



SPOKANE
PUBLIC LIBRARY

VISION 2025

Table of Contents

Mission, Vision, Values & Strategic Directions	3
Customer Experience	4
Department Vision and Intersections	
Public Services	6
Collection Experience	8
Human Resources & Performance Management	9
Strategic Partnerships	10
Community Technology	11
Administration	12
Leadership	13
Facilities	14
Business Office	15
Marketing	16

Mission, Vision, Values & Strategic Directions

Spokane Public Library Mission

Spokane Public Library is a community of learning.

Spokane Public Library Vision

To inspire a thriving city through cultural and educational opportunities

Spokane Public Library Values

Education | We connect our community with education, information and programming.

Diversity | We include and celebrate Spokane's diverse communities.

Innovation | We take risks and drive change.

Customer Experience | We delight our customers with individualized service.

Accountability | We use public funds responsibly.

Strategic Directions

Educate Our Citizens

Inspire a community of learners.

Build cooperative networks for sharing knowledge and opportunity.

Be the resource for free learning opportunities for all citizens.

Become the Platform

Provide opportunities for personal enrichment.

Create spaces for citizens to interact and collaborate.

Showcase Spokane.

Be the Community's Partner

Cultivate a strong sense of community.

Create synergy with mission-aligned organizations.

Provide community groups and businesses with cutting edge resources to meet their goals.

Customer Experience

Environment

You walk into a clean, welcoming, and safe space. Visually, it is bold and interesting, while still being highly functional. It is a comfortable space where you want to spend some time. It is easy to understand where to go and what to do when you get there. The environment encourages a sense of exploration and collaboration. You are happy that your city has a place like this.

Community-Centered Spaces

When you walk into an SPL branch, you quickly realize you are in a unique environment that is multi-functional and fun. This place is a destination. Rather than encountering just the expected computer terminals and book stacks, you find interesting spaces for citizens to interact and collaborate. You have access to the most up-to-date technology, diverse and interesting collections, and tailored service. Just being here is an educational experience.

People

Upon entering the library, the staff you encounter are friendly and welcoming. They are quick to help you find what you need. When you ask a question, you know you are working with someone who has the knowledge, competence, and skill necessary to assess your need and find the best solutions. Staff embody the mission of the library in everything they do. They are tech-savvy teachers that are reflective of the community they serve. You are delighted by the individualized service our staff provides.

Programming

The library hosts a wide assortment of entertaining and educational programming. Our specially trained programmers focus their efforts on events that are reflective of community interest and need. We include and celebrate Spokane's diverse communities, inviting them to share their expertise and unique experiences with others.

Technology

The library has the right tools to get things done. These fast, cutting edge resources are reliable and accessible for all. The library's resources are well-designed and intuitive, and there's always knowledgeable staff available to provide assistance when needed. The technology here just works. As you walk out the door, needs met, you mentally calculate how much money you saved using library resources instead of buying them yourself.

Collections

SPL's collections provide myriad opportunities for personal enrichment, with telescopes and electric guitars alongside books and DVDs. The materials you find on our shelves are interesting, educational, and entertaining; they are reflective of community interest, easy to find, and are available in multiple formats. If we don't have something you need, you are confident that we can help you find it.

Virtual

The library has abundant digital resources right at your fingertips, ready to meet your needs anytime and anywhere. The library website is a source of dynamic, interactive original content, sharing local events, ideas, and experiences. You can place requests on materials (we'll get them ready and waiting for you) or immediately access electronic media on your device of choice. For research needs, you can turn to the library's robust collection of databases and digitized content unique to Spokane. You're impressed with the quality and depth of free learning resources that are available to you 24/7.

Services

The library connects community members of all ages with education, information and programming.

Children: The library's services to children are research-based and intentional. Its services are aligned with local schools and are developmentally appropriate. Children's specialists focus heavily on delivering literacy skills and STEAM education. Above all else, Spokane Public Library is an exciting, educational, and fun-filled place that kids want to visit.

Teens: The library delivers services to teenagers that facilitate the process of self-discovery. We design services to respect and focus on your real needs. From career/college readiness to life skills to technology access to just being a place where you can hang out, the library has the resources you're looking for.

