Transform Tacoma community conversations: affordability, civic engagement, cultural activities and quality of life, education and lifelong learning, food insecurity, healthcare, housing, inclusivity and racial equity, safety, and transportation. In the summer of 2019, the library posted discussion boards with comment cards at a central location in each library for approximately eight weeks. The discussion boards were placed either near the entrance, near the circulation desk, or in some other high-traffic area. Library patrons were encouraged to read through the comment cards and add their own ideas about the topics. (Summary results from Libraries Transform Tacoma are included in the appendix to this plan.)

Community Forums with Public and Organizational Partners

In October 2019, the Strategic Planning Team facilitated two forums with representatives from key library partner organizations, and three forums that were open to the public, to continue the conversations and ideas gathered from Libraries Transform Tacoma. We asked attendees questions about the type of community they want; the most pressing issues facing Tacoma today; what prevents us from making the progress we want; what can be done to make a difference; and what the library should continue to do or potentially stop doing. (Summary notes from our five forum discussions are included in the appendix to this plan.)

Stakeholder Interviews

Throughout the fall of 2019, we conducted more than 20 interviews with key community leaders, library leadership, and City employees to inform the development of the library's strategic priorities.

Online Staff Survey

In November 2019, we launched an online survey for TPL staff to share their ideas, perspectives, and opinions on the strategic direction for the library. The questions were open-ended and included the main challenges facing Tacoma and how TPL can respond; what communities the library should focus on to address any service inequities; their vision for the library; the top goals for the library in the next three years; which services should be enhanced or expanded and which services should be reduced; and staff training and development needs. In total, 85 staff members, representing an impressive 77 percent of staff, responded to the online survey.

Listening to and Learning from the Community, continued

Staff Workshops

The Strategic Planning Team led a virtual discussion during a library all-staff meeting in September 2019 about the strategic planning process. Staff shared their perspectives on challenges facing Tacoma and TPL and brainstormed desired outcomes for the Strategic Plan. The Strategic Planning Team also conducted an in-person workshop during a library all-staff meeting in December of 2019 to follow up on the September meeting, and to engage staff with the results of the November 2019 staff survey. The team presented themes of what we had learned from the community and from staff about the most important issues in Tacoma and how TPL can help address the community's concerns. Staff discussed their aspirations and goals for TPL, and workshopped the existing Mission and Values Statements.

Community Survey

More than 940 people responded to a community survey between December 2019 and January 2020, providing feedback about their perception and experience at the library, their goals and aspirations for the future, and how they would most like to use the library. The survey was available online and on paper, and translated into Spanish with the option to access it in other languages on an as-needed basis. The library publicized the survey online on the library's website, social media accounts, signage in each location, and by targeted communications through library partner organizations. The community survey asked about respondents' library usage, the importance of library services, features of the library, and main challenges facing Tacoma. The survey included open-ended response options to provide an opportunity for additional feedback.

The full community survey results, which are included in the appendix to this plan, show that the demographics of the survey respondents were overwhelmingly white and female, and located in the North End neighborhood. We recognize that this group of respondents is not representative either of Tacoma overall or of the population the library serves. In an effort to seek further input from the Latinx community, additional one-on-one interviews were conducted with several community members. As part of TPL's values and strategic priorities, which are discussed in the following pages, we commit to hearing from and serving a diverse and representative population. We will strengthen our outreach efforts to those communities whose voices we haven't heard so that future community surveys better reflect the diversity of Tacoma.

> *"Thank you TPL for making our lives better. We also appreciate the public access to services such as printers and copiers."*

PHOTO BY JESSE GARDNER

PHOTO BY JESSE GARDNER

PHOTO BY BRET STEIN

Community Insights: What We Learned

"Tacoma Public Library is where I got free internet access and Googled 'how to be a bike mechanic' when I was 16. Now I'm the programs director for 2nd Cycle and I get to teach young folks how to build and repair bicycles!"

PHOTO BY JESSE GARDNER

Overall, we were very pleased with the level of participation in our community engagement activities. What we learned from our community inspired and challenged us. Common feedback, ideas, concerns, and focus areas showed up consistently throughout our community engagement process, and we also were encouraged by the community's aspirations and goals for TPL. The sections below summarize several common themes that emerged from our community engagement efforts.

Tacoma is committed to racial equity and social justice

We consistently heard that services and programming for new immigrants and refugees, communities of color, and vulnerable or under-represented communities should be a high priority. Throughout our engagement with the Tacoma community there was a strong theme of wanting an equitable, caring, and inclusive environment. Services for these communities are critical for a healthy city and could be provided in library facilities or in collaboration with partner agencies. In order to prioritize equity and inclusion, respondents to the community survey recommended library collections that reflect under-represented communities, and participants in our community forums and stakeholder interviews noted that books and materials in languages other than English, along with multicultural resources (specifically in Spanish, Korean, and Ukrainian) were high priorities. Overall, Tacomans view that empowering and giving voice to historically under-represented communities is essential when considering access to resources and services.

Tacoma is concerned about affordable housing and homelessness

Our community cited concerns about affordable housing, unhoused community members, and safety as some of the most pressing issues facing Tacoma today. Tacomans believe that TPL can play a key role in serving people by providing information about available services and helping them access resources. While TPL cannot, on its own, solve issues related to homelessness, it can provide safe and welcoming spaces, reduce barriers to access, and work with social service partners to address individuals' specific needs regarding housing insecurity. Ideas and recommendations from the community on this topic were wide-ranging, from the elimination of library fines to providing mobile hotspots to co-locating library services in public spaces such as malls and community resource centers.

Community Insights: What We Learned, continued

Tacoma wants spaces and resources that are accessible, welcoming, and relevant to all cultures, abilities, and communities

Inclusivity and the idea of being "radically welcoming" were common themes that we heard throughout our community engagement. Libraries are community hubs where people enjoy opportunities for individual contemplation as well as gathering with neighbors. TPL can bring people together from all segments of the community and become, as one individual envisioned, "a community living room." Many participants focused on the importance of locating libraries in communities and neighborhoods where their services are most needed. The closures of library branches in the Hilltop and Eastside neighborhoods have been a significant loss and detriment to the communities there, specifically the African American community in the Hilltop and the Latinx community in the Eastside. Rebuilding trust and the commitment to make library service a priority in these neighborhoods should be given strong consideration.

We also heard that materials and services should be available in languages and formats that meet the needs of Tacoma's diverse communities, and that expanding hours of operation would increase accessibility. The availability of services for those who are differently-abled, ease of building access and materials in non-print formats, was noted as a priority. Community members noted that facilities needed upgrading to reinforce a welcoming, open, and inviting environment, with ample meeting spaces and clear wayfinding. Some survey respondents and forum participants were particularly critical of the Main Library and felt that it needed to be re-imagined and redesigned to reflect a more contemporary library building and service model. The community

also raised concerns about safety in some library facilities and noted that these concerns could be addressed with more security staff presence.

Tacoma's communities are creative and committed to enrichment for all ages

Tacomans highly value opportunities for creativity and innovation and see the library as a platform for those experiences.

From enhanced science, technology, engineering, art, and mathematics programming for youth to digital curation of historic resources in the Northwest Room, the library has an opportunity to support individualized learning and the unique value of arts and culture in the community.

Tacomans value the library, but see room for growth in services and partnerships

While the library is a respected community asset, throughout our community engagement we heard many suggestions for additional services that the library could provide. Enhanced library services for children and youth in particular were frequently cited as a high priority, as were services for seniors and homebound persons. Although the library has some successful partnerships, additional partnerships with social service agencies and non-profits serving diverse communities were strongly suggested. Community members also speculated about the possibility of increasing the use of volunteers to support library staff capacity.

We heard strong support for community outreach from the library, especially if that outreach is

designed to reach underserved and under-represented communities. This type of outreach would require additional staff capacity with cultural competencies and language skills, or could be conducted in partnership with an experienced community-based organization. TPL has forged an outstanding partnership with Tacoma Public Schools; the Pathways Program in particular was cited as a model of collaboration that serves the needs of students by offering access to library resources through a uniform library card. However, there are other opportunities to enhance youth library outreach, for example in low-performing schools that serve African American, Latinx, and Indigenous students. Summer learning is another program that could be strengthened to have a more intentional reach to communities of color.

Stakeholder interviews with the Latinx community revealed several areas in need of stronger outreach and partnership. Interviewees relayed that the Latinx community does not have a strong tradition of library use and often sees the library as an intimidating governmental institution; however, TPL has the opportunity to provide specific resources, including access to language learning resources, technology, and culturally relevant programs. Conversations with community stakeholders also revealed that TPL needs more bilingual/bicultural staff that reflect the growing Latinx community in Tacoma, and that library staff need a stronger and more intentional relationship with the Latinx community in order to better understand and meet their needs. Agencies that serve the Latinx community like Centro Latino, Sea Mar Community Health Centers, the Eastside Family Resource Center, and others, offer excellent opportunities to partner with TPL to offer programs and resources as well as help promote the access and availability of services. Finally, we heard that our collection should also reflect the diversity of this community, and that proactive outreach into neighborhoods with higher Latinx population, such as the Eastside, is essential to achieve equity of service. Promotional materials in Spanish as well as targeting Spanish language media are other strategies that can enhance TPL's relationship to the Latinx community.

Tacomans are environmentally conscious and believe in responsible consumption

TPL has a tradition of environmental conscientiousness as the premier institution that shares and re-uses one of its main resources – its collection! Community members cited their own commitments to environmentally friendly practices and the importance they place on sustainability, and would like TPL to reflect those values. Tacomans believe TPL can be an example for the community by using environmentally friendly materials and processes in its furnishings, lighting, and facilities.

PHOTO BY BRET STEIN

Staff Insights: What We Learned

"I loved the 23 years that I spent working at Tacoma Public Library. Many of those years I worked with children, and I still meet parents who tell me how much I helped their child to excel in school."

PHOTO BY BRIAN COX

The opportunity to gain input from staff at various levels of the library provided valued perspectives that informed the strategic planning process. In addition to interviews with TPL leadership, the Strategic Planning Team engaged with staff during two all-staff meetings. The staff survey had an impressive response rate of 77 percent and revealed a genuine interest in and commitment to setting strategic priorities. Several themes that emerged from our engagement with staff are worth noting:

Staff members have a strong commitment to equity, diversity and inclusion. They demonstrate a high service ethic and want TPL to become a key partner in the City's efforts to reach underserved communities.

Staff members envision TPL as a community connector, an access point, and gathering place for all.

Staff members want TPL to have greater visibility in underserved communities. They support expanding equitable access to libraries, especially in areas impacted by past closures.

Staff members understand the need to adapt and gain new skills, including cultural competencies and working with people experiencing homelessness, addiction, and mental health issues, in order to better serve their communities.

Mission
(Our purpose and why we exist)

We empower our community by bringing people together to discover, connect, create, learn, and thrive.

Vision
(Aspirations we have for our library)

We are radically welcoming: a trusted community hub where all people can find joy, compassion, and inspiration.

Values
(What we believe in)

We work to break down barriers of access.
Our commitment to racial equity and social justice guides our work, allowing us to learn about and respond to Tacoma's diverse communities' needs and opportunities.

We believe that learning is a human right.
We work to provide free access to information and ideas from diverse points of view and encourage our community to explore new ideas, perspectives, and experiences.

We foster a culture of teamwork.
We engage with our community, our partners, and one another to cultivate collaboration and innovation.

We are committed stewards of our human, environmental, and financial resources.
We practice equitable decision-making and resource allocation, and take an active, visible role in supporting sustainable and resilient communities.

Community Insights Lead to Strategic Priorities

With these insights in mind, the Strategic Planning Team developed a set of five strategic priorities for the library.

Equity and Access
We are committed to racial equity and social justice. It guides our work in serving Tacoma's diverse communities, especially the most vulnerable and underserved.

Learning, Creativity, and Innovation
We will be the place for learning, discovery, and innovation.

Investment in Youth
We believe that youth are the future and we will prioritize services, programs, and partnerships that nurture and develop young minds.

Cultivate and Engage Community
We will be the center for connecting people, ideas, and places.

Responsible and Resilient
We will be an integral partner in a sustainable network that supports a thriving Tacoma.

Strategic Priorities: High-Level View

	COMMUNITY GOAL	COMMUNITY GOAL	OPERATIONAL GOAL	OPERATIONAL GOAL
Equity and Access	Provide convenient access to library services, resources, and programs	Provide current and culturally relevant resources and services	Provide spaces that welcome all cultures, abilities, and communities	Provide inclusive, friendly, and expert customer service
Learning, Creativity, and Innovation	Expand learning opportunities for the community	Provide resources that optimize the potential to learn, create, and innovate	Equip staff with the skills and support to meet the needs of Tacoma's diverse communities	
Investment in Youth	Expand learning opportunities for youth ages 0-24	Provide resources and services that address unique needs and interests of youth in our diverse communities	Grow alliances with educational partners	Prioritize resource allocation to support youth services
Cultivate and Engage Community	Identify successful partners to leverage and extend library services	Extend services beyond library walls by partnering with community-oriented organizations	Demonstrate the role of libraries in Tacoma's thriving, multicultural communities	
Responsible and Resilient	Support the Tacoma 2025 vision of equity, economy, education, livability, and civic engagement	Provide services for culturally diverse and vulnerable communities	Grow strong public and private support that positions the library as a model of sustainability, collaboration, and equitable practices	Develop an Equity, Diversity, and Inclusion Plan that addresses race and social justice and focuses on serving Tacoma's marginalized communities

Strategic Priorities: Detailed View

	COMMUNITY GOAL	SUB-GOALS	COMMUNITY GOAL	SUB-GOALS
Equity and Access	Provide convenient access to library services, resources, and programs	• Identify steps to increase or revise operating hours to address service inequities • Determine service priorities for library facilities based on community need • Enhance the customer service experience by providing easy-to-use services	Provide current and culturally relevant resources and services	• Ensure collections (physical and digital) are equitable and responsive to community demand • Position the library as an innovative community leader by offering current technology and digital services • Leverage community partner resources
Learning, Creativity, and Innovation	Expand learning opportunities for the community	• Increase adult and senior engagement through programming, community events, and outreach • Develop programming and resources that address life stages, i.e. adulthood, parenthood, retirement, caring for aging parents	Provide resources that optimize the potential to learn, create, and innovate	• Offer access to artistic and creative resources through events, collections, and technology • Develop partnerships that amplify connections for sharing and enhancing creativity • Provide support for individual and community content creation and distribution
Investment in Youth	Expand learning opportunities for youth ages 0–24	• Increase early literacy and summer learning programming • Provide more access to quality out-of-school time programming • Expand college, career, and technical education programming	Provide resources and services that address unique needs and interests of youth in our diverse communities	• Provide youth materials and programs in multiple languages • Provide youth services in community spaces outside of library • Engage youth, parents and caregivers in service planning • Apply an equity lens to gain an understanding of diverse cultures
Cultivate and Engage Community	Identify successful partners to leverage and extend library services	• Expand existing relationships with social service agencies and non-profits that can extend the reach of library services • Develop and strengthen partnerships with organizations that serve under-resourced communities, especially organizations that provide unique services that the library does not have capacity to provide	Extend services beyond library walls by partnering with community-oriented organizations	• Library staff meet and engage with the community (ex. neighborhood meetings, street fairs, farmers markets, etc.) • Library partners promote and share library services throughout their organizations and community networks
Responsible and Resilient	Support the Tacoma 2025 vision of equity, economy, education, livability, and civic engagement	• Advocate for and allocate TPL resources and programming to support ongoing City initiatives • Prioritize resources and programming on positive life skills: health, financial, and civic literacies	Provide services for culturally diverse and vulnerable communities	• Reshape services and programs to reflect the needs of First Nation, African American, Latinx, and historically vulnerable communities such as the non-English speaking, immigrant/refugee populations, and LGBTQIA+ individuals • Serve as a conduit to available services and cultural connections for new, established, and unhoused communities • Preserve and conserve resources of cultural value and historical significance

OPERATIONAL GOAL	SUB-GOALS	OPERATIONAL GOAL	SUB-GOALS
Provide spaces that welcome all cultures, abilities, and communities	• Determine locations for library facilities based on community needs, expected community growth, and demographics • Develop staff training and security services that support a safe environment • Prioritize building design and public spaces that are welcoming, intuitive, and accessible	Provide inclusive, friendly, and expert customer service	• Provide an ongoing process of education, dialogue, and organizational development that normalizes equity • Commit to developing a workforce that reflects the community
Equip staff with the skills and support to meet the needs of Tacoma's diverse communities	• Create a learning culture that supports innovation and prudent risk-taking to develop new services and programs that meet the unique character of Tacoma • Align staff development with strategic priorities		
Grow alliances with educational partners	• Expand successful Pathways Partnership with Tacoma Public Schools • Identify and develop partnerships with educational non-profits that could leverage library resources and reach new audiences	Prioritize resource allocation to support youth services	• Provide training opportunities so that youth services staff develop programming based on brain development research and serve multi-lingual youth effectively • Invest in mobile vehicles so that staff can deliver services in a variety of locations
Demonstrate the role of libraries in Tacoma's thriving, multicultural communities	• Increase visibility and develop effective branding and marketing strategies so that TPL is seen as an essential partner • Provide all staff members with the tools and materials needed to guide TPL in achieving and sustaining its role as an essential community partner • Identify and celebrate library progress and success		
Grow strong public and private support that positions the library as a model of sustainability, collaboration, and equitable practices	• Foster multi-tiered support for TPL through the development of the Tacoma Public Library Foundation, Friends of the Library, Advisory Councils, and other organizations representing the community • Revise policies to focus on equity and inclusionary practices to address resource allocation • Model environmental sustainability by using environmentally-friendly products, processes, and materials	Develop an Equity, Diversity, and Inclusion Plan that addresses race and social justice and focuses on serving Tacoma's marginalized communities	• Work collaboratively to identify barriers and implement structures and policies to improve TPL's ability to serve marginalized communities

Next Steps

We developed this Strategic Plan based on our vision for the Tacoma Public Library as a radically welcoming and trusted community hub where all people can find joy, compassion, and inspiration. Our next step will be to develop a workplan with specific activities and actions for us to support these strategic priorities. We will also develop metrics to measure our success in implementing the plan. The flexibility that has been built into our goals and subgoals will allow us to revise and refine our priorities if needed as we begin our work on implementation. We will regularly report to staff and the Board of Trustees on our progress, and we will provide annual updates to inform our public stakeholders of our progress and accomplishments.

We will use this Strategic Plan as a guiding framework to ensure we make investments and provide services that contribute to the success of all Tacomans and support the goals of the City's Tacoma 2025 Plan. Many of the strategic priorities in this plan leverage library resources to benefit our community, but we know we cannot achieve our goals in a vacuum. Community partners will be important contributors to the success of this plan. We will continue to nurture the strong partnerships we already have in Tacoma as we focus on developing new partnerships to support learning, innovation, and creativity in our community. In particular, we are fully committed to strengthening our ties with Tacoma's communities of color and marginalized populations, so that TPL reflects the diversity of the communities we serve.

Appendix

The following materials are included as an appendix to this Strategic Plan:

1. Summary results from Libraries Transform Tacoma
2. Summary results from TPL partner forums
3. Summary results from public community forums
4. List of outreach interviews conducted with community members, TPL leadership, and City officials
5. Presentation of results from TPL staff survey
6. Results from the Community Survey
7. Benchmarking results, demographic trends in Tacoma, and data on active library users

Summary results from Libraries Transform Tacoma

2018 Libraries Transform Tacoma Transcribed Easel Pad Notes

1. What kind of community do you want?

6/11/18 (Bates) – Know everyone, unpretentious, friendly, keep low key, big community of friends and family, livable city, safe, know neighbors, all one, look out for each other, welcoming, literate, informed, everybody has a shelter, greenspaces, recycling and other environmental practices, easily accessible, local jobs, live and work in Tacoma, self-aware, walkable, existence outside of our area, inclusivity, variety of people, representative of community, business friendly, invest in Tacoma, vibrant, more business opportunities to expand their wings, relevant programming, parking – ADA needs, diversity of neighborhoods, acknowledge history – past and buildings, not vanilla, support our local businesses without new Chamber of Commerce act, creative, global viewpoint.

6/27/18 (Associated Ministries) – Intellectual, inclusive, taxes not spent on aliens, learning, safety for all – people of color, understand past, welcome everyone, engaged, informed, lifelong learning and programs to encourage, all things are possible, prioritized – not looked over, free and variety of activities around area, public transit, ecological perspective on public transit, recognize community overlaps – cultural, understanding complexities, joyful, funding, partnerships, cooperation, fun activities, equitable, affordable, needs met, especially of those on margins, own character – independent, sovereignty, democratic principles emphasized, safe – children, creative, innovation encouraged, intergenerational relationships, religious freedom, "Everybody is somebody and nobody is everybody."

7/19/18 (Dixon) – Safe, friendliness, smiles, clean, drug free, gun free, access to resources – computer room, fitness center. Education/employment training, supportive people to help with training/education. Businesses – interact with communities, human relations, how to deal with people, customer service, advocates for homeless, understanding, opportunities for second chances and human relations.

7/24/18 (Fawcett Apartments) – Crime free, shelters for the homeless, knowledgeable, compassionate, something to help the homeless, active - people getting involved in the community, inclusive (in all ways), lots of ages, groups, more recreation for the younger generation (old life was military and there were things to do), just a teen place to go. Teens need a place of their own, less homelessness, sad to see mothers sleeping with babies on the street, more diversity, more connection, racial harmony, racial communication, translators for non-English speakers, affordable housing.

7/30/18 (East Portland Community Center) – Safe, supports lifelong learning, formal education, mini classes, looking out for one another, know each other/neighbors, strengthen our neighborhood; children/teens involved in own community, involvement, different age groups, interactive, community service for youth; volunteer in food banks, clean neighborhood – pick up large items, more informed citizenry, volunteers, environmental clean-up, conservation and sustainability, native plants, education – how to; homeless – how to deal with it, encampments, and what City has done, mental health, National Alliance on Mental Illness (NAMI), more police, less crime or no crime, get businesses to be involved in safety, housing, shelter, more library services, co-locating services, partnership; collaborative spaces; ESL education; community involvement; positivity; acts of kindness; celebrate the positive; art; more services; economic viability.

8/1/18 (Wilson) – Safe, educate community better – GED-grants, accessible – services available to all, having a library accessible, equitable, more services, free tutors – broad diversity, economics, close-knit – everyone knows each other, feel like you are a part of something, know neighbors, free opportunities for all, free computer classes, help with new technologies, learning different languages, encouraging, helping, caring, services for all abilities, tolerance, trusting/trust.

8/23/18 (Bergerson) – Inclusive with diversity, not diverse – don't believe in diversity, equal access to technology/digital equity, friendly, worry free, food equity, affordable public transportation, Tacoma embraces possibilities – regional thinking, don't view self as ugly step-sister, jobs available for college graduates, reason to come back to Tacoma, really affordable

housing, thinking creatively about housing, more Veterans, military – know rights to social service block grants, more book kits, easier between groups/partnerships, resources.

8/28/18 (Salishan) – Safe, lack of crime, walkable – all services/amenities groceries, lots of plants – community gardens, diverse – sexual orientation, gender, age, religion, etc., local government – transparency, new people in office, elected officials who will listen, bike friendly – throughout city, affordable transportation, better transportation network, affordable housing for everyone, language school for adults, no food deserts, community block groups helping each other, block grants.

9/12/18 (N K Street Apts.) – Good infrastructure – streets, water, power, libraries, churches, schools, gang free, pay attention to less fortunate, have housing and education, arrest teachers as quickly as arrest illegal aliens, no striking teachers, neighborhood watch, safe streets; police, fire, utilities working together; caring, affordable housing, preserve historic properties, sensitive to environment, community engagement, honest administration, no drop outs, community meetings/conversations, emergency management, disaster plans, civil discourse, local jobs, local/sustainable sufficient quality of life, no opioid, less cameras and planes, less taxes, affordable, more privacy, removing bad police officers.

9/20/18 (Bay Terrace) – Equitable – affordable housing, friendly, safe, clean, diverse, active – community events bring people together, relevant-meeting needs of constituents, developing/growing, accessible – public transportation, car, etc. access to grocery stores, where everyone belongs, inclusive, sunny.

9/27/18 (Norpoint) – Connecting – see people know, knowing neighbors, cohesive, invested, involved, civic events, safe place, inclusive, conversation groups, central place "town center", to be heard, input, freedom to be our self, communication, housing, mental health, homelessness, respect to each other.

10/3/18 (Swasey) – Inclusive, low crime, (civility, more than policing), walkable, easy to get around (public transportation), bikeable, youth involvement, community space, green space, civility (promotes); environmental sustainability; promotes lifelong learning, education, health care, innovation, affordable housing, housing programs (government)

10/18/18 (Tacoma Community House) – Safe, quiet, not too much crime, not too dirty, police presence, more police patrol, no pollution, colorful buildings, more after school programs, more tutoring, diversity, gym, activities – neighborhood block parties; more services for needy: mentally ill, homeless; neighborhood clean ups.

10/27/18 (Tacoma Community College) – Inclusive, welcoming, safe, supports learning, active, kind, educated, access to quality resources, accessible – transportation, child friendly, understanding, tolerant, affordable housing, diverse, innovative, living wage jobs, empowering education/nurturing/dignity, access to food, challenge thinking, space for civic discourse, civility, proud of community, honors dignity, nurturing (holistic), mental health, substance issues - help, libraries, lower taxation.

11/13/18 (Wheelock) – Values the arts, collaborative, compassionate, values and supports multi-cultural, diversity, safe, know each other, proactive about homelessness, literate, educated, values education, supports families, accessible transportation for everyone, environment, communication vs. confrontation, community gardens (in schools too), supports well-funded libraries, equitable distribution of public resources, walkable community center, access to grocery stores/services.

2. Given what we just said, what are the two or three most important issues when it comes to the community?

(* indicates top 3, if more than 3 items listed)

6/11/18 – *Safe, *inclusive, creative, live/work in community, informed, affordability, housing, good schools, good colleges, engaged (art, drama) – creative.

6/27/18 – Safe, inclusive

7/19/18 – Safe, opportunities for second chances, human relations

7/24/18 – Unity, connection, homeless – big topic in Washington; but we make the homeless, born in Washington, went to Washington State, every program for the homeless stipulates that you have to have some kind of an income. People don't have that, thus they have no beginning. A lot is related to incarceration. People come out with nothing. No place to start, there are homeless people who still go to school, still go to work. Low barrier or zero barrier housing. Translation help – from the beginning we thought this was a mobile book program night. We didn't understand what we were doing here this evening. Library of things – this is the community needs, things you'll only use once or twice or want to try out. This is amazing that you are out here talking to us. *Unity (racial), *Shelter for everyone, *Recreation for youth.

7/30/18 – Safe, shared space, partnerships, education equity, collaboration, ESL language, involvement (community), strengthen neighborhood, celebrating positive, acts of kindness, more visual arts – murals, transformers, more services.

8/1/18 – *Tools – tutoring, services for all – medical, education, *diversity - ideas, points of view, race, age, economic, *develop level of trust, acceptance of diverse ideas, educating community better

8/23/18 – *Food equity, *social service block grant, *embrace possibilities.

8/28/18 – *Affordable transportation, *affordable housing, *equitable community, more community block groups, watch each other, know what's going on, help each other, social service block grants, safe

9/12/18 – Affordable, *safe, friendly, prosperity, *community engagement, less taxes, local rent control, more tent cities, mental health funding; abundant resources for the vulnerable, resources for seniors, homeless; healthy, civility, disaster planning, good healthcare.

9/20/18 – *Relevancy, *inclusiveness, *safe, equitable, belonging, affordable

9/27/18 – *Safety – walking – sidewalks, *communication, what's happening, *freedom, * civic events, housing, homelessness, mental health

10/3/18 – *Civility, inclusivity, *green space/environmental/sustainability, *youth involvement

10/18/18 – *Safety, no pollution, *clean up, *after school programs, neighborhood parties

10/27/18 – *Access to quality resources, *affordable housing, empowering education, *dignity, nurturing (holistic).

11/13/18 – Education, communication, environment

3. What concerns do you have about this issue? Why?

6/11/18 – Faulty to think there's one issue. Ignore inter-connectivity, receptive to growth, adaptability – not rigid.

6/27/18 – None

7/19/18 - Education/training, diversity – handles all people – those who can read and those who cannot. Educational opportunities – community advocate, residential. Public transportation, shuttles, remove turn lane and turned into a bicycle lane. Seminars for youth. Healthcare mobile units – dental, physical, preventative. Fear.

7/24/18 – Recreation for youth – kids start young getting in trouble when they don't have things to do, a place of their own, something besides school and church, their own teen center. A place just for teens. Transportation is an issue for youth. Difficult to get license. Parents don't have time to take kids, or it's un-walkable to get to. Bike sharing doesn't exist, ride sharing doesn't exist here. Mentorship program for youth is needed. Libraries are closed on Sundays and Mondays, (shelter, community, etc.), youth need a place to go. Translation is a problem. Everything is in English – also barrier to unity due to language/communication challenges, digital literacy and access, - charging stations, computers, printers - technology not equally accessible or distributed, Community Center for adults to dance, play cards. Very thankful for this place. It's a good place to live, good neighbors, some drama.

7/30/18 – Feel we have no voice in what goes on, more info to have voice, who does the prioritizing, lack of equity, how do we attract services with no clout; is City Council reaching out; funding (more money or more say), equity in making decisions, apathy, accessibility, awareness of public officials; visibility, can be a lack of accountability once elected, lack of involvement in community neighborhood council meetings.

8/1/18 – Make sure services are available, funding, lack of access.

8/23/18 – Food equity, lack of grocery stores, healthy food community garden, need co-ops, food deserts, address mobility challenges, distrust of retail stores, create ways for "Tacoma eats its young", native gifts we have, don't embrace change.

8/28/18 – Transportation – costs, benefits, access is not equitable, traffic (bus lanes), need better routes, more regional system, different size buses, more frequency, covered bus stops. Housing – not affordable; developers think out of the box for solutions, tax incentives, block grants, criminal past – structural/systemic barriers for disadvantaged populations – lack of concern for humans – compassion – build apartments and no parking, childcare funds, food – need more grocery stores – bodegas (help to build community) high prices in low income areas (captive markets) greed, lack of equity in access.

9/12/18 – None

9/20/18 – Mentally ill not in places where they need to be, safe – walking down street at night, concerned about home (burglary, robbery) safety, fear, some neighborhoods not welcome – unspoken vibe, stuck in British empire – landlords, active, peaceful protesting, frustrations building, structure not set up to reach these goals, who is defining relevancy?, who is making the decisions?, personal safety; but also safety of others (mental health, most vulnerable populations) community has complex dynamic needs.

9/27/18 – Civic events - bring people together, fun for kids, meeting neighbors, more face to face, less technology, need social interaction, sense of community creates safety, need police.

10/3/18 – Price tag – affordability, community buy in/ involvement to make it sustainable, lack of community engagement, funding, no leisure time, need to/how to spark interest, need to set priorities; – consensus, cyclical nature of energies popularity/housing market e.g. Ruston Way, Chambers Bay – housing increase takes green space – can change area dynamics, expanding government changes community involvement jaded; don't trust institutions.

10/18/18 – Not enough support, money/funding, so many needs, communicate, come together

10/27/18 – Problems are large and widespread, inadequate infrastructure and likely to be exacerbated, likely to get worse, resources are being stretched, outreach – lack of public awareness, communication.

11/13/18 – Not being practiced, can't agree to disagree, focus on negative/lack of civic discourse, more volunteer opportunities/chance to work together, ways to contribute with varying commitments, need better signage/lighting – crosswalks.

4. How do the issues we're talking about affect you personally?

6/11/18 – Walkability – services aren't well distributed – Portland Avenue Park closing – need better partnerships and communication, Tacoma informed – services available, bus available, hunger, sleep in park, 46% below poverty line in Tacoma, health risks, lack of partnership/coordination, equity, childcare, working poor, poverty, lack of resources, library is resource, homelessness, sustainable in Tacoma – transition out of homelessness and can't continue.

6/27/18 – None

7/19/18 – Fear

7/24/18 – It makes me sad seeing all those people downtown in the morning. I start crying – I feel sorry for some; but some I don't. Some get money with their signs and then spend it on bad stuff. Five year limit for welfare/public aid for lifetime. Then, they have to work. You go mental when you've been homeless so long. You forget how to act in society. Circumstances create bad situations; no basic services: trash, restrooms, needles; lace of community, get left behind. Went to Agape shelter for two years – then God opened the door – I had been on the list for three years – you can get back on your feet; but it's a step by step process. I'm really thankful for this place. Nice neighbors. Mental health assistance – my family is affected right now – I tried to help; but I'm an amateur and I made mistakes and made things worse. My family member needs professional help, people who understand them. I can provide love; but I've done nothing that sticks. Transportation – can't get from one end of the City to another; no/little access to health care. Mental health and homelessness are often connected.

7/30/18 – Have to leave area to take advantage of services - what about specially abled? Invisibility; public transit; feeling unsafe; Ability to get to services – ADA, transportation, accessible - especially to homeless on 72nd, want money, panhandlers, don't know how homeless people will react; intimidating, mental illness and/or drugs – fear, personal safety, high rent costs, livable wages not available; housing costs going up; health care access, have to choose between meds., housing; need more partnerships, community involvement; make it easier to find resources; match people to resources, get retired to volunteer, more recognition of non-monetary skills, brains, brawn, experience, sweat equity.

8/1/18 – Doesn't feel safe coming to Main Library, book clubs, where do prejudices start?

8/23/18 – Alarming, emotionally affects us, concerning, saddening.

8/28/18 – Pierce Transit – lack of covered shelters, costs of transportation, limited resources. Things are out of control, bad experiences with agencies, food – lack of options (none or limited) - hard to get to places, demographic/societal barriers in transportation, frustrating, anger, depression, walk up hills, no paper transfers, be more mindful of challenges people face – homeless people on the bus.

9/12/18 – Personality, transparency, pollution, safety at home, neighborhood watch = community engagement, community liaison officer, getting to know neighbors, micro communities, macro communities, exchanging information; come from a position of how to make things better, rather than fear; people want opportunities to get involved, people also don't want to be involved.

9/20/18 – Who defines terms like "relevant" and how are they determining what's being done (developments) vulnerable populations – safety of others, (mental health), complex, dynamic needs, not relevant – some areas stuck in time warp, backwards, people's attitudes – how much is in hands of powers to be and how much can people change – what can be affected at the individual level? grassroots/local change for better, upgrades are pushing people out – inclusive improvements, people's attitudes, check cashing at Walmart/Fred Meyer, library relevant for shelter against elements, Hilltop gentrification, need day shelters.

9/27/18 – Isolation – especially in immigrant communities, different cultures, foreigners, language, holidays, libraries=safe place, place to celebrate and learn about other cultures, celebrations – educational, interesting, food, multi-cultural events, home here – so whatever happens here, affects me, relationships, locked gates – school playground, can't walk alone in neighborhood – not safe, services for people, education, video, photos – power of cellphone.

10/3/18 – Education – want youth well educated, everyone needs education, lifelong learning, strengthening (supporting) diversifying community opportunities, accessibility for working parents, childcare, local business disappearing, public transportation, bikeability, sustainability, road quality

10/18/18 – Feel unsafe, at night, Tacoma Roma, dispatcher controls urgency

10/27/18 – Homelessness – struggling to study, would like more understanding, more opportunities to heal, learn how to study, libraries – life/educational skills, listening skills, inequities in education and life, intergenerational illness – mental health access. How can you have dignity if other people don't? Lack of dignity, limits/censorship, political differences when you don't agree with group, embarrassing, hate, create "milieu" – openness, treating people with dignity, retribution.

11/13/18 – Achievable goals, feels loss of community - community changing, Proctor felt like a village – becoming too commercial, losing local business and cohesiveness, co-op, co-housing, if these things come together – happier –– everyone benefits – personally happy.

5. When you think about these things, how do you feel about what's going on?
(This question wasn't asked every time and was dropped; but I included it for the record.)

6/11/18 – Homelessness increasing worldwide, business approach – biggest bang for buck, caring

6/27/18 – None

7/19/18 – None

7/24/18 – Lots of division, priority of funding. Had a real shock when I went to the Main library, I couldn't get a table because they were removed to prevent homeless from sleeping on them. There was also a large line up for computer use. Shocking how it has changed. Kate thinks it was related to a remodeling project. So, there wasn't communication so stories are made up. Communication. Access for youth is splintered, school libraries, but no single place. My father was a great man – my dad would tell us, "I'm going to raise you and teach you the right thing; but you need to apply it" – what do we do with the kids that were taught right but are out gang banging. People making bad decisions. In my country – you must go to class before you come here – or there is a class that tells immigrants what to do – help with the transition – no class here – there must be a class.

7/30/18 – None

8/1/18 – None

8/23/18 – None

8/28/18 – None

9/12/18 – None

9/20/18 – None

9/27/18 – None

10/3/18 – None

10/18/18 – None

10/27/18 – None

11/13/18 – None

6. What do you think is keeping us from making the progress we want?

6/11/18 – Lack of will, inertia, reluctance to think outside the box, think of simple solutions, fear keeps us from making progress, leadership – taxes well used.

6/27/18 – Lack of funding, competing priorities, politics, logistics – geographical, transportation, lack of understanding, fake news, building consensus on shared understanding and priorities, lack of leadership/vision/economic injustice, complacency, status quo, fear-apathy, lack of caring, old stereotypes, fear of change, hold onto old models of library/ delivery, etc., disruption, exhaustion, radical change.

7/19/18 – City Budget – what's available to help community, network – connectors – bridging the gap – community connectors, education – access for young adults – how to continue education, educate people in power to what people need, open mind/open heart, colleges – how they can help – where things are lacking – late teens and adults – resume´ help.

7/24/18 – Division, funding, priorities of funding, unity, connection/communication gap, splintered access to services for youth, people making bad decisions, no support for immigrants transition into U.S., how to transition back into housing.

7/30/18 – Funding, apathy, decision makers listen; but don't do anything – always have a political answer or they don't have the answers, (but don't pay attention or follow through), private citizen neighborhood patrol, - result in no response; don't address issue, who is solving the homeless problem, lack of police response, lack of understanding of best practices, not matching partnerships with people who need resources, - getting in the way of partnerships, need to match organizations up, volunteer burnout, when we don't see action, people drop out or when people an issue has been resolved, people stop participating, lack of commitment. Helplessness.

8/1/18 – Right school – meet needs, good fit, right location, role model, break chain, fear, cultural norms, populations facing multiple challenges, ability to capitalize on opportunities, can be limited, life styles/schedules, exercise compassion, transportation, time – prioritize, coordinate opportunity, increase communication, connections to occur, self-esteem, expectation to succeed, social media, participation.

8/23/18 – Not thinking outside the box, siloes, policies, embracing collective action, harnessing partnerships (like Graduate Tacoma), agree on issues and agree on approach, not taking risks, open to risk, dishonesty in politics, public needs to help and support leaders, don't know each other.

8/28/18 – Money, funding, no voice, not represented, politics, communication (lack of), lack of awareness, access to news/ important information.

9/12/18 – When people don't work together, city funds dwindling (from protests), we don't all have the same purpose, bias, pre-conceived notions, stigmas (e.g. addiction), need to get out of siloes, co-locating services, breaking down us/ them, fear, isolation, hard to be engaged when just getting by, commuting four hours, etc.

9/20/18 – Lack of money, set values in community – food, shelter, gas – prices change daily – no tax break until roads fixed, pay military, values, people could make the changes if they wanted it – power structures and whose priorities drive decisions? Housed communities are not connected, whereas, unhoused are tightly knit, we don't have a sense of community. We need to learn from other cultures, acknowledge problems.

9/27/18 – Tacoma leadership, initiate –personal responsibility, political influence, people need to use influence or social capital, money, resources; young drop off in library use, need bookmobile, need events for all ages.

10/3/18 – Tax dodgers, light rail – coming; but slow, funding, lack of communication, local programs go away without tax dollars, need educated/informed citizens, strengthening community organizations and partnerships, equity, overwhelming needs, so many ways to communicate, attentions are splintered, critical thinking – divided.

10/18/18 – Money, organization, manpower, elected leaders, community action

10/27/18 – Fear, fiscal management, misallocation of funds, money and how used, people with power not held accountable, look at what is spent; not what is accomplished, not bringing appropriate people to decision table, no common language, understanding of words used, no space to make amends for mistakes, accountability, systems of inequities, lack of follow through, endless talking, lack of intention, assuming the worst about others, holding grudges, people aren't inherently good or bad – dignity.

11/13/18 – Work schedules, can't live/work in the community, lack of transportation options, security needs are prioritized, opioid crisis, fear of losing what we have, increasing inequality, lack of funding, volunteer clearinghouse, don't have alternative energy.

7. When you think about what we've talked about, what are the kinds of things that could be done that would make a difference?

6/11/18 – Get involved, get to know leaders, integrated with rest of City, better marketing

6/27/18 - Grassroots efforts to ensure people in charge, education – issues candidates, recognizing natural networks, advocacy, activism, term limits, address cultural differences and needs, build on strengths, parks, schools, build capacity, join forces, Tacoma Reads, lifelong learning – adapt to changes in jobs, technologies, lower education costs, build mutual alliances across institutions, recognize propaganda, don't use self-check, transparency, find ways to increase budgets, fund libraries, opportunities for community feedback, engagement, and promotion of them (explore other funding options), access to education, decrease taxes.

7/19/18 – Volunteer, do seminars, educate own children, "from the house to inside out", bartering, clean up community/ trash, do things together, movie night in park, get to know community through shared event.

7/24/18 – Make sure the people with the purse strings know what we see, write and share what we see, contact the decision makers. The person who has never experienced hunger meets someone that has; it's hard for him to understand real hunger. Without experiencing it, it's hard to understand it. People don't know what's available so they don't know what to ask for. It's about people. And people are people. Some are more fortunate than others. People need to remember where they came from and what they know. Parking at Main Library. The City is interested. The people using computers should have more space. Not all people are interested. I think this round table discussion is very important for all. This process helps. A place for mothers and babies to go to when they start crying – a crying room. Free feminine, hygiene products.

7/30/18 – Show up, recruit, show leadership, speak up, win the lottery, funding, foster organizational welcoming environment for volunteers, values their contribution and expertise be empowered.

8/1/18 – Volunteer, switch from "I can't" to "I can", believe I can make a difference, encourage, find the passion, create volunteer bureau, give them something to do, register and vote, empathy, coordinate with United Way.

8/23/18 – Make a difference, speaking out, work together, help and support leaders, volunteering, share your gifts, invite others to participate, past/present/future establishment and accomplishment.

8/28/18 – Be more mindful of challenges people (all people) face, co-housing, community gardens, more involved in local politics, letting politicians know how we feel, opportunities for empathy with homeless, working poor, be more mindful of local community council and groups, more involved in neighborhood, elect politicians/decision makers who will listen, not take away community forum (our voice); shop local – community stores build community, free bus passes for low/no income, grow food in own containers – limited space, learning garden (S. 14th & G St.), Harvest Pierce County, maintain equal and fair justice system, support food banks and support groups that already exist.

9/12/18 – Get to know neighbors, reporting, make a difference, getting involved, attend City Council, vote, group advocacy, community coordinators at libraries, libraries as community centers, going outside the walls, kindness and love, believing we/ "I can make a difference".

9/20/18 – Conversations like this, air things with City leaders, state officials, larger, action groups, talking and dialogue/ interface with decision makers – city officials, unleashing power of the individual, become decision makers. People with (relative) privilege bear responsibility, going back to core values, need to be decent, commit to change.

9/27/18 – Get out, do something meaningful, communities, need to support/help each other, understand each other, communicate, get involved, tell your neighbors, do it yourself (model behavior), use Internet, pick up litter, volunteer in community.

10/3/18 – Wrote grant, buying tools to pick up litter, organize groups to pick up litter, write letters, participate, volunteer (in classrooms, etc.), vote and get others to vote, participate in meetings like this, get involved, community engagements; grass roots; Neighborhood Councils

10/18/18 – "See something, say something", create a community – know neighbors, discuss problems, parks, church, vote, talk to elected leaders.

10/27/18 – Volunteer at Library - provide supplemental instruction, vote (for no new taxes), lower property values, engaging conversation, listen, getting information out about resources, accept differences, work first, social network, co-locate services with education, network, food and music, network where people congregate, libraries/town square, libraries need resources, drop in recreation, combat social isolation, mentoring.

11/13/18 – Local neighborhood council, citizen forum, City Council, speaking up, talk to neighbors and friends, products from community garden products to food banks, help seniors, show concern and care for neighbors, faith based groups, mentoring, "foster" grand parenting,

8. Thinking back over the conversation, what groups or individuals would you trust to take action on these things?

6/11/18 – Leadership, decision makers, voters, non-dominant voices, race, ethnicity, geography

6/27/18 – Re-engage people in process of voting, libraries

7/19/18 – Self, libraries, people who take initiative, citizens who make a difference, kids' teachers, parents, kids, church (Damascus Church), neighbors in community

7/24/18 – Government – the Senate, Tacoma Housing Authority, the Mayor, they try to address problems. Public schools, local churches and their congregations, International groups – Korean Women's Association, Associated Ministries, Senator Maria Cantwell, St. Leo's, engaging immigrants other cultures.

7/30/18 – Library, police, respected organizations, mixed with public officials – schools, educational facilities, teachers, health officials, Catherine's Place, Planned Parenthood, League of Women Voters, Safe Streets, Larchmont Blueberry Park, community gardens, murals.

8/1/18 – Wife, Department of Health, link or app to provide info, Hilltop Local Coalition, Neighborhood groups, Tacoma Community House, Associated Ministries, churches, Love, Inc., Comprehensive Life Services, health care providers.

8/23/18 – No one, community organizations, more than government officials, Communities in Schools, some faith based organizations.

8/28/18 – Community groups, churches or faith based groups, local groups.

9/12/18 – Members of community, elected officials, libraries, large businesses, Chamber of Commerce, business associates, churches.

9/20/18 – Faith in community, humanity, people have the right to be empowered, Library (seems neutral; not political, potential to be connector, exposure, street cred in trenches/vested in community, public health workers (Library and public health workers – deal with public), churches – go out to community.

9/27/18 – Libraries, church, ourselves, self-reliant, Neighborhood Council, Center at Norpoint – community center, schools.

10/3/18 – This group and these individuals, City Parks, teachers, church groups, non-profits, Safe Streets, local government – hold them accountable (should trust and support).

10/18/18 – Public school action, Tacoma Community House, police.

10/27/18 – Civic engagement, people in this room (and not in the room), grassroots efforts, community influencers, (especially, marginalized communities), parks programs - connecting with their events, cards with resources, youth council.

11/13/18 – Each other, friends, Library (community boards), universities, non-profits, "Make a Difference Day" – non-profit seminar consortium

9. If we came back together in six months or a year, what might you see that would tell you that the things we talked about tonight were starting to happen?

6/11/18 – Support for local artists, fewer homeless people or at close risk of homelessness, be change – buzz word, Neighborhood Council Meetings, Village Keepers – meals, people, community

6/27/18 – Libraries - providing meeting rooms, info on website, help with online services, Library bond issue, re do strategic plan, co-locating services, digital/space equity, workspace, integrate generations, check out notebooks/laptops, collaboration – synergy, comfortable chairs, events – classes, arts, scholastic – mobile, free libraries, remote, adjustable desks/spaces, more events, messaging for events/services, "lucky day" shelf – Pierce County, professional staff – trained, librarians and staff – responsiveness to needs/events, bring library service back to under served or bookmobiles, micro-grants; not one size, library culturally sensitive staff, partnerships/Tacoma Community House, Libraries open 7 days a week.

7/19/18 – What can I do to be a part of this process? We all uplift each other. Happiness in the community.

7/24/18 – Less people on the street – less homelessness – especially in the rain, less kids on the streets, furniture in the Main Library – places for people to come together.

7/30/18 – Collaboration, strategic plan for City/Library/Neighborhood Council – incorporates these ideas, Eastside Community Center – scholarships, more inclusiveness.

8/1/18 – Metrics, programs/services emerging, volunteers, co-workers stopped using the word 'transient', language changes (fewer derogatory terms), community coming together, people walking around, especially downtown – strollers, dogs, cleaner neighborhoods, safer neighborhoods.

8/23/18 – Invite us back, engaged along the way, keep conversation going, discussion/thoughts about real possibility, use facts, safer community.

8/28/18 – More bus shelters, less people living on street, local stores with local food - affordable and healthy, community gardens everywhere including teaching gardens, classes at Library, homeless newspaper re-surfaces (clinics, ads, job fairs, etc.), social media, smaller buses, free bussing zones, more frequent routes.

9/12/18 – Fewer homeless, less mental illness, more mental health providers, shelter, library=community centers, charitable contributions.

9/20/18 – Things haven't gotten worse – another meeting still thinking ahead, contact churches, organizations with outcome of these meetings so they can make changes, hold Library accountable to report these meetings, live up to history of Library, aim high, Pastor – Tacoma Christian Center and others sitting at meetings, transparent public scale of reporting, drag us to future, more diverse.

9/27/18 – More people talking about events, neighborhood buzz, more communication, whiteboard at Library – community events, Halloween Night, Teen Night, High School Night – at Library and at Norpoint, 5 touchpoints, crowds, Happening Channel, need larger room.

10/3/18 – Change in leadership at West End Neighborhood Council, meeting room at Swasey used more, increase in usage of Swasey Library, higher participation rates, more people attending community meetings, more block parties, gatherings, less dog poop/cigarette butts.

10/18/18 – Extended hours of service, less potholes – road repairs, volunteerism, street lighting, sidewalks, stop signs, signs.

10/27/18 – Vote no new taxes = more money in pockets, more charitable, community engagement – places to discuss, place for civic discourse, more tutoring – fundamental skills, independent life skills, continue meetings like this, socio economic variety – more diverse representation, using parks facilities in different ways.

11/13/18 – More foot traffic, more use of parks, lime helmets, more block/neighborhood watch, localized community groups – Safe Streets, Library convenes focus groups and use results for 2020 budget, libraries – more hours, volunteer corp. of people to teach recycling in school.

Summary results from Library partner forums

Tacoma Public Library Community Conversations
Questions about the Community and the Library

Eastside Community Center, 10/21/2019, 10 participants

What kind of community do you want?
- Peaceful
- Safe
- Kids connecting with reading
- Affordable housing
- Equitable taxation
- Safe space for youth
- Informed and thus engaged community
- Equity in community centers
- Drug-free schools with prevention services in place
- More accessible and convenient public transit
- Sufficient mental health services

Given what we just said, what are the two or three most important issues when it comes to the community? Not listed in priority order
- Peaceful, safe, affordable housing, equity in community centers

What concerns do you have about these issues Why? What do you think is keeping us from making the progress we want?
- Legislative issues re taxation
- Reluctance to change by city government
- Overly burdened community members lack time for civic engagement
- Limited accessibility for public input
- Inefficient distribution of police resources
- Lack of mental health services for youth, adults and older adults

When you think about what we've talked about, what are the kinds of things that could be done that would make a difference?
- Connecting with rental tenants
- Activated community centers, cultural focus with meeting spaces and childcare
- Better connections among agencies
- Re-brand community resources as a system
- Collaborative public information stall/presence at Farmer's Market
- Volunteer facilitation
- Leverage outside/grant funding
- Intentional design/coordination, i.e. schools, community centers, non-profit organizations
- Diverse representation (not just downtown)

What could the library start doing?
- Mini-branches in highly-visited areas, i.e. shopping malls
- Home delivery of materials
- Become a more prominent center for community resources
- Outreach into the schools with a focus on information literacy
- Expanded library hours

- Use of volunteers
- Advertise availability of meeting space
- Curate knowledge and community conversations
- Social media outreach for youth
- More engaging programming (i.e. Pikes Peak Library District, CO)
- More presence at community centers
- Greater electronic access to library materials with more diverse materials and intuitive access points
- Introduce and educate on services that libraries can and are providing
- More thoughtful patron engagement
- More intentional community engagement including a feedback response, like comment cards
- Enhanced user experience – introduction and orientation to services
- Welcoming environments with greeters

What could the library stop doing?
- Audit programs to see what is and is not impactful
- More effective use of staff time

What is important for the library to continue doing?
- Did not address this question

When you think about all the suggestions for the library, what are your top two to three priorities? Note these are not in priority order
- More intentional community engagement including a feedback response, like comment cards
- More thoughtful patron engagement
- Social media outreach for youth

People's Community Center, 10/21/2019

What kind of community do you want?
- Engaged, healthy, happy
- Safe
- One that values young people and children
- Gender inclusivity
- A community for all (including the elderly and disabled)
- Equitable practices – inclusivity and access to resources and services
- Empower and giving voice to historically marginalized communities
- Self determination
- Land ownership
- Decision making in the library (?)

What are some of the concerns that prevent progress?
- Funding – decisions about allocation of resources impact equitable distribution
- Restrictions to access to decision making
- Politics
- How the city makes decision that have impact – such as the light rail
- Lack of equitable practices – for example lack of translation of information materials prevents empowerment of communities
- Affordable childcare

What can be done?
- Availability of affordable housing
- Living wage jobs
- Addressing homelessness
- **Intentional outreach (particularly to traditionally marginalized communities)**
- City: direct funding to organizations in/run by traditionally marginalized communities (as opposed to newer/larger non-profits

What can the library do?
- Provide access to services/utilities/facilities
- Provide access to develop workforce skills (technology)
- A place to be (meeting space, events, reading with kids)
- Partner with local and grassroots organizations
- Provide access to research and information
- Access to genealogy records
- Access to language skills
- **Expand equitable access (ex. Library presence in Hilltop, expanding hours)**
- Staff dedicated to serving teens and young adults (not prioritized by lots of opportunity)

What should the library continue doing?
- Pathways Partnership
- Teen services at the Main Library
- Partnerships with Children's Museum
- Afterschool locations for services
- Hubs that are accessible - student support services
- **Expansion of teen services**
- Beautiful environments/culturally reflective
- Equity – promote local involvement, allow input on changes, provide opportunities for local artists
- **Partner with other organization and facilitate meetings to leverage resources and capacity**
- Reduce barriers to low income students – eliminate overdue fines
- **Raise awareness re: how to renew books and other services**
- More regular/predictable access in communities (mobile hotspots)
- Collections that reflect the community
- Integrate library services in public community spaces (malls, unemployment offices, etc.)
- **Greater awareness about what the library does (through social media)**
- Make changes and communicate through outreach

Summary results from public community forums

Tacoma Public Library Community Conversations Questions about the Community and the Library

Wheelock Branch Library, 10/22/2019

What kind of community do we want?
- Caring
- Safe
- **Connected (human)**
- **Educated/thinking**
- Diverse/diversity
- Inclusive
- **Able to meet basic citizen needs**
- Informed
- **Promotes reading and literacy**
- Just and mindful
- Affordable
- Fiscally responsible
- A real transit system

Community issues
- Schools and education
- Retention of residents
    - Good jobs
    - Opportunity
    - Affordability/housing
- Development of green jobs
- Diversity and inclusivity
- Finding new ways to keep the community informed (and keep old and existing ways)
- Senior housing
- Homelessness and city response

What Can the Library Do?
- Increase hours (esp. Mondays)
- **Adult literacy and reading programs for all**
- **Help students of all ages in a safe environment**
- Leverage volunteers
- **Meet up /providing space**
- Provide platform to connect readers
- **Bring different parts of the community together**
    - More virtual outreach
    - More outreach beyond the walls of the library
- Increase use of volunteers
- Services in areas where libraries were closed
- Make collection development policies available
- Technology classes and assistance or seniors
- Continue wisdom cafes

- **Civic engagement/connect with neighborhood resources**
- What is the library's response to homelessness – clarify
- Be a better resource for the homeless
- Concert series (outdoor)
- "noisy" room?
- Inform public re: green initiatives
- Allow people to specify what book donations fund

What could the Library stop doing?
- Decrease noise levels
- Plastic use
- Re-examine periodicals/print images
- Eliminate book fines
- Stop printing/paper use for print reserves pick up

What should the Library continue doing?
- Donate books to senior centers
- ADA accessibility - welcoming
- E-reader/Kindles to check out
- Tailored customer service to meet patron needs – flexibility
- Responding quickly to some needs – Sunday hours during school year
- Extreme reader and other programs
- Kids programs and intergenerational programs
- Virtual engagement
- Partnerships in community
    - Gritty City and universities
- Newsletters/highlights/targeted communities
- Summer reading and Blind dating with a book program
- Pacific Northwest Room – continue and enhance
- Pursue additional funding streams
- Advocacy – keep it up – concern with taxes

Moore Library, 10/22/2019, 9 participants

What kind of community do you want?
- Better educated community
- Low-cost meeting spaces for local groups
- Strong community partnerships
- Better quality of life
- More connections in the community (DomeTop and Eastside) neighborhoods are good examples
- Safe spaces for kids
- Safe injection sites
- Affordable housing
- Flourishing arts, culture and music community
- Assistance for homeless youth

Given what we just said, what are the two or three most important issues when it comes to the community?
- Did not address this question

What concerns do you have about these issues Why? What do you think is keeping us from making the progress we want?
- Lack of community connections
- Lack of career-ready and entry-level jobs

- Lack of affordable housing, especially for renters
- Not enough financial resources
- Lack of awareness of community resources
- Significant homelessness
- Inequitable distribution of resources
- Insufficient number of professional staff at library

When you think about what we've talked about, what are the kinds of things that could be done that would make a difference?
- Participants really wanted to focus on what library could do to make a difference

What could the library start doing?
- Presentations to students at all levels to showcase library resources and opportunities, including students who are not college-bound
- Orientation for all ages to library resources and programs in multiple formats
- Provide job fairs and resume assistance
- Extended hours for meeting rooms
- Expanded operating hours
- Extended summer reading program
- Provide multi-lingual services and outreach including services to refugees
- Expand programming (similar to Underground Tacoma program)
- Connections with educational institutions (UW-Tacoma)
- Focus on or capture local history stories
- Create more connections between housed and homeless residents
- Work with Tacoma Housing Authority (Renter Readiness Program)
- Promote awareness of community resources for kids (youth) including arts and gather youth input through youth advisory board
- Provide pathways for understanding entrepreneurship
- Increase school-library interactions
- Develop Library of Things (tools, board games, musical instruments)
- Provide job skills training
- Provide fix-it sessions
- Provide 3-D printers
- Provide information on volunteer opportunities
- Provide more story-telling programs for kids
- Provide more weekend and evening hours
- Use physical assets (buildings) more effectively
- Increase partnerships with community groups particularly multi-cultural and youth
- Bring community into the library (in-reach contrasted with outreach)

What could the library stop doing?
- Do not charge for parking at any libraries (provide free parking)
- Eliminate fines
- Review processes for efficiency and effectiveness, streamline as much as possible

What is important for the library to continue doing?
- Providing diverse collections
- Providing engaging programming

When you think about all the suggestions for the library, what are your top two to three priorities? Note these are not in priority order
- Extended hours for meeting rooms
- Orientation for all ages to library programs and services in multiple formats
- Promote awareness of community resources for kids (youth) including arts and gather youth input through youth advisory board
- Provide information on volunteer opportunities
- Provide more weekend and evening hours

Main Library Forum, 10/22/2019

What kind of community do you want?
- Thoughtful, considerate, applying knowledge
- Inclusive
- **Equitable**
- Humane and dignified environment
- Focused on residents
- Resources provided to those who need it
- Enrichment for global citizenry
- **Thriving, growing city**
- Creative and connected
- **24-hour community**
- **A community that supports/values cultural backgrounds of all citizens**
- More public transportation
- Income equality
- **Protection of public spaces**
- Less censorship
- Multiple points of view
- Built-in class divisions and the need for structural change
- Housing affordability
- More resources for a cleaner city – especially the Hilltop
- Solutions – short term vs. long term

What is preventing progress?
- Human nature
- Funding and allocation of resources (not equitable)
- Bureaucratic solutions/short term fixes/corruption
- Accessibility for public spaces
- Legacy thinking/comfortable holding on to old way of thinking
- Isolation: small groups; alone vs. being out in public; the desire to be with people who are like us
- Human connection – loss of unity and selflessness/altruism
- Low participation rate in local elections
- Opioid addiction
- **Fear (not necessarily re: police)**
- Lack of concern/apathy

What can the library do?
- **Access – open closed branches**
- **More hours for all**
- Gaps in services
- Address shrinking collections
- More meeting rooms and places for people to gather
- **More culturally competent events for youth**
- Bringing the community in new ways
- **More active role in the sharing economy**
- Leverage resources and partnerships
- Culturally competent events for all – programming, lecture series
- Including the community/specific communities in programming
- Languages and culturally relevant
- **More partner presentations in the library – varied programs**
- **Make the library a "community living room"**
- Help the health of the community – provide ergonomically sensitive spaces
- Improve communication, publicity, advertising to inform the public what is going on at the library
- Connection with existing initiatives and Tacoma 2025
- **Partner with local artists and art agencies; re: performing and visual arts**
- Engine for small group connections

- Librarian role in content creation and curation
- Improve appearance of entry area, make it more welcoming and comfortable
- Redesign website/improve database access/improve mobile access
- **Provide technology access and training**
- Digital resources
- Provide open access and freedom of information
- **Host job fairs, interviewing skills, application and other workforce development training**
- Look for folks on the margins/cultivate awareness,
- Hear from and support emerging identities
- Increase awareness and continue exploring
- Collections that reflect marginalized communities
- **Books in other languages/multicultural resources**
- **Establish a Library Laureate for the library**
- Bring the human connection back to reading
- More documentaries in the collections
- Have an archival liaison that represents different identities
- Set up a library residency program

List of outreach interviews conducted with community members, Library leadership, and City officials

Tacoma Public Library Strategic Planning Process Stakeholder Interviews

Yazmin Aguilar, Deputy Director, El Centro Latino
Dr. Bernal Baca, Executive Director, El Centro Latino
Mariesa Bus, Library Public Information Officer
Susan Calhoun, Library Business Manager
Julie Ciccarelli, Library Training Specialist
Jacques Colón, Tacoma 2025 Strategic Manager
Toni Craig, Library Board Member
Rodney Croston, Library Human Resources Manager
John Hines, Library Board Member
Sara Irish, Library Board Vice-President
Katie Johnston, City of Tacoma Budget Officer
Diana Lopez Teeter, University of Washington, Tacoma
Donna LaFrance, Library Board Member
Zac Matthews, Library IT Manager
Suzanna Panter, School Libraries Program Manager, Tacoma Public Schools
Carla Santorno, Superintendent, Tacoma Public Schools
Liesl Santkuyl, College Success Foundation, Tacoma Region
Phil Togerson, Library Facilities Manager
Kelda Vath, Library Collection Development Manager
Tadd Wille, Tacoma Deputy City Manager
Wayne Williams, Library Board President

Presentation of results from Library staff survey

TACOMA PUBLIC LIBRARY

In Service Day

Strategic Plan Update

December 6, 2019

Planning process to date

- ➤ Five Community Forums
- ➤ Stakeholder Interviews
- ➤ Staff Survey
- ➤ Community Survey

Community forums and interview themes

- Held 5 community forums and conducted 22 interviews with key community leaders
- TPL staff does a lot with few resources
- Library is responsive to community needs but not where they need to be

Community forums and interview themes, cont.

- Upgraded facilities and current technology are priorities for Library success
- Partnerships are critical yet must be intentional and benefit the Library
- Need to build awareness and brand of library

Libraries Transform Tacoma

- Safety
- Housing
- Cost of Living
- Racial Equity

What we heard from you

Staff Survey Highlights

Top challenges facing Tacoma

- Housing

- Homelessness

- Social inequity

- Safety

What communities should the library target?

- Geographic - Hilltop and the Eastside

- Targeted populations

- Economic disparity

What is your vision for the library?

- Libraries are radically welcoming!

- A place of access to resources and services

- A community hub

- An innovative leader

Top goals for the library in the next 3 years

- Re-imagine public spaces

- Expand hours and locations

- Reach and serve diverse communities

Top goals for the library in the next 3 years, cont.

- ➢ Build strong partnerships

- ➢ Provide strategic staffing

- ➢ Build Library visibility

Programs, services, resources

- ➢ Expanded or enhanced
  - • Youth and adult programs
  - • Technology training

Programs, services, resources

- Reduced or eliminated
  - Conduct program audit to determine impact
  - Review internal committee effectiveness
  - Fines
  - Main Library role/functions

Training and staff development

- More training opportunities and ability to attend
- Key topics- dealing with homelessness/ mental health issues, emergency response, EDI, conflict resolution, communication and customer service
- Cross-training at all levels

What makes a great mission statement?

- ➢ Is it clear and specific?

- ➢ Is it inspiring and compelling?

"   ➢ Is it unique and impactful?

Other mission statements

- ➢ Pima County Library – "We transform lives by educating, inspiring and connecting people"

- ➢ San Antonio Public Library – "The Library changes lives through the transformative power of information, imagination, and ideas"

Tacoma Public Library's mission statement

"Enhance Tacoma's diverse citizenry by providing access to ideas and perspectives from around the world and through innovative library services stimulate the development of literacy, knowledge, wisdom, critical thought, and valuable interaction that yields positive experiences and a thriving community"

Clarifying values

Inclusiveness

Diversity

Thought and Imagination

Learning

Innovation

Accountability

Collaboration

Your vision for the future

- Libraries are radically welcoming!

- A place of access to resources and services

- A community hub

- An innovative leader

What other words or phrases support and strengthen these concepts?

Results from the Community Survey

Strategic Plan Community Survey

Q1 The Libraries that you or members of your household use the most are: Select all that apply.

Answered: 942   Skipped: 3
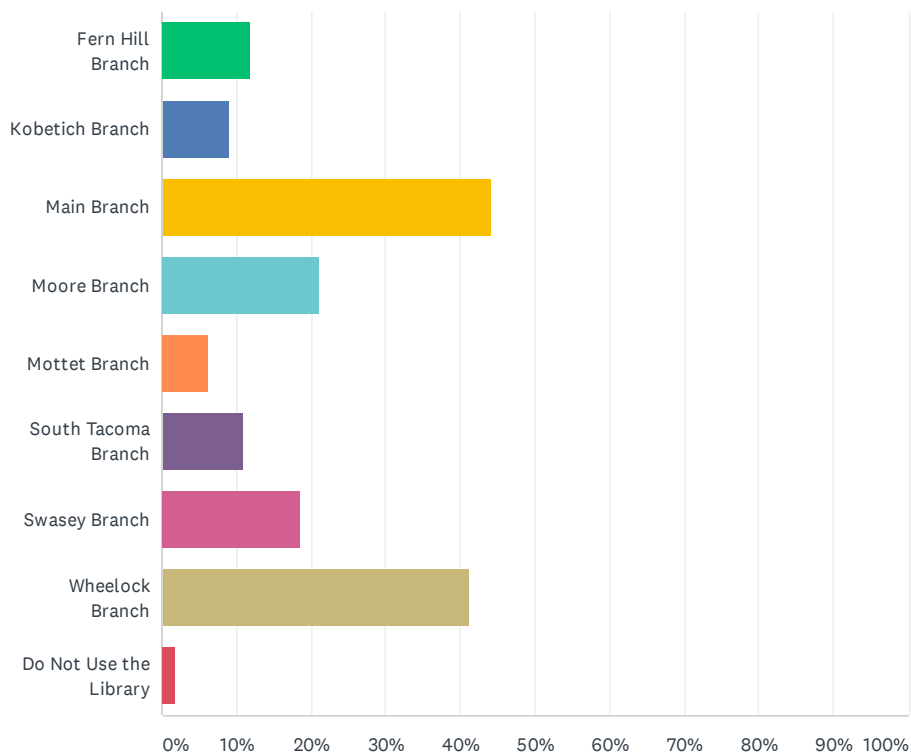
ANSWER CHOICES	RESPONSES	
Fern Hill Branch	11.89%	112
Kobetich Branch	8.92%	84
Main Branch	44.06%	415
Moore Branch	21.23%	200
Mottet Branch	6.37%	60
South Tacoma Branch	10.93%	103
Swasey Branch	18.58%	175
Wheelock Branch	41.30%	389
Do Not Use the Library	1.80%	17
Total Respondents: 942		

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Q2 How do you or members of your household receive information about the Library?Select all that apply.

Answered: 861   Skipped: 84
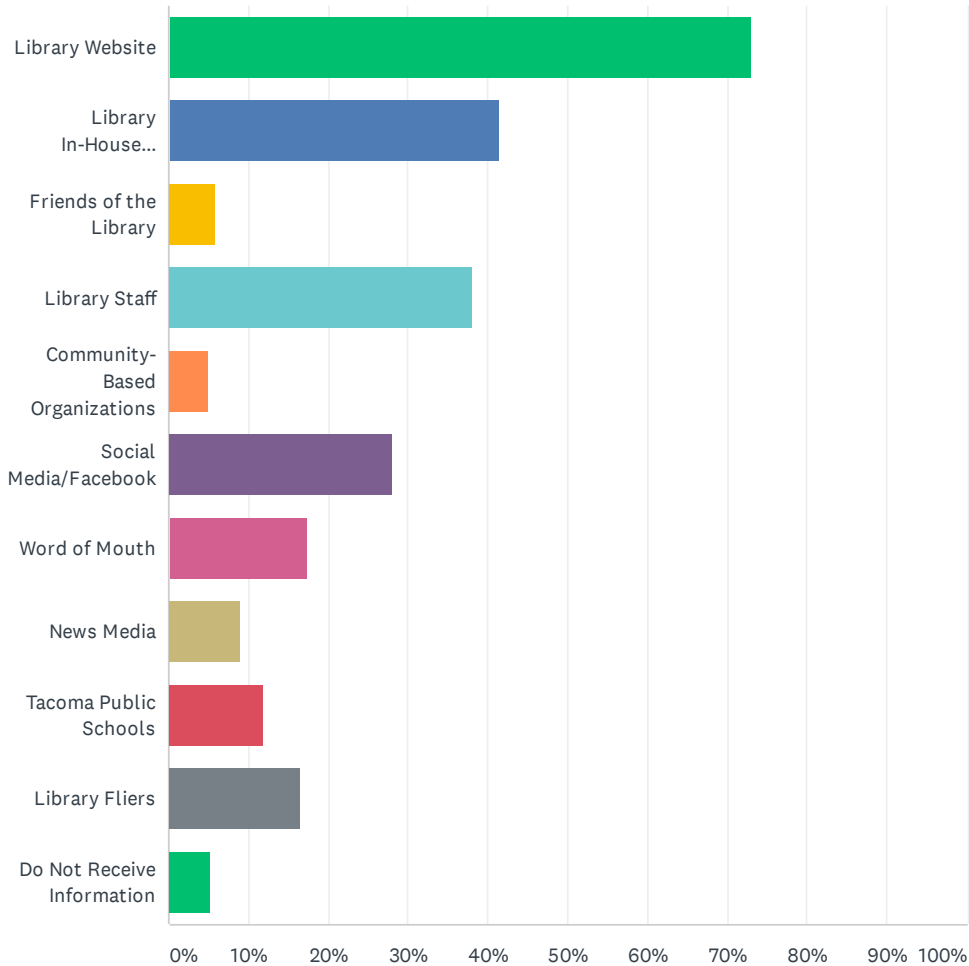
Strategic Plan Community Survey

ANSWER CHOICES	RESPONSES	
Library Website	72.94%	628
Library In-House Posters/Signage	41.46%	357
Friends of the Library	5.92%	51
Library Staff	37.98%	327
Community-Based Organizations	5.11%	44
Social Media/Facebook	28.11%	242
Word of Mouth	17.31%	149
News Media	9.06%	78
Tacoma Public Schools	11.85%	102
Library Fliers	16.49%	142
Do Not Receive Information	5.23%	45
Total Respondents: 861		

Q3 How often do you or members of your household use Library resources?Select frequency.

Answered: 854   Skipped: 91

Strategic Plan Community Survey

Legend: Daily, Weekly, Monthly, Quarterly, Yearly, Do not use
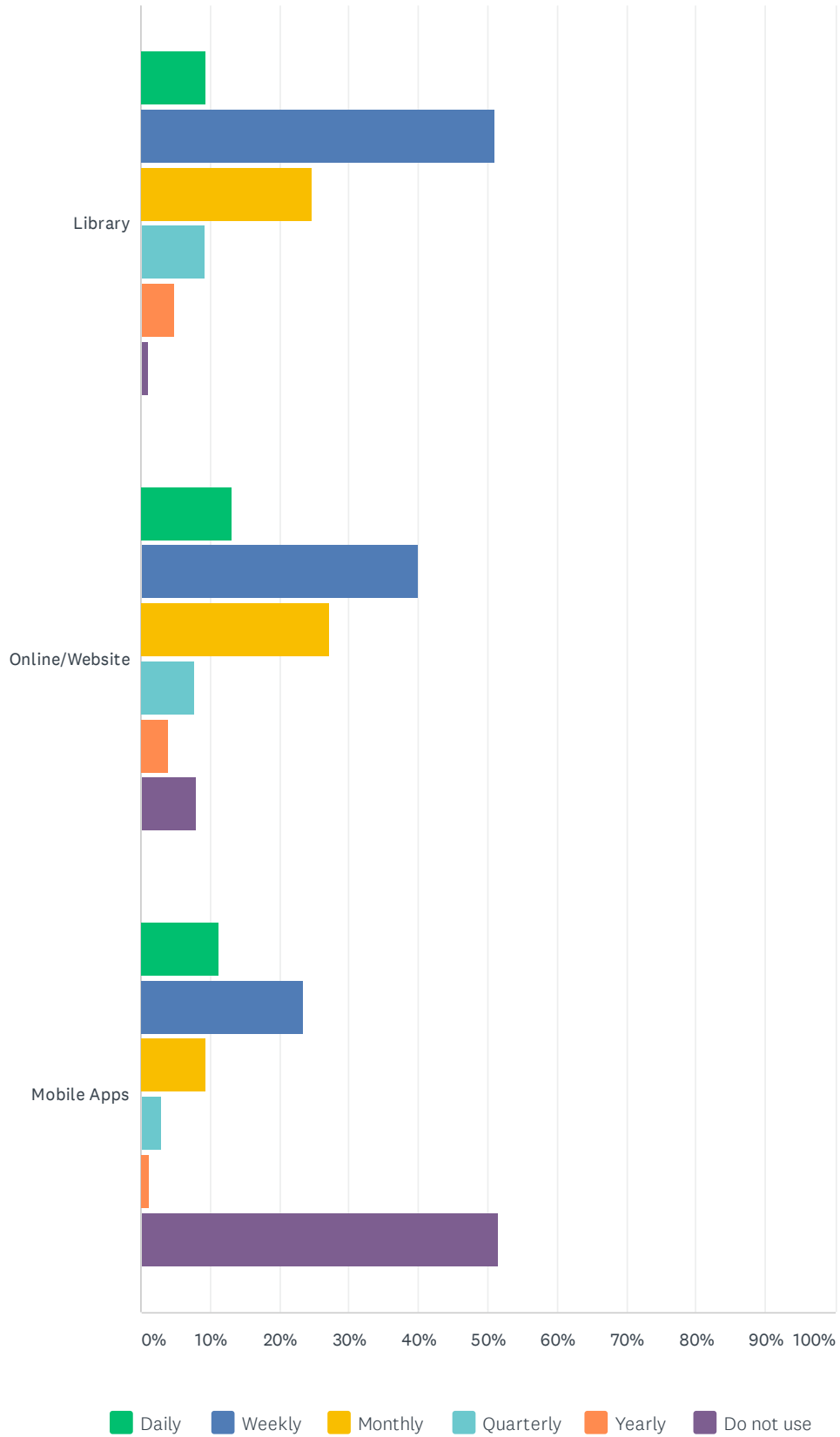
Strategic Plan Community Survey

	DAILY	WEEKLY	MONTHLY	QUARTERLY	YEARLY	DO NOT USE	TOTAL
Library	9.33% 79	51.00% 432	24.68% 209	9.21% 78	4.72% 40	1.06% 9	847
Online/Website	13.08% 101	40.03% 309	27.20% 210	7.77% 60	4.02% 31	7.90% 61	772
Mobile Apps	11.37% 78	23.47% 161	9.48% 65	2.92% 20	1.31% 9	51.46% 353	686

Q4 What time would you or members of your household prefer to use the Library for each day of the week?Select preferred time(s).

Answered: 842   Skipped: 103
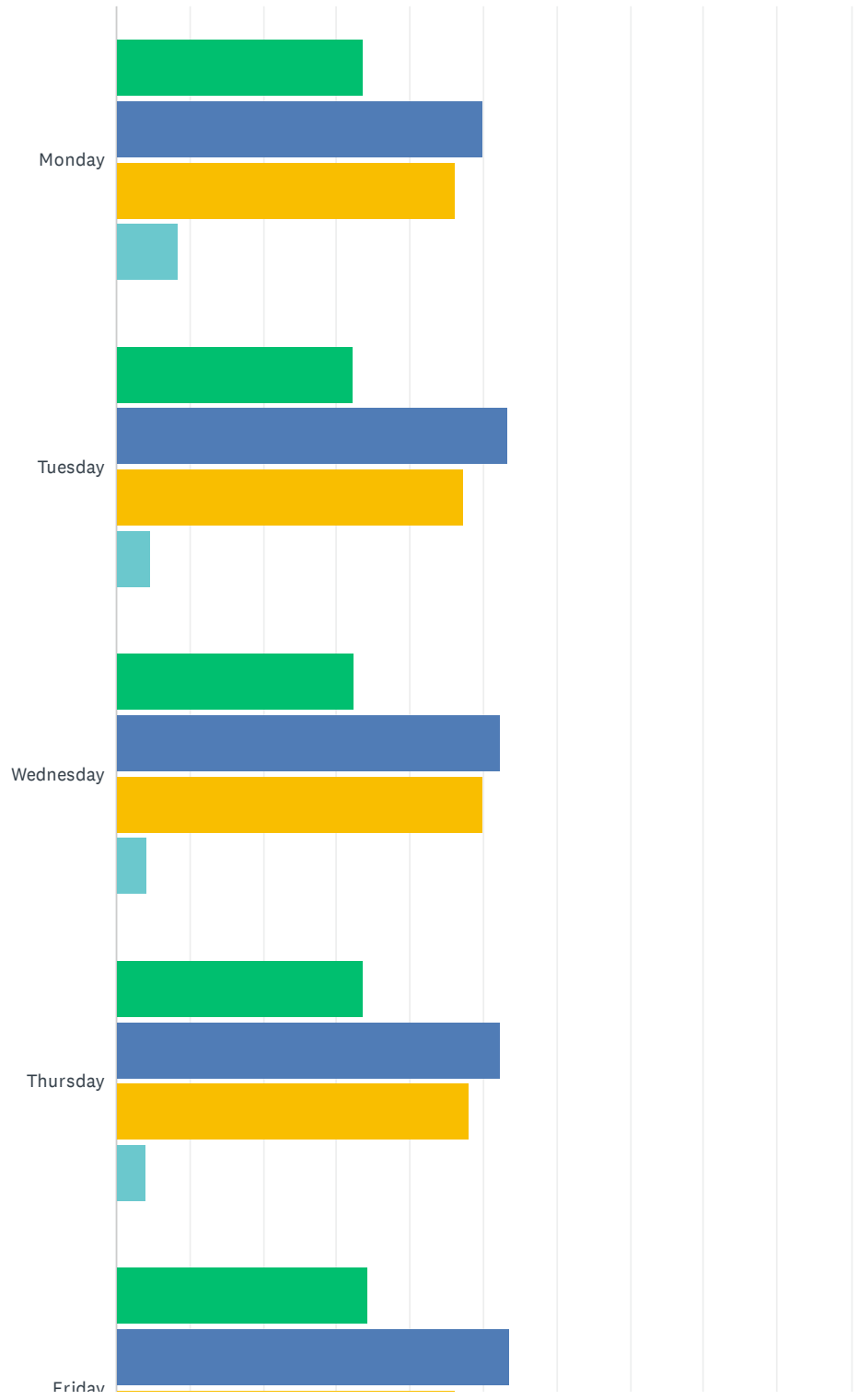
Strategic Plan Community Survey
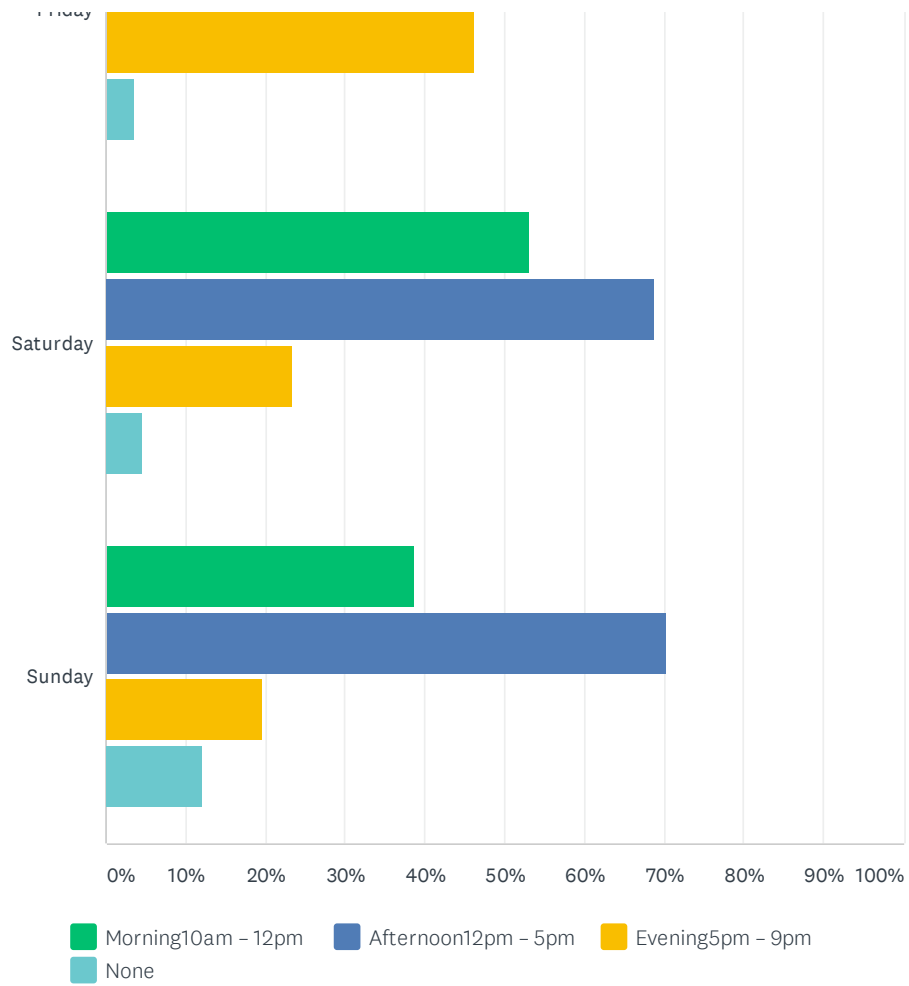
	MORNING 10AM – 12PM	AFTERNOON 12PM – 5PM	EVENING 5PM – 9PM	NONE	TOTAL RESPONDENTS
Monday	33.60% 255	49.93% 379	46.25% 351	8.30% 63	759
Tuesday	32.14% 251	53.39% 417	47.25% 369	4.61% 36	781
Wednesday	32.36% 254	52.36% 411	50.06% 393	4.20% 33	785
Thursday	33.76% 265	52.23% 410	48.15% 378	3.95% 31	785
Friday	34.38% 264	53.52% 411	46.22% 355	3.52% 27	768
Saturday	53.13% 416	68.84% 539	23.50% 184	4.60% 36	783
Sunday	38.62% 285	70.19% 518	19.65% 145	12.20% 90	738

Q5 How important are each of the following Library services to you or to members of your household?Rate each service.

Answered: 856   Skipped: 89
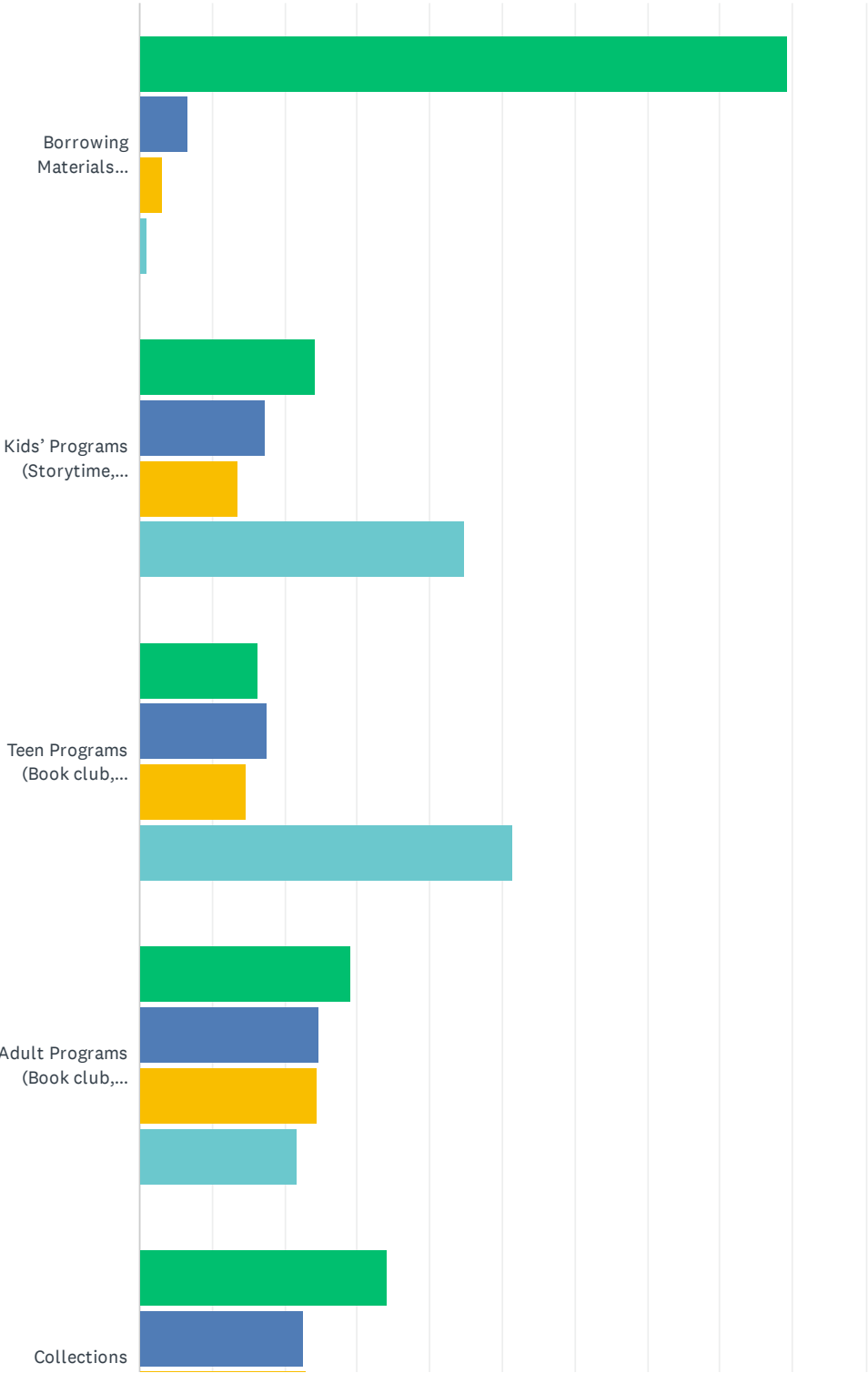
Strategic Plan Community Survey
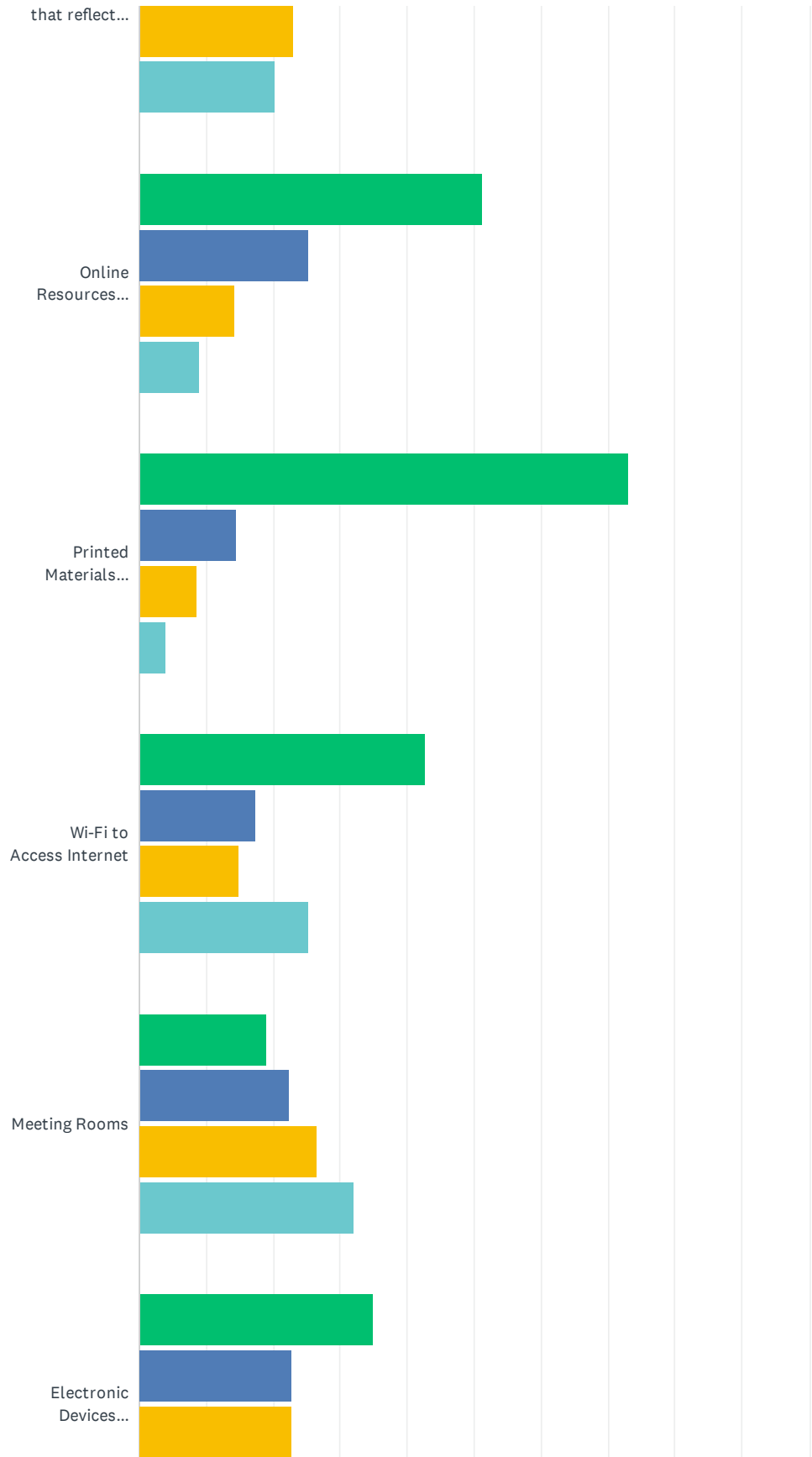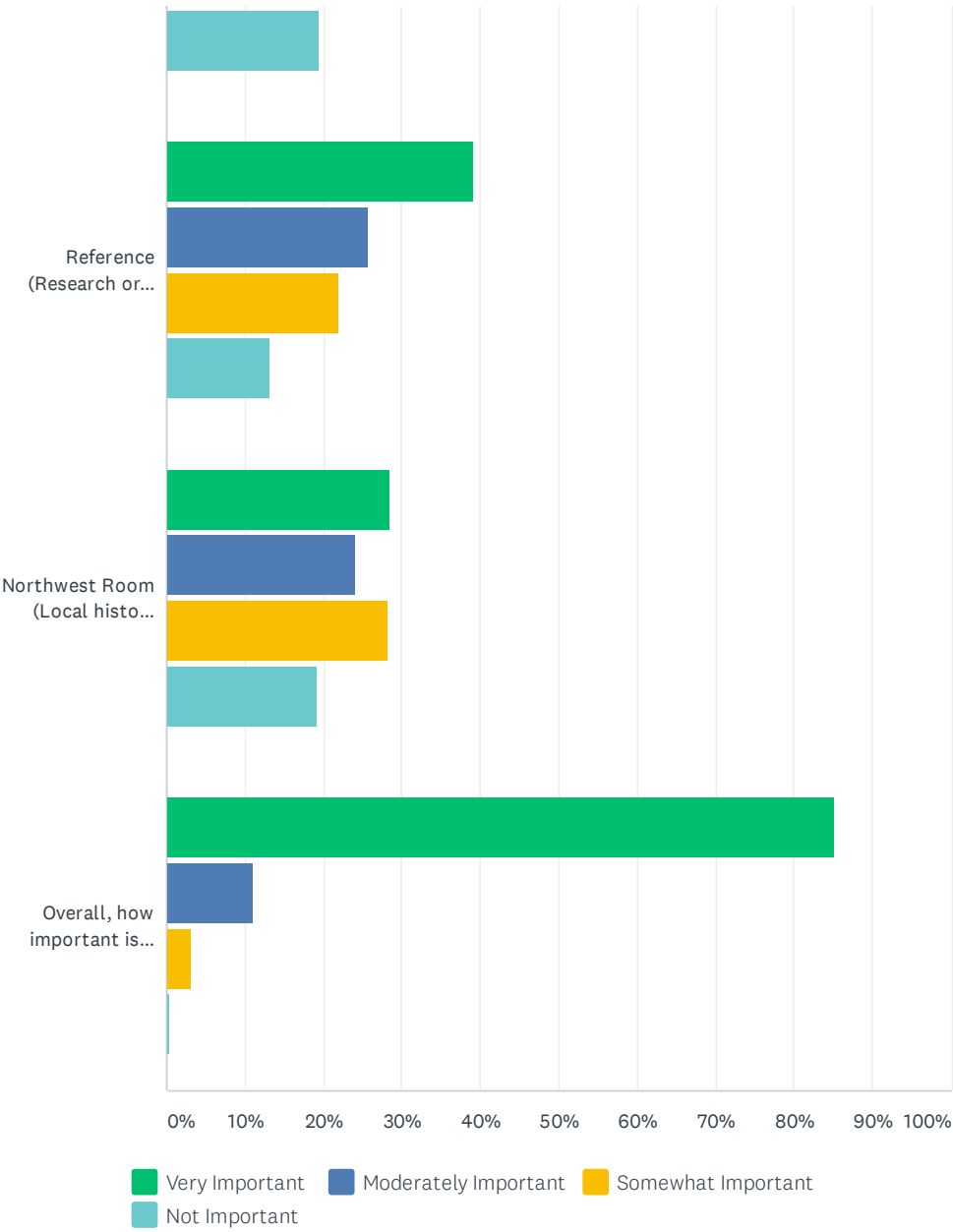
Strategic Plan Community Survey

Legend:
- Very Important
- Moderately Important
- Somewhat Important
- Not Important

Categories (y-axis):
- Reference (Research or...)
- Northwest Room (Local histo...)
- Overall, how important is...

x-axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

	VERY IMPORTANT	MODERATELY IMPORTANT	SOMEWHAT IMPORTANT	NOT IMPORTANT	TOTAL
Borrowing Materials (Books, movies/DVDs, music CDs, etc.)	89.36% 756	6.62% 56	3.07% 26	0.95% 8	846
Kids' Programs (Storytime, summer reading, toddler time, etc.)	24.19% 193	17.29% 138	13.66% 109	44.86% 358	798
Teen Programs (Book club, crafting, reader training, advisory groups, etc.)	16.37% 129	17.64% 139	14.59% 115	51.40% 405	788
Adult Programs (Book club, ESL, technology/computer help, crafting, etc.)	29.13% 238	24.60% 201	24.48% 200	21.79% 178	817
Collections that reflect other languages and cultures	34.13% 273	22.63% 181	23.00% 184	20.25% 162	800
Online Resources (Ancestry, auto repair, e-books, movies, music, etc.)	51.29% 418	25.40% 207	14.23% 116	9.08% 74	815
Printed Materials (Books, magazines, newspapers, etc.)	73.01% 606	14.46% 120	8.55% 71	3.98% 33	830
Wi-Fi to Access Internet	42.61% 343	17.27% 139	14.91% 120	25.22% 203	805
Meeting Rooms	18.94% 150	22.47% 178	26.64% 211	31.94% 253	792
Electronic Devices (Computers, printers, copiers, etc.)	35.01% 286	22.77% 186	22.77% 186	19.46% 159	817
Reference (Research or project help)	39.02% 318	25.77% 210	21.96% 179	13.25% 108	815
Northwest Room (Local history & genealogy)	28.43% 228	24.06% 193	28.18% 226	19.33% 155	802
Overall, how important is the Library to you or your household?	85.24% 722	11.10% 94	3.19% 27	0.47% 4	847

Q6 Overall, how would you rate the importance of the Library for you or for members of your household?Select one.

Answered: 860   Skipped: 85
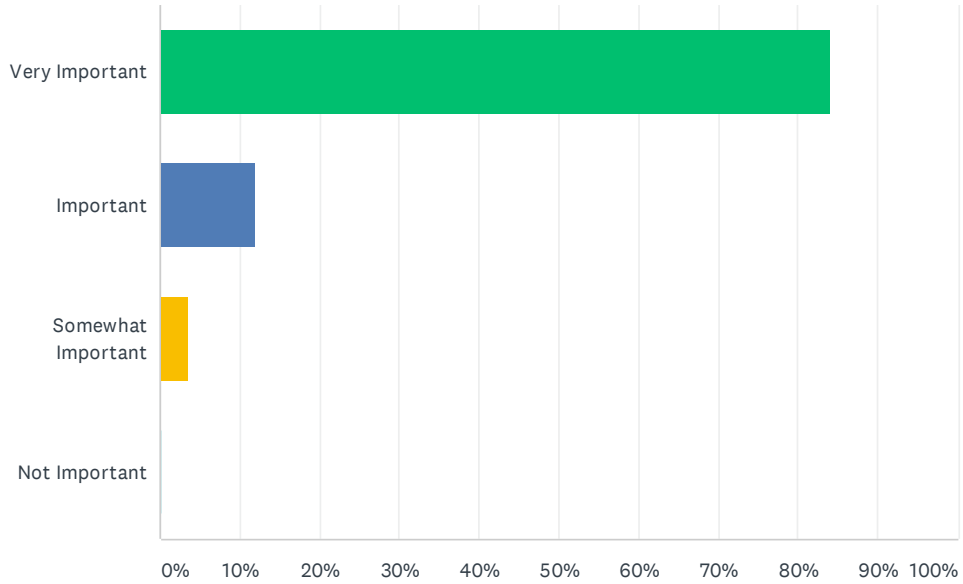
ANSWER CHOICES	RESPONSES	
Very Important	84.19%	724
Important	11.98%	103
Somewhat Important	3.60%	31
Not Important	0.23%	2
TOTAL		860

Q7 The Library should make the following services a priority:Rate your level of agreement.

Answered: 859   Skipped: 86

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Strategic Plan Community Survey

Legend: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree
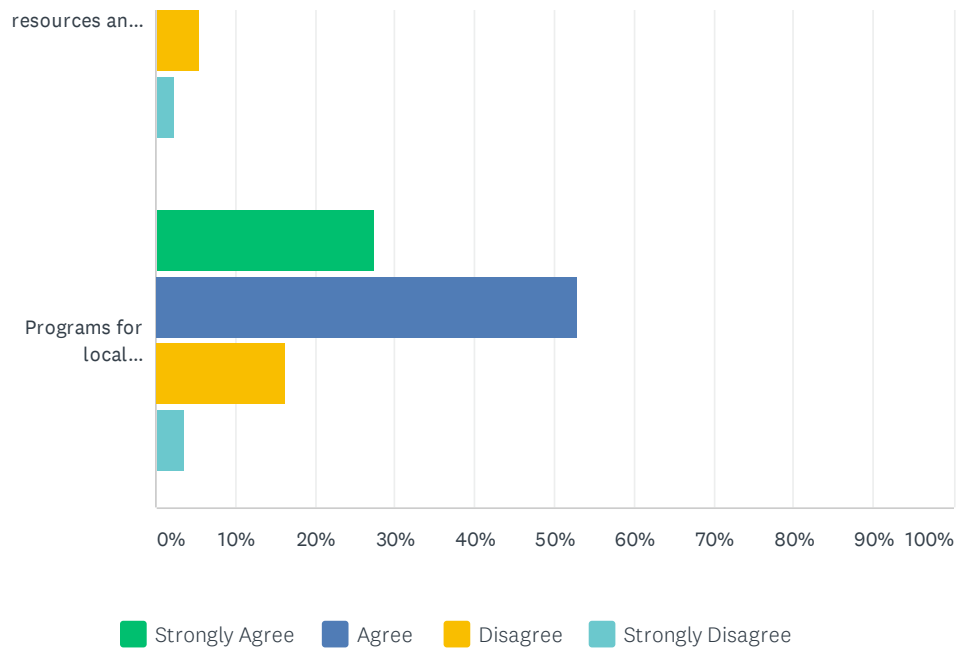
	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Early literacy services to children, parents and caregivers	68.84% 581	28.67% 242	2.13% 18	0.36% 3	844
Services to schools and students	65.75% 549	31.38% 262	2.63% 22	0.24% 2	835
Digital resources such as e-books and databases and other online resources	65.71% 548	32.13% 268	1.80% 15	0.36% 3	834
Access to technology resources for computing, the Internet, etc.	60.59% 512	36.80% 311	1.78% 15	0.83% 7	845
Services, resources and programs to vulnerable populations such as people experiencing homelessness, seniors, and immigrants	60.31% 509	31.99% 270	5.45% 46	2.25% 19	844
Programs for local businesses and entrepreneurs	27.33% 226	52.84% 437	16.32% 135	3.51% 29	827

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Q8 If the Library received more funding, you would support the use of these funds for:Rate your level of agreement.

Answered: 854   Skipped: 91

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Strategic Plan Community Survey

Legend: ■ Strongly Agree ■ Agree ■ Disagree ■ Strongly Disagree

Categories (top to bottom):
- library hour...
- Increase library hour...
- Increase library staf...
- Move some print books ...
- Increase and facilitate...

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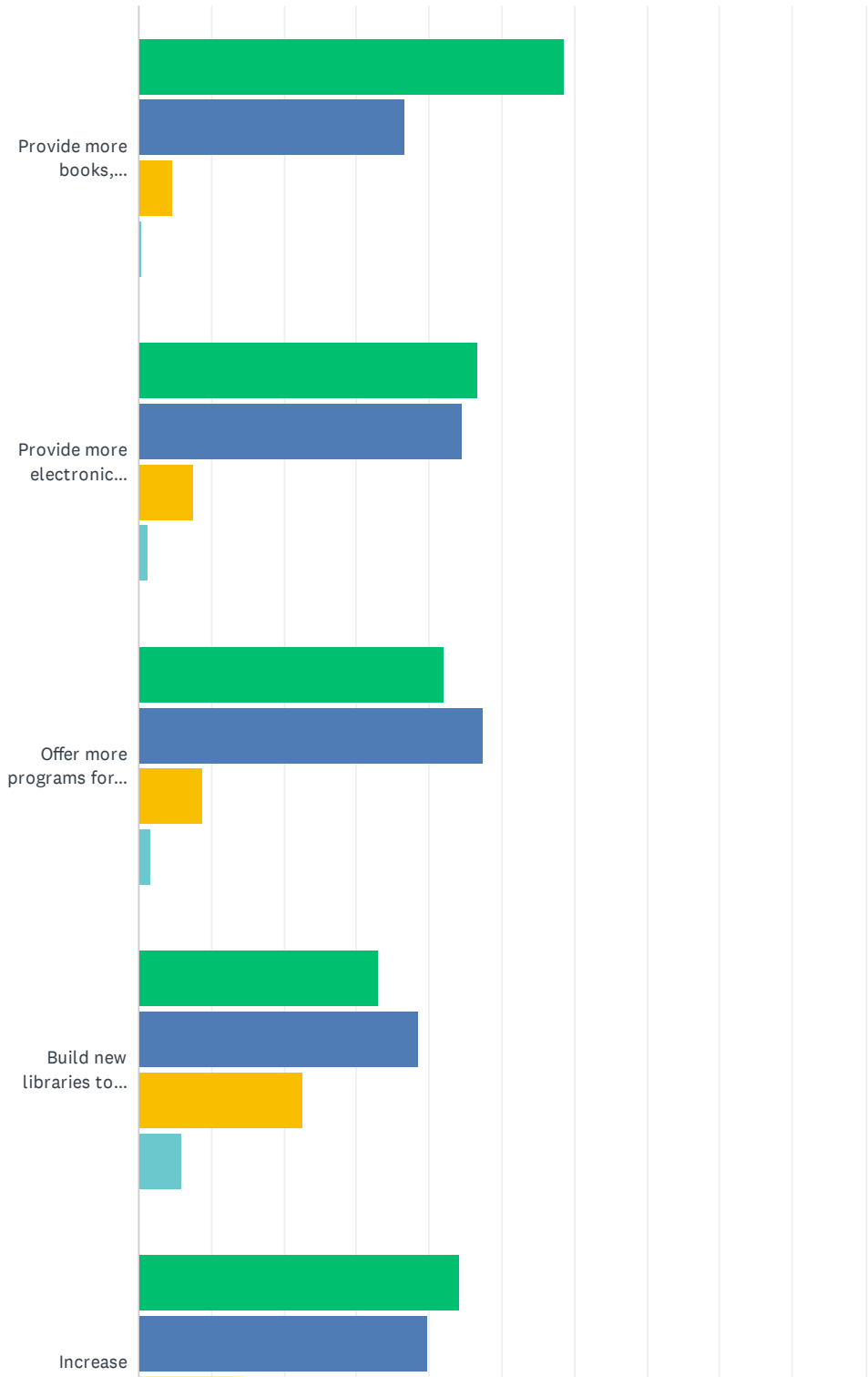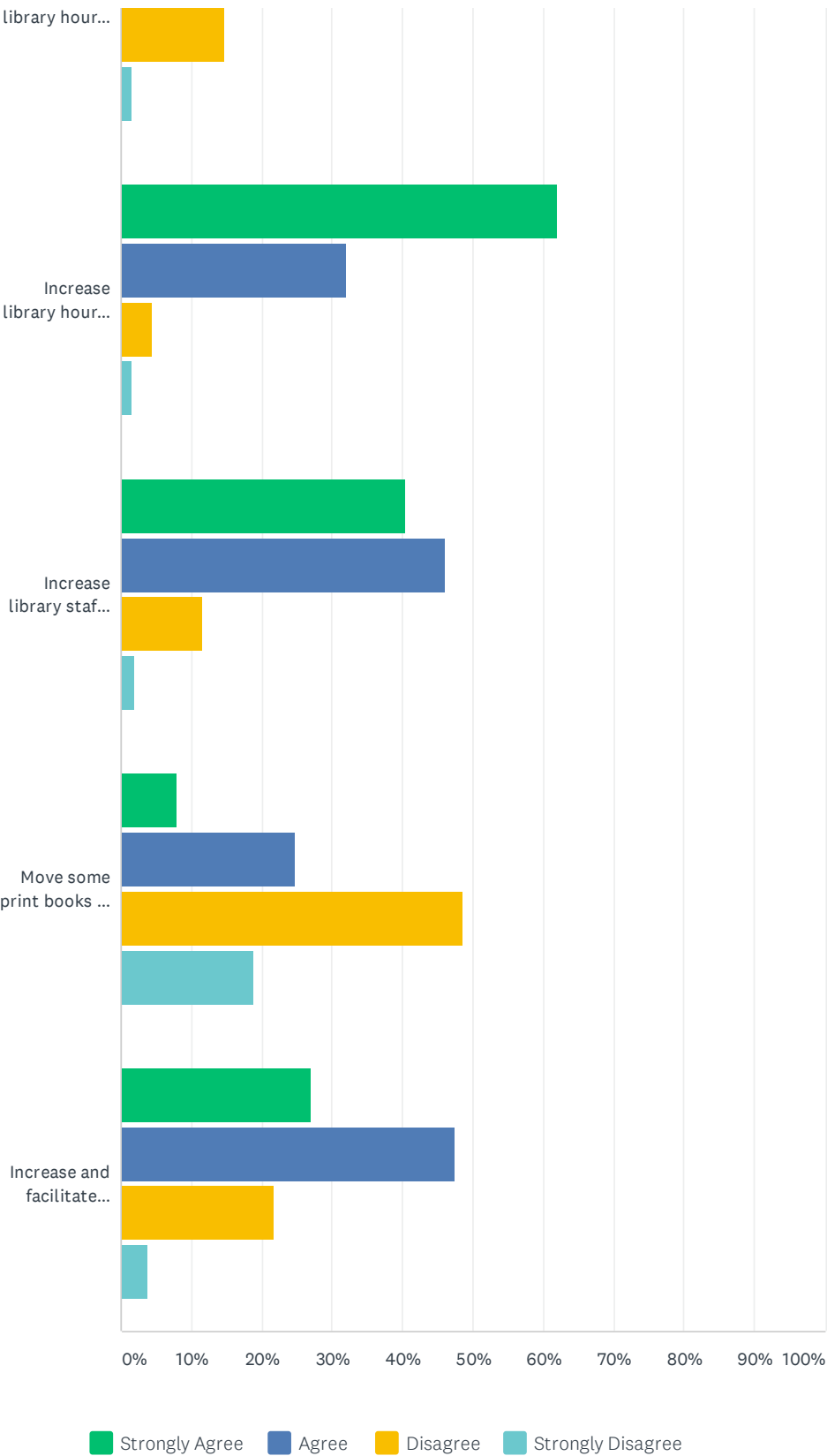
Strategic Plan Community Survey

	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Provide more books, magazines and other print materials	58.50% 485	36.55% 303	4.58% 38	0.36% 3	829
Provide more electronic resources and technology	46.55% 385	44.50% 368	7.62% 63	1.33% 11	827
Offer more programs for the general public such as author lectures, how-to programs, and life-long learning	42.15% 349	47.46% 393	8.82% 73	1.57% 13	828
Build new libraries to enhance library access and services	33.00% 265	38.48% 309	22.67% 182	5.85% 47	803
Increase library hours at all library facilities	44.18% 368	39.74% 331	14.65% 122	1.44% 12	833
Increase library hours in areas of greatest needs	62.01% 511	32.04% 264	4.49% 37	1.46% 12	824
Increase library staff to provide more services both in and out of the library	40.37% 331	46.10% 378	11.59% 95	1.95% 16	820
Move some print books and stacks out of public locations to free up space for services like tech centers, meeting rooms and program space	8.00% 65	24.60% 200	48.59% 395	18.82% 153	813
Increase and facilitate civic engagement activities	26.97% 219	47.41% 385	21.80% 177	3.82% 31	812

Q9 Rate the following features in the library.Rate each item.

Answered: 848   Skipped: 97

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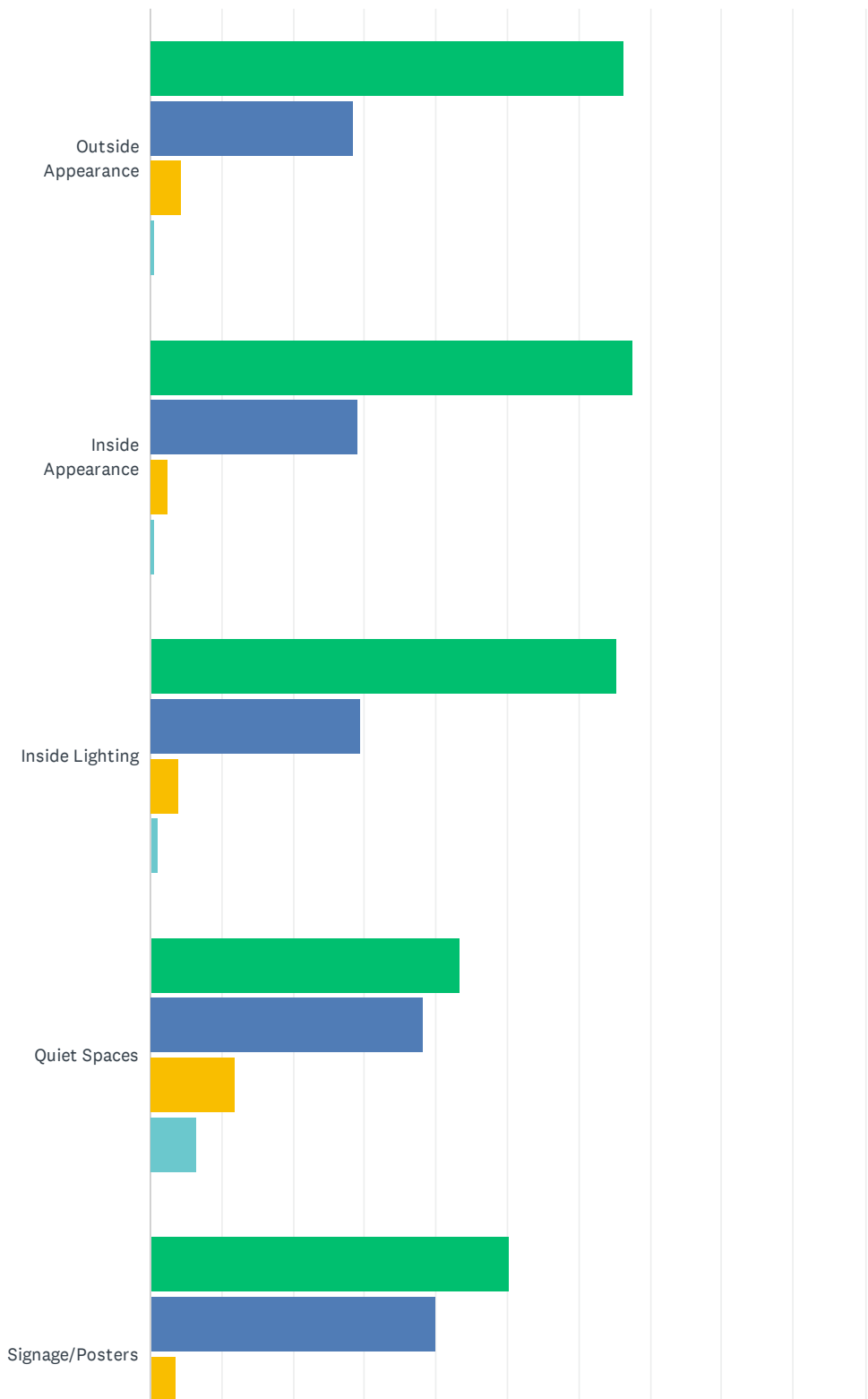
Strategic Plan Community Survey

Strategic Plan Community Survey

Good ■ Adequate ■ Poor ■ Don't Know ■

	GOOD	ADEQUATE	POOR	DON'T KNOW	TOTAL
Outside Appearance	66.39% 561	28.52% 241	4.50% 38	0.59% 5	845
Inside Appearance	67.65% 571	29.15% 246	2.49% 21	0.71% 6	844
Inside Lighting	65.27% 547	29.59% 248	4.06% 34	1.07% 9	838
Quiet Spaces	43.23% 364	38.36% 323	12.00% 101	6.41% 54	842
Signage/Posters	50.30% 419	39.86% 332	3.60% 30	6.24% 52	833
Use of Space	51.66% 435	37.41% 315	5.58% 47	5.34% 45	842
Furniture	38.54% 323	47.14% 395	9.90% 83	4.42% 37	838
Personal Safety	54.83% 460	33.37% 280	7.27% 61	4.53% 38	839
Restrooms	44.91% 379	34.24% 289	8.29% 70	12.56% 106	844
Ease of Navigation	57.33% 481	37.07% 311	3.22% 27	2.38% 20	839
Customer Greeting and/or Assistance	68.92% 581	23.72% 200	4.74% 40	2.61% 22	843

Q10 How likely are you or members of your household to recommend Tacoma Public Library services to others?Select one.

Answered: 851   Skipped: 94
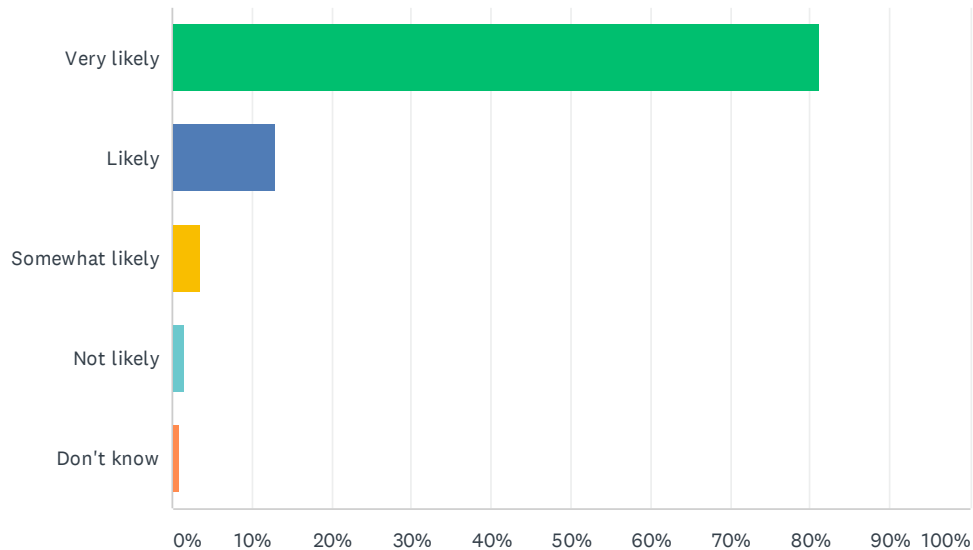
ANSWER CHOICES	RESPONSES	
Very likely	81.20%	691
Likely	12.93%	110
Somewhat likely	3.53%	30
Not likely	1.41%	12
Don't know	0.94%	8
TOTAL		851

Q11 What would have to be different for you or for members of your household to start using the library?

Answered: 12   Skipped: 933

Q12 What are the top three challenges facing the City of Tacoma right now?Select top three.

Answered: 848   Skipped: 97
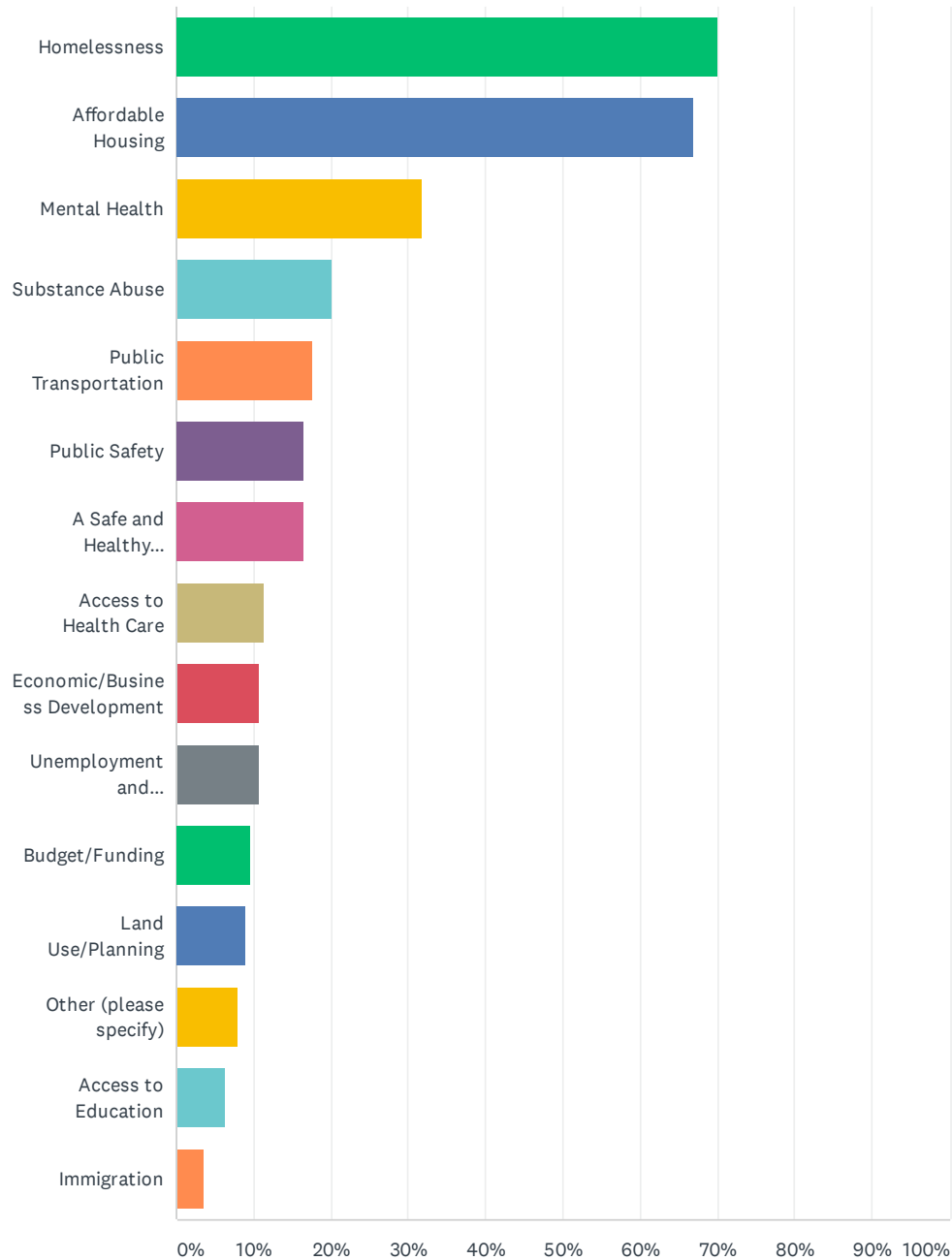
Strategic Plan Community Survey

ANSWER CHOICES	RESPONSES	
Homelessness	70.05%	594
Affordable Housing	66.86%	567
Mental Health	31.84%	270
Substance Abuse	20.17%	171
Public Transportation	17.57%	149
Public Safety	16.51%	140
A Safe and Healthy Environment	16.51%	140
Access to Health Care	11.32%	96
Economic/Business Development	10.73%	91
Unemployment and Underemployment	10.73%	91
Budget/Funding	9.67%	82
Land Use/Planning	8.96%	76
Other (please specify)	7.90%	67
Access to Education	6.25%	53
Immigration	3.66%	31
Total Respondents: 848		

Q13 Where do you live?

Answered: 847   Skipped: 98
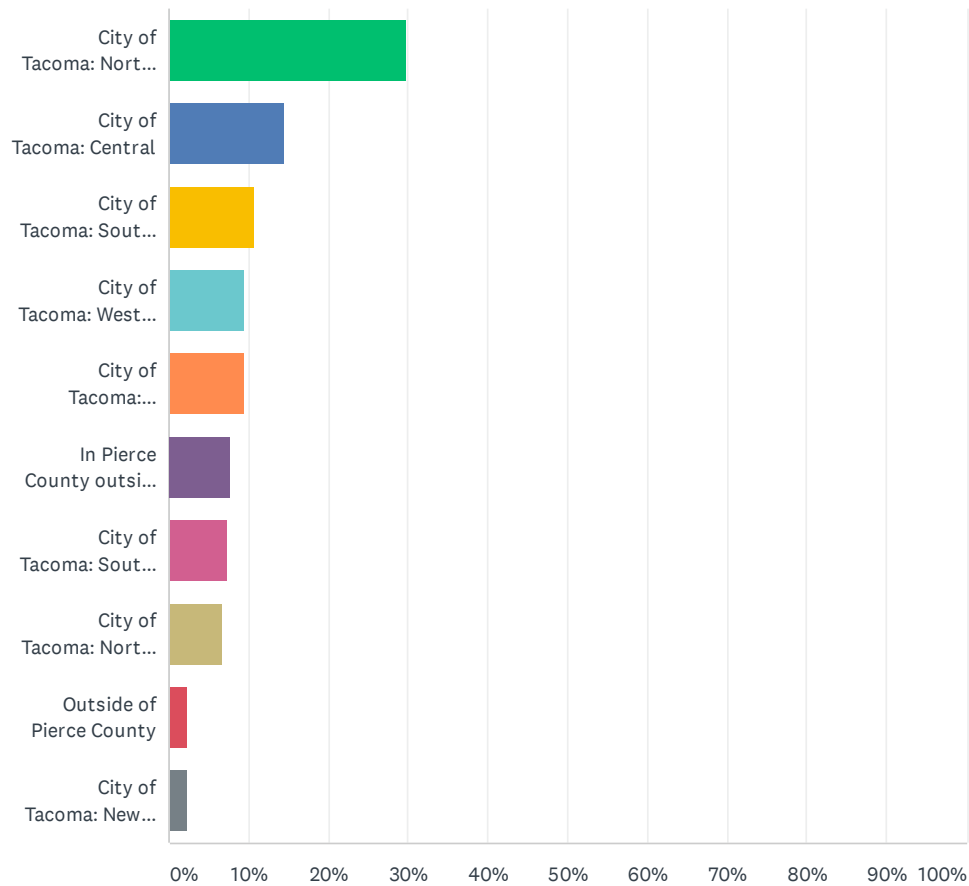
ANSWER CHOICES	RESPONSES	
City of Tacoma: North End	29.63%	251
City of Tacoma: Central	14.40%	122
City of Tacoma: South Tacoma	10.74%	91
City of Tacoma: West End	9.45%	80
City of Tacoma: Eastside	9.45%	80
In Pierce County outside of Tacoma	7.67%	65
City of Tacoma: South End	7.32%	62
City of Tacoma: North East	6.73%	57
Outside of Pierce County	2.36%	20
City of Tacoma: New Tacoma	2.24%	19
TOTAL		847

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Q14 What is your age?

Answered: 850   Skipped: 95
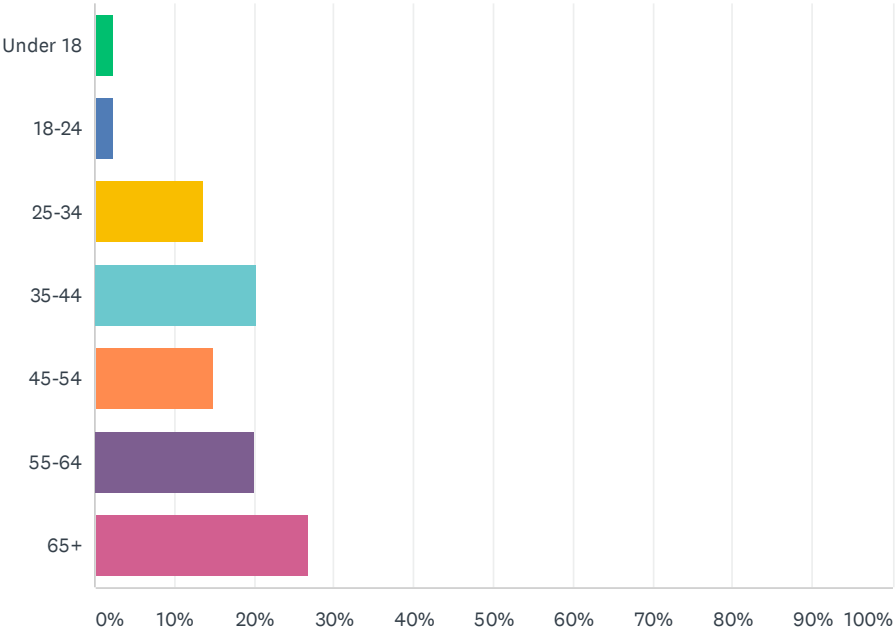
ANSWER CHOICES	RESPONSES	
Under 18	2.24%	19
18-24	2.24%	19
25-34	13.53%	115
35-44	20.24%	172
45-54	14.94%	127
55-64	20.00%	170
65+	26.82%	228
TOTAL		850

Q15 What is your gender identity? (optional)

Answered: 844   Skipped: 101
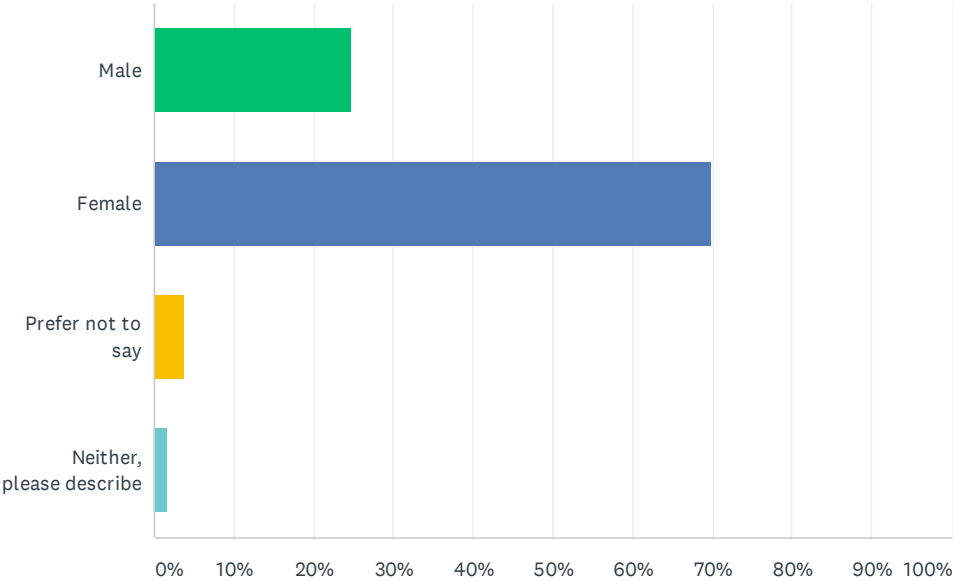
ANSWER CHOICES	RESPONSES	
Male	24.64%	208
Female	69.91%	590
Prefer not to say	3.67%	31
Neither, please describe	1.78%	15
TOTAL		844

Q16 What is your racial/ethnic identity? Please select all that apply. (optional)

Answered: 815   Skipped: 130
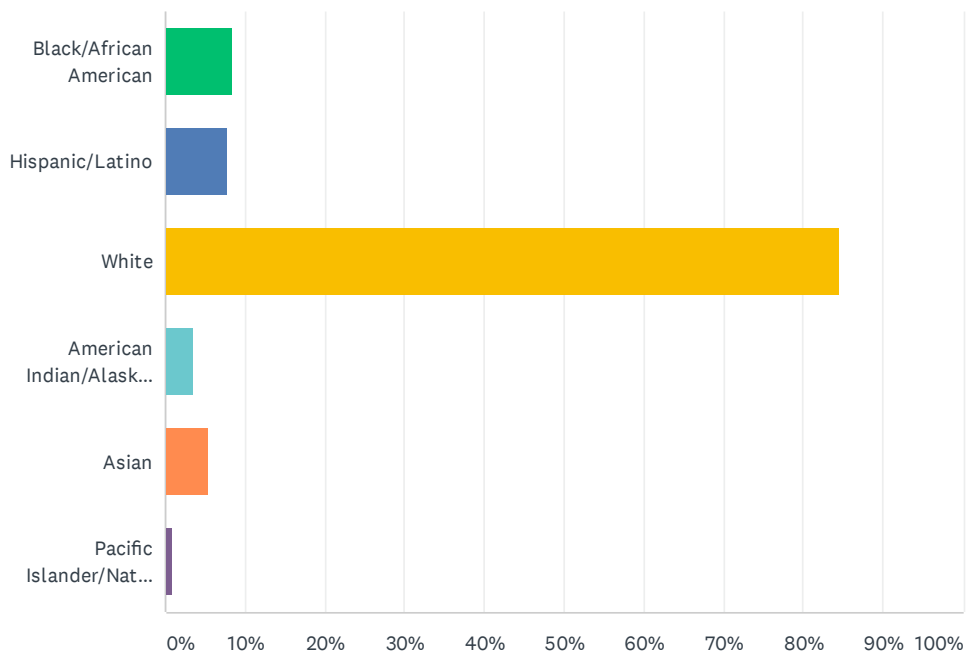
ANSWER CHOICES	RESPONSES	
Black/African American	8.34%	68
Hispanic/Latino	7.73%	63
White	84.54%	689
American Indian/Alaska Native	3.56%	29
Asian	5.52%	45
Pacific Islander/Native Hawaiian	0.86%	7
Total Respondents: 815		

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Benchmarking, Demographics, and Active Users results

I. Benchmarking with Peer Libraries (2018 data)

Key take-aways

- Tacoma Public Library (TPL) has the lowest percentage of full-time equivalent (FTE) staff that are Librarians, and the second lowest number of Librarians per 100,000 service population. Tacoma Public Library also has significantly fewer volunteer hours than the peer libraries that reported volunteer hours.
- Tacoma Public Library's total FTEs per 100,000 service population and total FTEs per operating hour falls in the middle of its peers.
- While all libraries surveyed depend significantly on local revenues, Tacoma Public Library is the most dependent, with 99.8 percent of its total revenue coming from local revenue. Overall, TPL's revenue per service population ($61) falls in the middle of the benchmarked peers.
- Overall, Tacoma Public Library's expenditures on staff (wages and benefits) as a percent of total operating expenditures falls in the middle of its peers; however, Tacoma has the highest benefits expenditures as a percentage of salary expenditures of all libraries surveyed.
- Of all the libraries surveyed, Tacoma Public Library has the highest percentage of print materials as a percentage of total holdings and the lowest percentage of electronic materials as a percentage of total holdings.
- Tacoma Public Library has the lowest number of visits per open hour of any of the peer libraries.
- Despite its low percentage of electronic materials as a percentage of total holdings, Tacoma Public Library has the most electronic circulation as a percent of all circulation.
- Tacoma Public Library has by far the lowest number of programs offered, and relatedly the lowest program attendance. However, the program attendance per number of programs was in line with most other peer libraries, demonstrating that the programs the Library does offer are comparably attended.
- Tacoma Public Library had the lowest usage of internet computer per computer available, but the second-highest number of visits to the Library website per service population
- All data is self-reported by individual Library systems and may be prone to human error in submissions.

Identification of peers and benchmarking results

To compare the Tacoma Public Library with other peer libraries on key benchmarking metrics including budget, collections, and usage data, the consulting team identified six peer library systems based on similar service populations, urban settings and, in the case of Salt Lake City Public and Spokane Public, proximity to strong county library systems similar to the Pierce County Library System. The six peer libraries selected were:

- Boise Public Library (ID0005)
- Rochester Public Library (NY0521)

- Salt Lake City Public Library (UT0048)
- Santa Barbara Public Library (CA0124)
- Scottsdale Public Library (AZ0036)
- Spokane Public Library (WA0067)

Public libraries submit key statistics including budget, collections, and usage data each year to their State Libraries. These submissions are relatively standardized and contain key metrics that are generally consistent across states. These submissions were used in the benchmarking survey, supplemented by additional data provided by individual benchmarked libraries if clarification or additional information was needed. All results are from 2018 reports, the most recent year available.

All data is self-reported by individual Library systems and may be prone to human error in submissions.

Exhibit 1 below presents basic library information on service population and library branches and outlets. Overall, Tacoma Public Library's service population per library outlet (26,138) falls in the middle between Rochester (19,142) and Scottsdale (49,083).

Exhibit 1: Benchmarking results: Library outlets, service population, and staffing, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
Service population	223,154	210,565	200,544	238,444	245,417	220,100	209,100
Central library	1	1	1	1	1	1	1
Branch libraries	4	10	7	1	4	5	7
Bookmobiles	0	0	0	0	0	1	0
Other outlets	0	0	0	5	0	1	0
Total outlets	**5**	**11**	**8**	**7**	**5**	**8**	**8**
Service population per outlet	44,631	19,142	25,068	34,063	49,083	27,513	26,138

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.

As shown in Exhibit 2 below, TPL has the lowest percentage of FTE staff that are Librarians, and the second lowest number of Librarians per 100,000 service population. TPL also has significantly fewer volunteer hours than the peer libraries that reported volunteer hours.

Staffing levels and the use of volunteers may be affected by whether or not Library staff are unionized in the benchmarked Library systems.

Exhibit 2: Benchmarking results: Library staffing levels, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
MLS Librarian FTEs	26.1	48.3	37.2	17.5	28	22	17
Non-MLS Librarian FTEs	1.0	9	0	0	0	0	0
Total Librarian FTEs	27.1	57.2	59.2	17.5	33	22	17
All other paid staff FTEs	95.10	144.84	129.6	48.63	81.89	76	88.5
Total staff FTEs	122.20	202.03	188.75	66.11	114.89	98	105.5
Volunteer hours	4,245	*NR*	4,131	*NR*	36,849	8,639	875
Percent of FTEs that are Librarians	22.2%	28.3%	31.3%	26.4%	28.7%	22.4%	16.1%
Total FTEs per 100,000 service population	54.8	95.9	94.1	27.7	46.8	44.5	50.5
Librarians per 100,000 service population	12.1	27.2	29.5	7.3	13.4	10.0	8.1
Total FTEs per 100 open hours	0.89	0.91	0.77	0.41	0.72	0.69	0.69

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.
NR: not reported

Exhibit 3 below displays the revenue sources for TPL and its peer libraries. While all libraries surveyed depend significantly on local revenues, Tacoma is the most dependent, with 99.8 percent of its total revenue coming from local revenue. Overall, TPL's revenue per service population ($61) falls in the middle of the benchmarked peers.

Exhibit 3: Benchmarking results: Library revenues, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
Total local revenue	$11,823,633	$12,302,360	$21,423,761	$7,118,180	$8,500,568	$9,852,428	$12,747,407
State revenue*	$5,742	$525,130	$32,300	$42,436	$11,483		
Total federal revenue		$19,745	$50,672	$56,363	$112,813		
Other operating revenue	$348,423	$3,192,599	$534,390	$771,631	$182,281	$413,304	$22,282
Grand total operating revenue	**$12,177,798**	**$16,039,834**	**$22,041,123**	**$7,988,610**	**$8,807,145**	**$10,265,732**	**$12,769,689**
Local capital revenue			$3,719,801				$713,270
State capital revenue		$791,802					
Other capital revenue			$65,740	$50,000			
Total capital revenue		**$791,802**	**$3,785,541**	**$50,000**			**$713,270**
Total combined operating and capital revenue	**$12,177,798**	**$16,831,636**	**$25,826,664**	**$8,038,610**	**$8,807,145**	**$10,265,732**	**$13,482,959**
Local operating revenue percent	97.1%	76.7%	97.2%	89.1%	96.5%	96.0%	99.8%
Total operating revenue per service population	$55	$76	$110	$34	$36	$47	$61
Local revenue per service population	$53	$58	$107	$30	$35	$45	$61

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.
*Not grants from State Library

Exhibit 4 below displays TPL's operating and capital expenditures compared to the peer libraries. Overall, TPL's expenditures on staff (wages and benefits) as a percent of total operating expenditures falls within the middle of its peers; however, TPL has the highest benefits expenditures as a percentage of salary expenditures.

Exhibit 4: Benchmarking results: Library expenditures, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
Salaries and wages	$4,292,329	$8,833,930	$8,100,960	$3,150,315	$5,091,895	$4,752,542	$5,770,395
Benefits	$1,756,564	$3,925,227	$2,633,899	$1,215,969	$1,714,836	$1,682,062	$2,612,556
Total staff expenditures	**$6,048,893**	**$12,759,157**	**$10,734,859**	**$4,366,284**	**$6,806,731**	**$6,434,604**	**$8,382,951**
Book/print materials	$769,750		$738,134	$376,029	$509,282	$346,392	$494,067
Non-book print materials				$21,718	$188,400	$124,765	$43,547
Total print materials	$769,750	$800,386	$738,134	$397,747	$697,682	$471,157	$537,614
Total electronic materials	$480,869	$246,273	$754,098	$362,919	$238,003	$531,779	$430,074
All other materials		$284,120	$450,785	$206,355		$46,957	$148,586
Total collection expenditures	**$1,250,619**	**$1,330,779**	**$1,943,017**	**$967,021**	**$935,685**	**$1,049,893**	**$1,116,274**
Total other operating expenditures	**$4,563,464**	**$1,917,666**	**$5,235,097**	**$2,649,110**	**$991,278**	**$1,948,618**	**$3,270,464**
Total operating expenditures	**$11,862,976**	**$16,007,602**	**$17,912,973**	**$7,982,415**	**$8,733,694**	**$9,433,115**	**$12,769,689**
Total capital expenditures	**$869,035**	**$103,471**	**$2,596,163**	**$50,516**	**$194,768**	**$132,626**	**$713,270**
Total combined operating and capital expenditures	**$12,732,011**	**$16,111,073**	**$20,509,136**	**$8,032,931**	**$8,928,462**	**$9,565,741**	**$13,482,959**
Exp. on staff	51%	80%	60%	55%	78%	68%	66%
Exp. on collections	11%	8%	11%	12%	11%	11%	9%
Benefits as % of wage expenditures	41%	44%	33%	39%	34%	35%	45%
Collection spending on print materials	62%	60%	38%	41%	75%	45%	48%
Collection spending on electronic materials	38%	19%	39%	38%	25%	51%	39%
Collection spending on other materials	0%	21%	23%	21%	0%	4%	13%
Operating expenditure per service population	$53	$76	$89	$33	$36	$43	$61
Operating + capital expenditure per service population	$57	$77	$102	$34	$36	$43	$64

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.

Exhibit 5 below displays TPL's materials and holdings compared to the peer benchmarked libraries. Of all the libraries surveyed, TPL has the highest percentage of print materials as a percentage of total holdings and the lowest percentage of electronic materials as a percentage of total holdings.

Exhibit 5: Benchmarking results: Library materials, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
Print materials	338,249	773,153	468,896	220,482	346,833	305,409	579,294
Other print materials		133,441					
Total print materials	**338,249**	**906,594**	**468,896**	**220,482**	**346,833**	**305,409**	**579,294**
Electronic books	22,468	46,224	37,451	217,319	433,897	13,773	24,865
Audio materials (downloadable units)	17,927	16,405	13,870	47,520	389,434	16,398	7,272
Video materials (downloadable units)	343	3,913	2,719	14,171	13,355	32,799	
Other materials in electronic format		27,259					
Total electronic materials	**40,738**	**93,801**	**54,040**	**279,010**	**836,686**	**62,970**	**32,137**
Audio materials (physical)	20,000	46,686	66,085	22,305	29,536	27,017	41,863
Video materials (physical)	30,185	93,788	92,187	36,645	54,743	37,480	65,003
Other library materials	4,839		196,073			46,957	
Other non-electronic materials		2,830					
Total other materials	**55,024**	**143,304**	**354,345**	**58,950**	**84,279**	**111,454**	**106,866**
Total holdings	**434,011**	**1,143,699**	**877,281**	**558,442**	**1,267,798**	**479,833**	**718,297**
Current print serial subscriptions	301	1,515	1,434	253	590	559	765
Electronic collections locally/cooperatively purchased	24	31	45	16	13	28	32
Electronic collections - statewide purchase	51	16	55		34	22	22
Electronic collections total	**75**	**47**	**100**	**16**	**47**	**50**	**54**
Print materials % of total holdings	78%	79%	53%	39%	27%	64%	81%
Electronic materials % of total holdings	9%	8%	6%	50%	66%	13%	4%
Total holdings per service population	1.9	5.4	4.4	2.3	5.2	2.2	3.4

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.

Exhibit 6 below displays the benchmarking results related to library usage. Tacoma Public Library has the lowest number of visits per open hour of any of the peer libraries. Of all the libraries, TPL had the most electronic circulation as a percent of all circulation. TPL has by far the lowest number of programs offered, and relatedly the lowest program attendance. However, the program attendance per number of programs was in line with most other peer libraries, demonstrating that the programs that TPL does offer are comparably attended.

Exhibit 6: Benchmarking results: Library usage, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
Annual public service hours	13,728	22,227	24,492	16,276	15,912	14,209	15,311
Annual library visits	1,492,224	1,354,314	1,885,276	1,064,049	1,118,388	918,392	666,994
Total combined reference transactions	208,136	303,926	270,622		449,826		64,566
Physical circulation	2,094,055	1,001,672	3,119,504	1,681,717	1,952,998	1,589,934	1,487,084
Electronic circulation	480,612	97,086	543,843	267,706	432,754	336,840	361,067
Total circulation	**2,574,667**	**1,098,758**	**3,663,347**	**1,949,423**	**2,385,752**	**1,926,774**	**1,848,151**
Circulation - children's materials		192,759	1,125,296	747,308	636,878	341,704	
Electronic information retrievals (collection/database)	1,739,872	118,029	156,477	67,781	818,990	813,384	
Total collection use*	**4,314,539**	**1,216,787**	**3,819,824**	**2,017,204**	**3,204,742**	**2,740,158**	**1,848,151**
Electronic content use**	*2,220,484*	*215,115*	*700,320*	*335,487*	*1,251,744*	*1,150,224*	*361,067*
Total ILLs provided	789		4,837	86,191		2,966	3,547
Total ILLs received	3,767		4,068	106,430		3,872	1,314
Children's programs	2,811	3,259	2,841	2,463	1,941		832
Young adult programs	438	958	944	126	394		135
Adult programs	1,623	2,449		968	1,617		579
Other programs		2,187					
Total programs	**4,872**	**8,853**	**4,586**	**3,557**	**3,952**	**8,832**	**1,546**
Children's program attendance	83,076	114,749	83,033	68,252	60,314		23,727
Young adult program attendance	5,500	36,391	11,206	2,102	6,813		2,388
Adult program attendance	14,045	21,351		18,377	23,566		6,823
Other program attendance		33,389					
Total program attendance	**102,621**	**205,880**	**127,830**	**88,731**	**90,693**	**71,854**	**32,938**
Visits per open hour	108.7	60.9	77.0	65.4	70.3	64.6	43.6
Physical circ. % of total	81%	91%	85%	86%	82%	83%	80%
Electronic circ. % of total	19%	9%	15%	14%	18%	17%	20%
Total circulation per service population	11.5	5.2	18.3	8.2	9.7	8.8	8.8
Total collection use per service population	19.3	5.8	19.0	8.5	13.1	12.4	8.8
Turnover rate (total circulation/collection size)	5.9	1.0	4.2	3.5	1.9	4.0	2.6
Program attendance per number of programs	21.1	23.3	27.9	24.9	22.9	8.1	21.3
Program attendance per service population	0.46	0.98	0.64	0.37	0.37	0.33	0.16

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.

*Total collections use defined as physical circulation + electronic circulation + electronic collections use.

**Electronic content use defined as electronic circulation + electronic collections usage.

Exhibit 7 below displays the benchmarking results for computers and technology usage. Of all the libraries surveyed, TPL has the lowest usage of internet computer per computer available, but the second-highest number of visits to the Library website per service population.

Exhibit 7: Benchmarking results: Library computers and technology, 2018

	Boise Public Library	Rochester Public Library	Salt Lake City Public Library	Santa Barbara Public Library	Scottsdale Public Library	Spokane Public Library	Tacoma Public Library
Public internet computers/internet terminals	199	392	252	88	250	112	202
Annual uses (sessions) of public internet computers	193,485	247,569	329,252	110,502	192,259	178,595	115,053
Visits to the Library website		137,621		479,054	856,412	644,400	688,304
Usage of internet computers per public computer	972	632	1,307	1,256	769	1,595	570
Visits to the website per service population		0.7		2.0	3.5	2.9	3.3

Source: Public library statistics from Idaho, New York, Utah, California, Arizona, and Washington states for year 2018.

II. Demographic trends in Tacoma

Key take-aways

- Between 2010 and 2018, the fastest-growing racial/ethnic groups in Tacoma were the Asian population (specifically Vietnamese and Other Asian populations) and the Hispanic or Latino population (specifically the Mexican population).
- The Black or African American population in Tacoma experienced the largest population decline between 2010 and 2018.
- Of Tacoma residents who were not born in the United States, most were born in Asia or Latin America. Between 2010 and 2018, the proportion of the population born in Asia increased, while the population born in Latin America decreased.
- Between 2010 and 2018, the largest increase of the population speaking a language other than English at home was the population that speaks Asian and Pacific Islander languages.
- In 2018, more than half the population that speaks Asian and Pacific Islander languages at home spoke English less than "very well," the highest percentage of all language groups.
- Demographic trend information presented in this section is based on the U.S. Census Bureau's 2006-2010 and 2014-2018 American Community Survey (ACS) 5-Year Estimates. The Census Bureau's statistical standard for published data is a 90 percent confidence level associated with an estimate's margin of error, meaning that there is a 10 percent chance of an incorrect inference (compared to a 1 percent change when using a 99 percent confidence level margin of error). When comparing estimates for the same geographic area across time periods, as presented in this section, some of the observed differences are likely due to chance rather than true differences that exist in the underlying population. The demographic information below is presented for informational purposes only and not intended to be used as a base for calculations or policy decisions.
- According to the 2019 Point in Time Count of homeless individuals in Pierce County, 436 individuals, or 29 percent of Pierce County's counted homeless population, reported their last zip code as being within Tacoma. Because not all individuals answered this question, this percentage may be higher.
- With the exception of the Asian community, Tacoma's communities of color are over-represented in Tacoma's homeless population when compared with the total population.
- Data on the homeless population of Pierce County is based on the Point-In-Time (PIT) Count, which is a one-day snapshot that captures the characteristics and situations of people living in the County without permanent housing. Results from the count are influenced by the weather, by availability of overflow shelter beds, by the number of volunteers, and by the level of engagement of the people interviewed by volunteers.

Demographic analysis and trends in Tacoma

The following section presents demographic information as estimated by the U.S. Census Bureau in its 2006-2010 and 2014-2018 American Community Survey (ACS) 5-Year Estimates. The American Community Survey is a survey that samples more than 3.5 million housing unit

addresses annually and provides estimates for detailed social, economic, housing, and demographic statistics. Unlike the decennial Census, the main purpose of which is to provide counts of individuals for the purpose of congressional apportionment and legislative redistricting, the primary purpose of the ACS is to measure changing social and economic characteristics of a geographic area. This information is useful for local planning needs and to assess changes occurring over time.

The ACS data provides *estimates*, rather than official counts, of specific characteristics of a population. The 5-year estimates combine 60 months of collected data (for example, the 2014-2018 ACS 5-year estimates include data collected between January 1, 2014 and December 31, 2018). The 5-year estimates are based on the largest sample size and are therefore considered the most reliable estimates produced by the American Community Survey. However, all survey estimates include some amount of sampling and non-sampling error.

- Sampling error: Estimates that are generated from sample survey data like the ACS have uncertainty associated with them, because they are based on a sample of the population rather than the full population. The U.S. Census Bureau's statistical standard for published data is a 90 percent confidence level associated with an estimate's margin of error, meaning that there is a 10 percent chance of an incorrect inference (compared to a 1 percent change when using a 99 percent confidence level margin of error). When comparing estimates for the same geographic area across time periods, as presented in this section, some of the observed differences are likely due to chance rather than true differences that exist in the underlying population. In other words, not all observed differences are statistically significant.
    - o In research and policymaking, higher confidence levels are typically used when the impact of an incorrect inference would be substantial. Because the demographic information below is presented for informational purposes only and not intended to be used as a base for calculations or policy decisions, we rely on the original Census Bureau 90 percent confidence level, and we note that not all observed or discussed changes represent true changes in the underlying population.
- Non-sampling error: The margins of error published with ACS estimates measure only the effect of sampling error, but other errors also affect the overall accuracy of survey estimates. Non-sampling errors are described briefly below.
    - o Coverage errors include undercoverage (when a housing unit or individual does not have a chance of selection in the sample) and overcoverage (when a housing unit or individual is included in the sample when they should not have been). The final ACS estimates are adjusted for under- and overcoverage, but the population controls may not completely eliminate coverage errors.
    - o Unit nonresponse is the failure to obtain the minimum required information for a completed interview, and as a result no survey data are available for a sampled unit. ACS estimation methodology includes a nonresponse adjustment intended to control potential unit nonresponse bias. However, if the characteristics of nonresponding units differ from the characteristics of responding units (for example, if members of a particular demographic group do not respond because

        they feel intimidated or fear negative consequences of responding), the final survey estimates may contain bias.

- o Item nonresponse occurs when a respondent does not provide an answer to a required question or when the answer given is inconsistent with other information. Respondents may be unwilling to respond to a particular question or may not understand a particular question. The ACS estimation methodology includes imputations for item nonresponse, which are intended to reduce the potential for item nonresponse bias.
- o Response error occurs when information is reported or recorded incorrectly, and may be due to the respondent, the interviewer, the questionnaire, or the survey process itself.
- o Processing error occurs during the preparation of the final data files. Errors may occur if data entry of questionnaire information is incomplete or if responses are coded incorrectly.

According to the U.S. Census Bureau's American Community Survey's 5-year estimates, the population of Tacoma grew by 5.7 percent between 2010 and 2018.[1] As of 2018 estimates, the white non-Hispanic or Latino population represents the largest percentage of the population in Tacoma (58.7 percent), followed by the Hispanic or Latino population (11.9 percent), the Black or African American population (10.0 percent), the Asian population (9.2 percent), and the population that identifies with two or more races (9.2 percent). As shown in Exhibit 8 below, the race/ethnicity categories with the largest increases in population were the populations that identify with two or more races, the Hispanic or Latino population (driven primarily by increases in the Mexican population), and the Asian population (driven primarily by increases in the Vietnamese and other Asian populations). The Black or African American population had the largest decrease between 2010 and 2018.

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[1] U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates.

Exhibit 8: Race/ethnicity demographics and changes in Tacoma, 2010 to 2018

	2010 pop. (pct of total)	2018 pop. (pct of total)	Pop. change (number)	Pop. change (pct)
American Indian and Alaska Native	**1.7%**	**1.6%**	**75**	**2.3%**
Asian	**7.4%**	**9.2%**	**4,512**	**31%**
Asian Indian	0.3%	0.3%	-5	-1%
Chinese	0.5%	0.6%	304	33%
Filipino	1.6%	1.7%	403	13%
Japanese	0.5%	0.3%	-304	-33%
Korean	1.2%	1.5%	787	34%
Vietnamese	1.7%	2.4%	1,602	47%
Other Asian	1.8%	2.5%	1,725	50%
Black or African American	**11.5%**	**10.0%**	**-2,052**	**-9%**
Hispanic or Latino	**10.2%**	**11.9%**	**4,847**	**24%**
Mexican	7.1%	8.7%	4,049	29%
Puerto Rican	0.8%	0.9%	251	15%
Cuban	0.2%	0.1%	-258	-56%
Other Hispanic or Latino	2.0%	2.2%	805	21%
Native Hawaiian and Other Pacific Islander	**1.1%**	**1.2%**	**367**	**17%**
Native Hawaiian	0.1%	0.1%	26	9%
Guamanian or Chamorro	0.3%	0.3%	204	40%
Samoan	0.6%	0.6%	39	3%
Other Pacific Islander	0.1%	0.2%	98	44%
Two or more races	**6.7%**	**9.2%**	**5,967**	**45%**
White (not Hispanic or Latino)	**62.4%**	**58.7%**	**-660**	**-1%**

Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates

As shown in Exhibit 9 below, the percentages of Tacoma's population by place of birth has remained relatively consistent between 2010 and 2018.

Exhibit 9: U.S. citizenship status of Tacoma residents, 2010 and 2018

	2010 pop. (pct of total)	2018 pop. (pct of total)	Pop. change (number)	Pop. change (pct)
Born in United States	85%	84%	7,708	5%
Born in Puerto Rico, U.S. Island areas, or born abroad to American parent(s)	3%	3%	380	7%
Foreign born	13%	14%	3,196	13%

Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates

Exhibit 10 shows additional details about Tacoma's foreign-born population. Between 2010 and 2018, the foreign-born population that are naturalized U.S. citizens increased by 25 percent, while the foreign-born population that are not U.S. citizens increased only slightly (2 percent). Of the foreign-born population's world regions of birth, Asia and Africa saw large increases between 2010 and 2018.

Exhibit 10: Detail on foreign born Tacoma residents, 2010 and 2018

	2010 pop. (pct of total)	2018 pop. (pct of total)	Pop. change (number)	Pop. change (pct)
Naturalized U.S. citizen	48%	53%	2,979	25%
Not a citizen	52%	47%	217	2%
World region of birth				
Europe	20%	17%	-230	-5%
Asia	42%	48%	3,250	31%
Africa	2%	4%	657	118%
Oceania	2%	1%	-39	-9%
Latin America	31%	27%	-405	-5%
Northern America	3%	2%	-37	-5%

Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates

As shown in Exhibit 11 below, about 80 percent of the Tacoma population 5 years and older speaks English only at home. Of the 20 percent that speaks a language other than English at home, less than half (9 percent of the total population of Tacoma) report that they speak English less than "very well."

Between 2010 and 2018, the population speaking a language other than English at home that increased the most was the population speaking Asian and Pacific Islander languages. The population speaking a language other than English at home that speaks English less than "very well" that increased the most was also the population speaking Asian and Pacific Islander languages. As shown below, between 2010 and 2018 the Spanish-speaking population that speaks English less than "very well" decreased. Of the population 5 years old and older, 4 percent speak an Asian and Pacific Islander language at home and speak English less than "very well," and 3 percent speak Spanish at home and speak English less than "very well."

Exhibit 11: Language spoken at home in Tacoma by population 5 years and older, 2010 and 2018

	2010 pop. (pct of total)	2018 pop. (pct of total)	Pop. change (number)	Pop. change (pct)
English only at home	82%	80%	7,062	5%
Language other than English	18%	20%	4,583	13%
Speak English less than "very well"	*8%*	*9%*	*1,751*	*11%*
Spanish at home	8%	7%	-4	<1%
Speak English less than "very well"	*3%*	*3%*	*-654*	*-11%*
Other Indo-European languages*	4%	4%	370	6%
Speak English less than "very well"	*1%*	*2%*	*562*	*24%*
Asian and Pacific Islander languages	7%	8%	3,184	25%
Speak English less than "very well"	*4%*	*4%*	*1,443*	*22%*
Other languages**	<1%	1%	1,033	145%
Speak English less than "very well"	*<1%*	*<1%*	*400*	*290%*

Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates

*Other Indo-European languages include non-Spanish Romance languages (French, Portuguese, Italian, etc.), Russian, Ukrainian and other Slavic languages, Persian, German, Polish, Yiddish, Hindi, Gujarati, Urdu, Punjabi, Bengali, and others. Consult the U.S. Census for more information.

**Other languages include Navajo and other Native languages of North America, Afro-Asiatic languages (Somali, Amharic), languages of Western Africa (Twi, Yoruba), languages of Central, Eastern, and Southern Africa (Swahili, Kinyarwanda), Arabic, Hebrew, and others. Consult the U.S. Census for more information.

Exhibit 12 displays the data in Exhibit 11 slightly differently, and shows what percentage of population that speaks a language other than English at home speaks English less than "very well." As shown in Exhibit 12, more than half the population that speaks Asian and Pacific Islander languages at home speaks English less than "very well," the highest percentage of all language groups.

Exhibit 12: English proficiency by language spoken at home in Tacoma (population 5 years and older), 2010 and 2018

	2010	2018
Population speaking Spanish at home that speaks English less than "very well"	45%	40%
Population speaking other Indo-European languages* at home that speaks English less than "very well"	34%	41%
Population speaking Asian and Pacific Islander languages that speaks English less than "very well"	52%	51%
Population speaking other languages** that speaks English less than "very well"	19%	31%

Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates

*Other Indo-European languages include non-Spanish Romance languages (French, Portuguese, Italian, etc.), Russian, Ukrainian and other Slavic languages, Persian, German, Polish, Yiddish, Hindi, Gujarati, Urdu, Punjabi, Bengali, and others. Consult the U.S. Census for more information.

**Other languages include Navajo and other Native languages of North America, Afro-Asiatic languages (Somali, Amharic), languages of Western Africa (Twi, Yoruba), languages of Central, Eastern, and Southern Africa (Swahili, Kinyarwanda), Arabic, Hebrew, and others. Consult the U.S. Census for more information.

Exhibit 13 displays the percentages of families and people in Tacoma whose income in the past 12 months was below the poverty level. Both percentages decreased between 2010 and 2018.

Exhibit 13: Families and people below the poverty level in Tacoma, 2010 and 2018

	2010	2018
All families below the poverty level	12.6%	11.1%
All people below the poverty level	17.1%	15.9%

Source: U.S. Census Bureau 2006-2010 American Community Survey 5-Year Estimates and 2014-2018 American Community Survey 5-Year Estimates

Profile of Individuals Experiencing Homelessness in Pierce County

According to the Pierce County 2019 Point-in-Time Count,[2] there were 1,486 individuals experiencing homelessness in Pierce County on January 25, 2019. Of these individuals, 436, or 29 percent of the county's counted homeless population, reported their last zip code as being within Tacoma. Because not all individuals answered this question, this percentage is likely higher.

As shown in Exhibit 14 below, 54 percent of Pierce County's counted homeless population is white, 22 percent is Black or African American, 15 percent is multi-racial, and 14 percent is Hispanic or Latino. With the exception of the Asian community, Tacoma's communities of color are over-represented in Tacoma's homeless population when compared with the total population presented in Exhibit 8 above.

Exhibit 14: Race and ethnicity of homeless individuals counted, Pierce County, January 2019

	Percent of persons counted
American Indian/Alaskan Native	4%
Asian	1%
Black/African American	22%
Multi-Racial	15%
Native Hawaiian/Other Pacific Islander	4%
White	54%
Non-Hispanic or Latino	86%
Hispanic or Latino	14%

Source: Pierce County 2019 Point in Time Count Results, January 25, 2019

Of the counted homeless individuals in Pierce County in 2019, 16 percent were under the age of 18, 10 percent were between 18 and 24 years old, 66 percent were between 25 and 61 years old, and 8 percent were 62 years old or older.

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[2] The Point-In-Time (PIT) Count is a one-day snapshot that captures the characteristics and situations of people living in the County without permanent housing. The PIT Count includes both sheltered individuals (those sleeping in emergency shelters or transitional housing) and unsheltered individuals (those sleeping outside or living in places that are not meant for human habitation). Results from the count are influenced by the weather, by availability of overflow shelter beds, by the number of volunteers, and by the level of engagement of the people interviewed by volunteers.

Exhibit 15: Age breakdown of homeless individuals counted, Pierce County, January 2019

	Percent of persons counted
Under 18	16%
18-24 years old	10%
25-61 years old	66%
62 years old or older	8%

Source: Pierce County 2019 Point in Time Count Results, January 25, 2019

Of the counted homeless individuals in Pierce County in 2019, 36 percent reported a mental health disability, 30 percent reported a physical disability, and 30 percent reported a chronic health condition. All self-reported disabilities are shown in Exhibit 16 below.

Exhibit 16: Self-reported disabilities of homeless individuals counted, Pierce County, January 2019

	Percent of persons counted
Mental health	36%
Physical health	30%
Chronic health condition	30%
Substance abuse	23%
Developmental disability	10%
HIV/AIDS	0.4%

Source: Pierce County 2019 Point in Time Count Results, January 25, 2019

III. Data on Active Library Users

Key take-aways

- Of all of Tacoma's communities of color, Asian residents of Tacoma have the smallest percentage of population living in areas with very high or high Library usage rates, and the largest percentage of population living in areas with very low Library usage rates. Twenty-seven percent of Asian Tacoma residents live in an area with a very lower Library user rate, compared with 18 percent of Black/African American Tacoma residents, 20 percent of Hispanic/Latino residents, and 22 percent of multi-racial residents.

- Census block groups with higher populations of Asian, Black or African American, Hispanic or Latino, and multi-racial residents tend to have slightly lower Library usage rates.

- Of the total set of active Library users, we were able to geocode 76 percent of addresses. Because we were not able to geocode the full set of active users, information presented in this section about active library users is not fully representative of all active users.

- Demographic information presented in this section is based on the U.S. Census Bureau's 2013-2017 American Community Survey (ACS) 5-Year Estimates. As noted in in Section II, the Census Bureau's statistical standard for published data is a 90 percent confidence level associated with an estimate's margin of error, meaning that there is a 10 percent chance of an incorrect inference (compared to a 1 percent chance when using a 99 percent confidence level margin of error). The demographic information below is presented for informational purposes only and not intended to be used as a base for calculations or policy decisions.

- Areas of higher library usage in Tacoma tend to be areas of lower equity/lower opportunity (as defined by the Equity Index), which demonstrates that the Library is reaching communities with lower equity and access to opportunities for success. A total of 48 percent of Tacoma Public Library active users live in census block groups with low or very low equity, compared to 42 percent of Tacoma residents overall.

- A higher percentage of library users lives in census block groups where median household income is below $60,000 per year (65 percent) compared with Tacoma residents overall (59 percent).

## Creating an Active Library User Profile

Library cards issued by the Tacoma Public Library (TPL) are valid for 10 years, so in order to capture a profile of active Library users, TPL provided the consulting team with a filtered database that included only the addresses of patrons who had activity on their card in the past three years. This dataset included 52,911 active patrons. Of these active patrons, 10,353 had no address provided and were therefore unable to be geocoded. The consulting team cleaned and standardized the remaining 42,558 addresses. Because these addresses would be used as a geographic analytical tool, the consulting team removed P.O. Boxes and the inter-library loan accounts of other libraries during the cleaning process, leaving a remaining total of 41,576 usable addresses. The addresses were geocoded and assigned to census block groups using

the Texas A&M Geoservices Batch Geocoder.[3] The geocoder was able to geocode 40,432 addresses above a 90 percent match score. Of these geocoded addresses, the vast majority were in Pierce County (39,584) and King County (702).

Because we were not able to geocode the full set of active users, information presented in this section about active library users is not fully representative of all active users.

The final set of geocoded patron addresses included active user addresses in 24 states. Exhibit 17 below displays the geocoded addresses in the greater Tacoma area.

Exhibit 17: Geocoded addresses of active Library users, greater Tacoma area
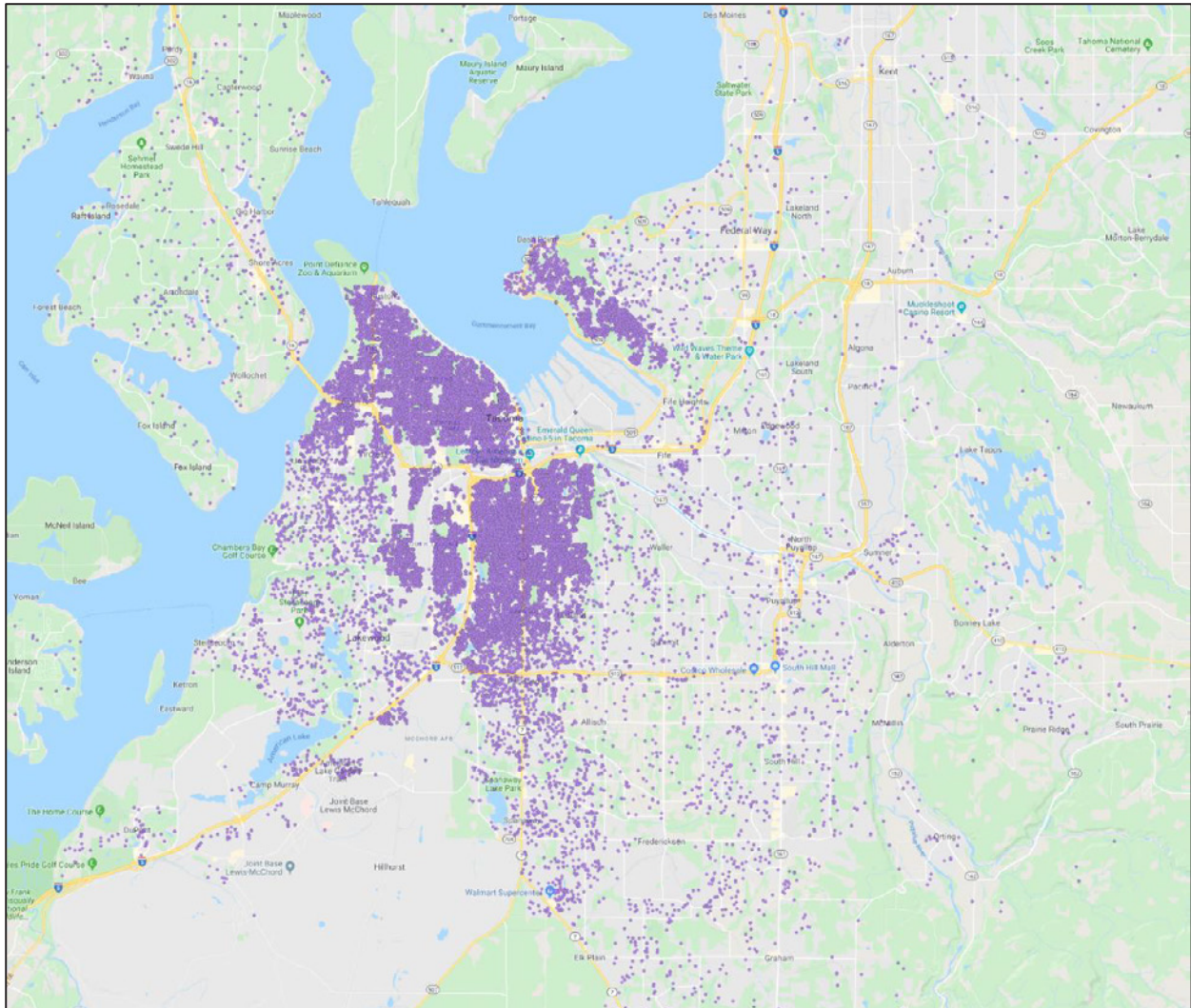
Source: Geocoded active Library user addresses

Exhibit 18 below represents the concentration of patrons as a heat map to better show areas of high concentration within the City of Tacoma itself.

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[3] http://geoservices.tamu.edu/Services/Geocode/

Exhibit 18: Heatmap of geocoded addresses of active Library users, greater Tacoma area
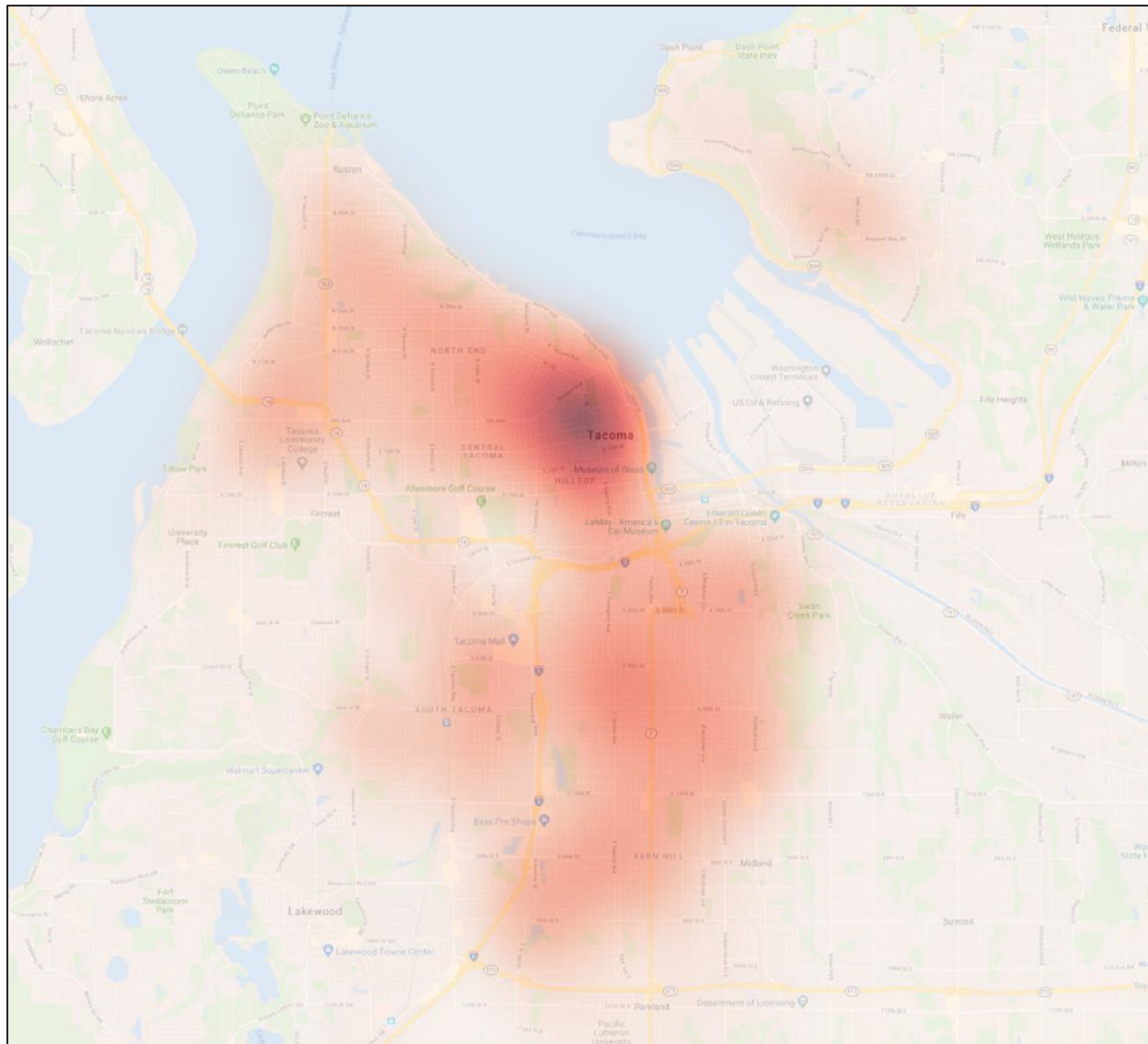
Source: Geocoded active Library user addresses

The heatmap shows that the highest concentrations of active Library users in Tacoma are in the Central Tacoma/Hilltop neighborhoods.

Library User Demographics

Exhibit 19 below presents the United States Census Bureau's demographic profile for the City of Tacoma (summarized from Exhibit 8 in the previous section). The Asian, Black or African American, and Hispanic or Latino communities, as well as individuals who identify as multi-racial, represent Tacoma's largest communities of color.

Exhibit 19: Race and Hispanic origin population in Tacoma, as percent (2018 estimates)

American Indian and Alaska Native	1.6%
Asian	9.2%
Black or African American	10.0%
Hispanic or Latino	11.9%
Native Hawaiian and other Pacific Islander	1.2%
Two or more races	9.2%
White (not Hispanic or Latino)	58.7%

Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates
Note A: Due to the Census's categorization of race and Hispanic origin, the percentages do not total exactly 100%.

The consulting team used the geocoded addresses of active Library users and the U.S. Census Bureau's 2013-2017 American Community Survey (ACS) 5-Year Estimates[4] to explore the relationship between specific communities of color and areas with high or low library usage. As discussed earlier in Section II, the Census Bureau's statistical standard for published data is a 90 percent confidence level associated with an estimate's margin of error, meaning that there is a 10 percent chance of an incorrect inference (compared to a 1 percent chance when using a 99 percent confidence level margin of error). The demographic information below is presented for informational purposes only and not intended to be used as a base for calculations or policy decisions.

Using the geocoded address data, the consulting team calculated a "Library user rate" that shows the percentage of the population of each census block group that is an active Library user. The calculated Library user rate of a census block group in Tacoma ranges from less than 5 percent to approximately 45 percent. This Library user rate was joined with Census block group-level ACS demographic estimates to explore the relationship between Library usage and the presence of Tacoma's largest communities of color.

Overall, Asian residents of Tacoma have the smallest percentage of population living in areas with very high or high Library usage rates, and the largest percentage of population living in areas with very low Library usage rates. As shown in Exhibit 20 below, 27 percent of Asian Tacoma residents live in an area with a very lower Library user rate, compared with 18 percent of Black/African American Tacoma residents, 20 percent of Hispanic/Latino residents, and 22 percent of multi-racial residents. (Note: For consistency with the Equity Index, which is discussed in the following pages, the 194 census block groups identified in the Equity Index as being within Tacoma and their residents are counted as being fully "within Tacoma" for this analysis. Some census block groups cross City boundaries, so this analysis includes some areas that are only partially within Tacoma but do fall within the greater Tacoma area.)

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[4] The 2013-2017 American Community Survey (ACS) 5-Year Estimates are the estimates with the most recent data available by block group.

Exhibit 20: Percentages of communities of color by block group Library usage rate

Library user rate of census block group*	Percent of Asian residents	Percent of Black or African American residents	Percent of Hispanic/Latino residents	Percent of multi-racial residents
Very high	12%	12%	15%	18%
High	18%	26%	19%	16%
Moderate	21%	19%	21%	22%
Low	23%	26%	26%	23%
Very low	27%	18%	20%	22%

*Library user rate percentages were divided into quintiles: very high, high, moderate, low, and very low.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; geocoded active Library user addresses

Exhibit 21 below displays the ten Census block groups that had high numbers of populations of color[5] and Library usage rates of below 10 percent, along with Tacoma Public Library locations. (Note: some of these Census block groups are only very slightly within the boundaries of the city of Tacoma.)

Exhibit 21: Block groups with highest populations of color and low Library usage
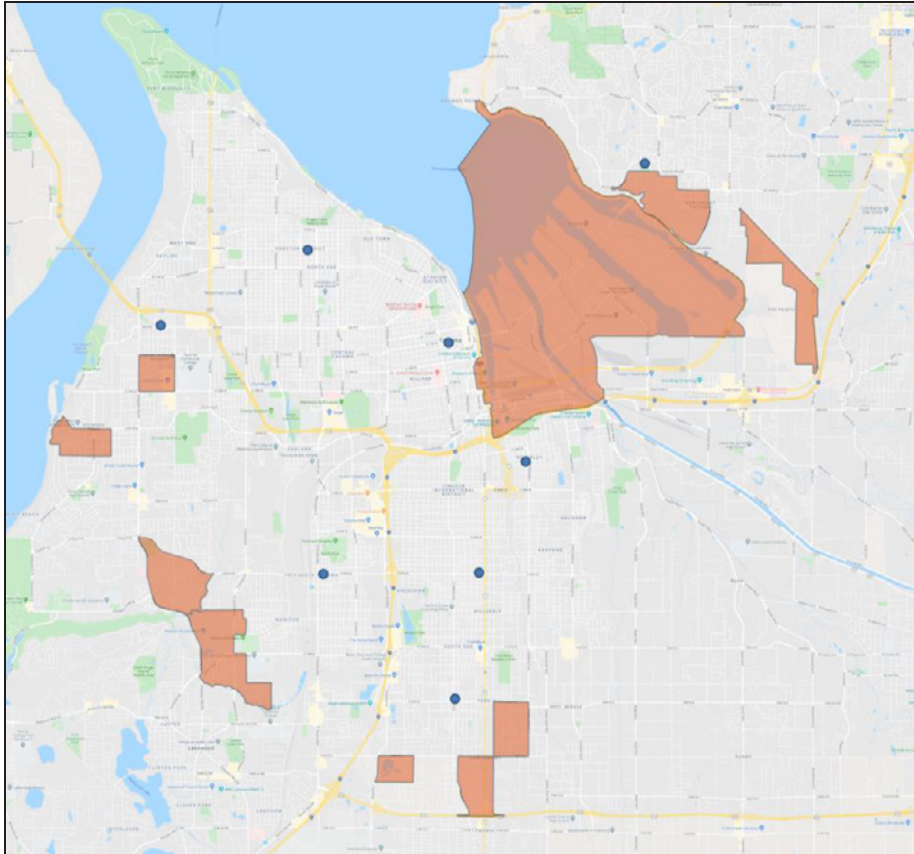
Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates; geocoded active Library user addresses. Geoids of mapped census block groups: 530530718032, 530530634002, 530530602001, 530530723121, 530530610023, 530530717032, 530530717051, 530539400052, 530539400023, 530530723092.

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[5] Calculated as a sum of individuals of the following Census categories: Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian and Other Pacific Islander, Some other race, Two or more races, and Hispanic/Latino.
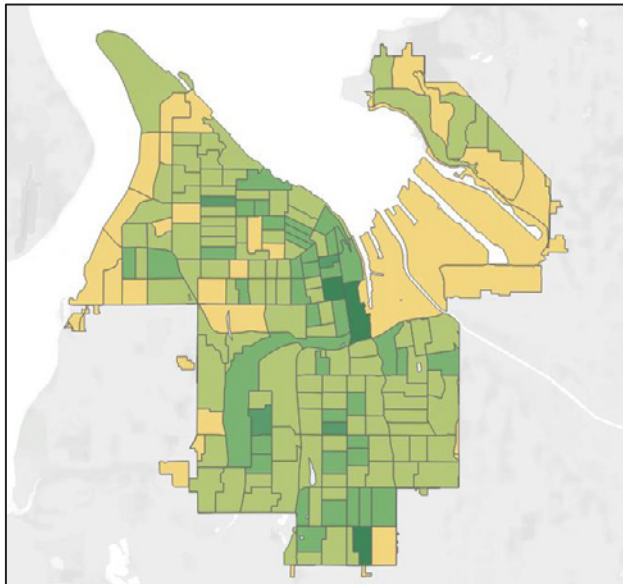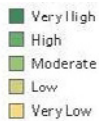
The Tacoma Equity Index

The Tacoma Equity Index[6] was developed by the City in collaboration with Ohio State University's Kirwan Institute of Race and Social Justice. The Index is based on a collection of indicators that have been shown to have a direct correlation to equity and access.[7] Areas defined as "high equity" are areas that have access to better opportunities for success, including high-performing schools, a safe environment, sustainable employment, adequate transportation, and high incomes.

Exhibit 22 below displays Tacoma's Equity Index compared to areas of Tacoma with high Library usage. In the Equity Index, areas of darker green indicate areas of "high equity," or opportunity, and areas of lighter green and yellow indicate areas of "low equity," or low opportunity. In the map of Library usage, areas of darker green indicate block groups where a high percentage of the population is an active Library user, and areas of lighter green and yellow indicate block groups where a low percentage of the population is an active Library user. Areas of very high and high library usage tend to be areas of lower equity/lower opportunity.
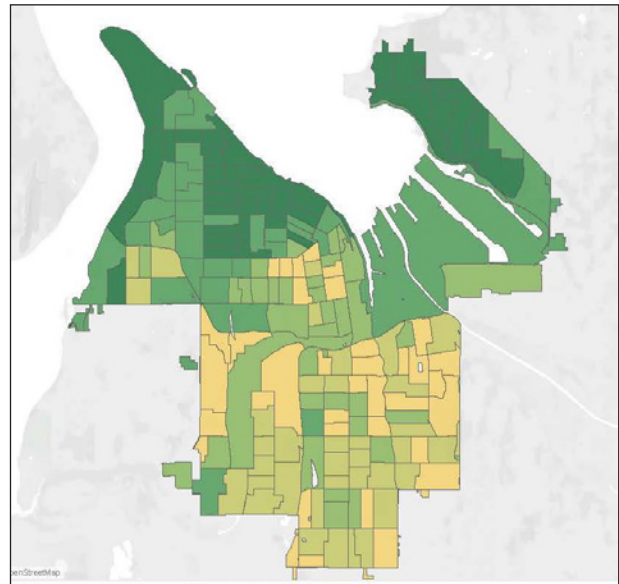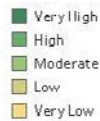
Exhibit 22: Tacoma Library usage and Equity Index score by block group

Tacoma Library user rate

- Very High
- High
- Moderate
- Low
- Very Low

Tacoma Equity Index score

- Very High
- High
- Moderate
- Low
- Very Low

Source: Geocoded active Library user addresses

Source: Tacoma Equity Index

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[6] Accessible online at: https://www.cityoftacoma.org/cms/One.aspx?portalId=169&pageId=175030
[7] Equity Index Frequently Asked Questions,
https://cms.cityoftacoma.org/OEHR/EquityIndex/FrequentlyAskedQuestionsv3.pdf

To explore the relationship between the Equity Index and Library usage, the consulting team joined the overall equity score and underlying indicators calculated in the Equity Index to the Library user rate to see whether Library usage is correlated with the measure of a block group's calculated equity score. As shown in Exhibit 23 below, areas of higher library usage tend to be areas of lower equity/lower opportunity, which demonstrates that the Library is reaching communities with lower equity and access to opportunities for success.

Exhibit 23: Block groups by Library user rate and overall equity score
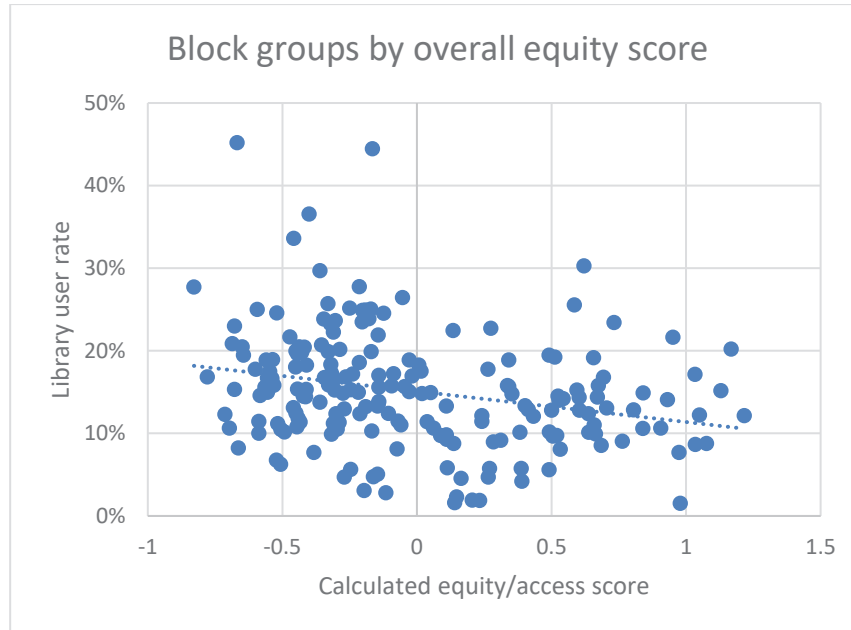
Source: Tacoma Equity Index; geocoded active Library user addresses

Visualized another way, Exhibit 24 compares the percentages of Library users to the percentages of total Tacoma residents by the calculated overall equity score. A total of 48 percent of Tacoma Public Library active users live in census block groups with low or very low equity, compared to 42 percent of Tacoma residents overall.

Exhibit 24: Library patrons and Tacoma residents by overall equity score

Equity Indicator of Block Group	TPL Active Users	Tacoma Residents
Very High	16%	18%
High	16%	22%
Moderate	20%	18%
Low	22%	19%
Very Low	25%	23%

Source: Tacoma Equity Index; geocoded active Library user addresses

The Equity Index also includes data on median household income for all census block groups, and we find similar results when comparing the presence of active Library users with the median household income of a particular block group. As shown in Exhibit 25 below, the Library serves proportionally more low- and moderate-income census block groups: approximately 65 percent

of active library users live in census block groups where the median household income is below $60,000, compared with approximately 59 percent of Tacoma residents overall.

**Exhibit 25: Library patrons and Tacoma residents by median household income of block group**

Median household income of block group	TPL active users	Tacoma residents
Less than $20,000	4.5%	2.8%
$20,000-$39,999	21.6%	18.8%
$40,000-$59,999	39.0%	37.2%
$60,000-$79,999	20.4%	23.0%
$80,000-$99,999	10.2%	11.4%
$100,000-$119,999	3.6%	5.8%
$120,000 or more	0.7%	1.0%

Source: Tacoma Equity Index; geocoded active Library user addresses

The equity score is a composite of four component scores: the accessibility score, the economic opportunity score, the education score, and the livability score.

The first score, accessibility, is calculated using indicators including road quality, household internet access, parks and open space nearby, voter participation, and access to public transportation. As shown in Exhibit 26 below, block groups with low accessibility also tend to have low library usage.
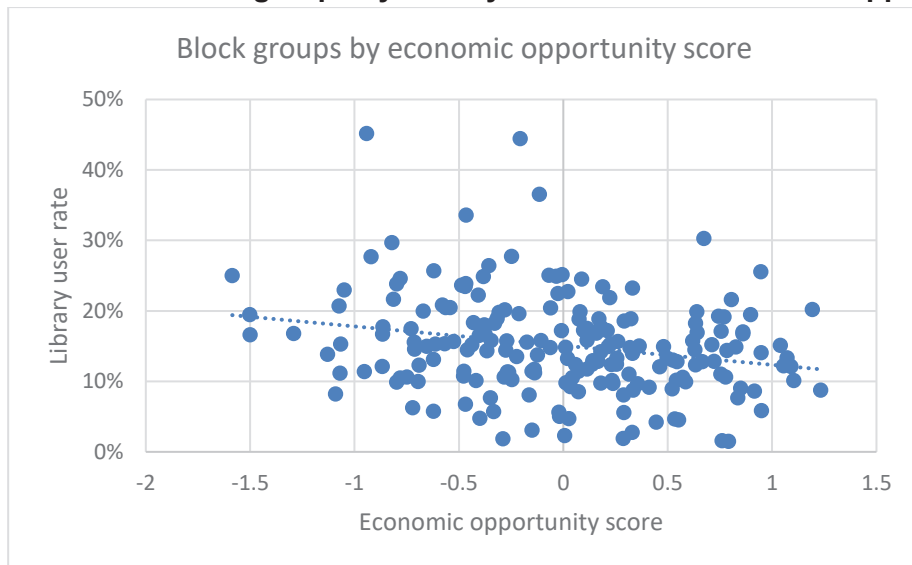
Exhibit 26: Block groups by Library user rate and accessibility score
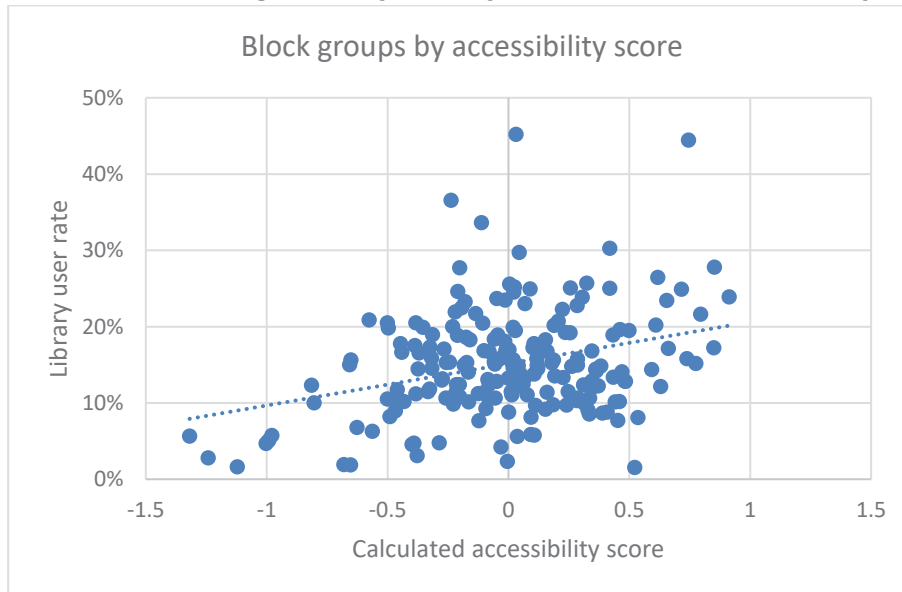
Source: Tacoma Equity Index; geocoded active Library user addresses

The economic opportunity score is calculated using indicators including median household income, unemployment, poverty, and a weighted jobs index. As shown in Exhibit 27 below, block groups with lower economic opportunity scores tend to have higher library usage rates.
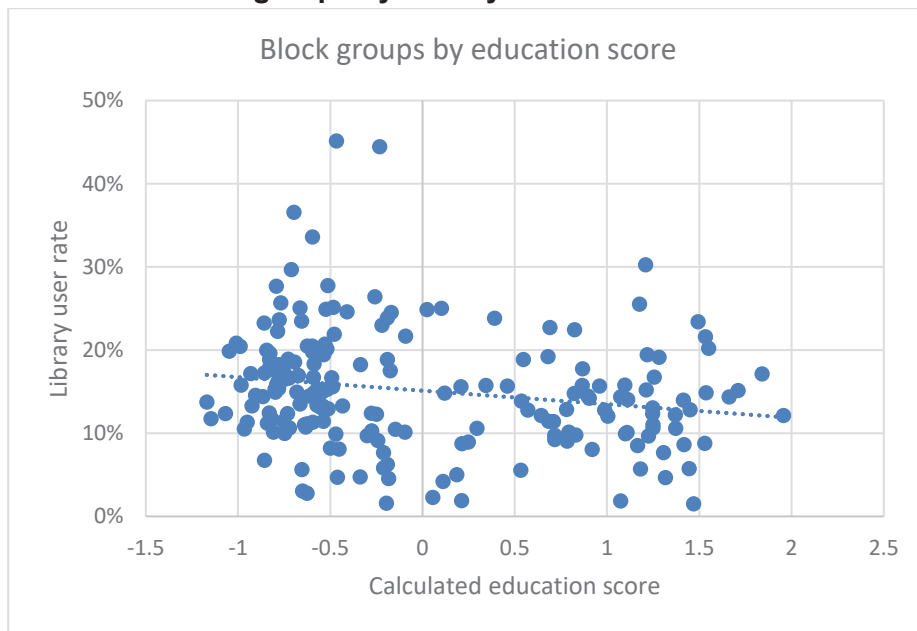
Exhibit 27: Block groups by Library user rate and economic opportunity score

Block groups by economic opportunity score

Source: Tacoma Equity Index; geocoded active Library user addresses

The education score is calculated using indicators including high school graduation rate, levels of higher educational attainment (percentage of the population over age 25 with a Bachelor's degree or more), test proficiency, and student mobility/retention rates. As shown in Exhibit 28 below, block groups with lower education scores tend to have higher library usage rates.

Exhibit 28: Block groups by Library user rate and education score


Block groups by education score

Source: Tacoma Equity Index; geocoded active Library user addresses

The final score, the livability score, is calculated using indicators including life expectancy, median home value, urban tree canopy coverage, crime statistics, neighborhood nuisance

levels, and housing cost burden. As shown in Exhibit 29 below, block groups with lower education scores tend to have higher library usage rates.

Exhibit 29: Block groups by Library user rate and livability score
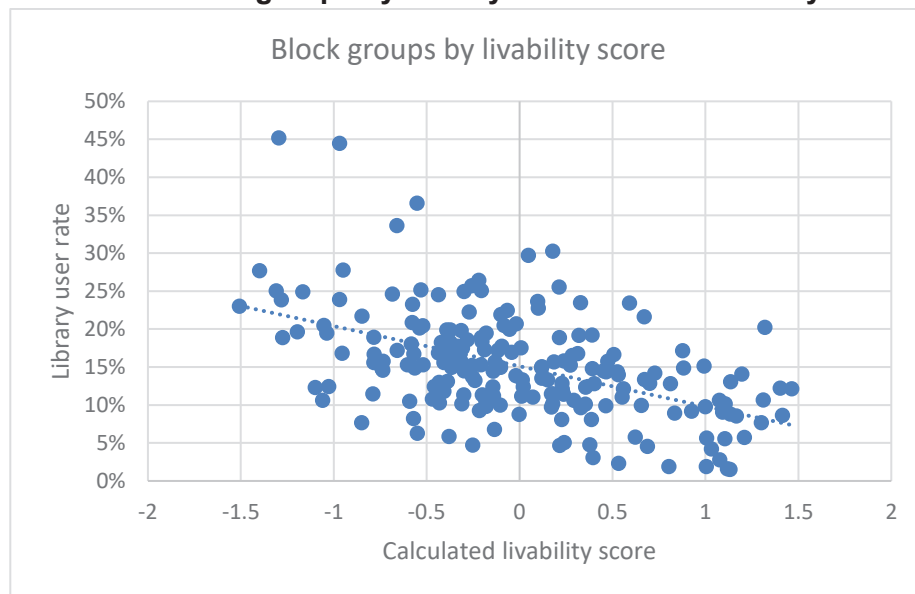
Source: Tacoma Equity Index; geocoded active Library user addresses

tacoma public library