Adults: SPL recognizes your ever-changing needs as an adult. Our interesting and innovative services focus on everything local, inspiring curiosity and connecting you to opportunities in your community. We think that you are Spokane, and we think Spokane is awesome.

Seniors: SPL values Spokane's senior community. Our educational and accessible services meet your needs, from education to entertainment and everything in between. If mobility is an issue, the library's barrier-breaking services bring the library to you, via a passionate and knowledgeable Outreach department.

Milestones

- Create flexible, welcoming spaces in library branches.
- Fully developed visual implementation of library branding.
- Library spaces provide an interactive experience.
- Development of staff competencies to execute vision and mission.

Department Vision and Intersections

Public Services

Public Services at SPL is the public face of the library. We strive to connect our community with education, information and programming. Our facilities are welcoming to all of Spokane's diverse communities. We delight our customers with individualized service. We are the nexus through which citizens access all that the library has to offer.

Downtown Library

The Downtown Library is a cultural anchor and community destination. This welcoming jewel in the downtown core showcases Spokane. At the Downtown Library, there is always something happening. From lectures to art installations to concerts to community forums, it is clear that this is the place to be. This library is all about providing a platform for the artists, creators and innovators in the community. The Downtown Library is Spokane celebrating itself.

Regional Libraries

The South Hill and Shadle branches serve as resource hubs for the north and south regions of Spokane. Both facilities feature open, flexible gathering spaces that meet the continually changing needs of the community. They have robust programming, up-to-date technology, and collections that reflect community interests and needs. These libraries are comfortable and welcoming, places that you're happy to spend time in. These regional facilities provide spaces for citizens to interact and collaborate.

Neighborhood Libraries

SPL's three neighborhood libraries are deeply reflective of their neighborhoods. These libraries feature highly curated collections that emphasize popular materials and community interest. At these libraries, programming focuses on core needs, such as early literacy, technology workshops, how-to classes, and community building. These neighborhood anchors provide spaces for citizens to interact and collaborate.

Outreach Department

SPL's Outreach department exists to serve those who face significant challenges getting to one of our physical locations. Recipients of outreach services include (but are not limited to) individuals who are homebound, in senior communities, day care facilities, rehabilitation facilities, hospitals, or prisons. We work to improve the quality of life of our outreach audiences through education and entertainment. Our passionate and knowledgeable staff delight our customers with individualized service. We respect our community's diversity, and, as such, our outreach services are tailored to fit the institutions and organizations we serve.

Embedded librarians

We believe that our librarians need to be deeply embedded in the communities they serve. Our staff identifies community needs through involvement with mission-aligned community groups, organizations and businesses, and dialogue with community members. We focus on providing cutting edge resources to help our partners reach their goals, which allows us to be an active contributor to Spokane's success. These relationships run deep, to the point where our partners consider the library essential to their future.

Intersection with other branches

- Coordinates programming between branches.
- Shares staff strategically.
- Maintains appropriately balanced collections.
- Provides telephone support to customers centrally.
- Refers customers to staff with subject specialties.
- Creates opportunities for citizens to experience special collections.

Intersection with other departments

- Acts as the first point of contact for customer issues and feedback on services.
- Provides feedback and recommendations for public-facing services.
- Brings efforts of support departments to customers.
- Communicates messages to the public.
- Provides library expertise to support departments.
- Assists with collection maintenance and promotion.
- Helps solve problems in order to ensure the success of new services.
- Drives adoption of emerging technology.
- Works with Collection Experience on hosting events featuring local talent.

Milestones

- Deep collaboration with arts community.
- Greater exposure of Northwest Room resources.

Collection Experience

The professionals driving our Collection Experience Department connect our community with education, information and programming by curating a dynamic collection that facilitates community growth. This department maintains a constantly evolving collection that is driven by customer behavior, need, and demographics.

At SPL, we are intentional about ensuring that collections seamlessly complement programming and services, allowing customers to embark upon deeper exploration of the ideas they encounter at the library. In addition to providing the best library materials, SPL's Collection Experience department acts as a platform for local talent. We build cooperative networks to help local talent to build an audience, stock their works, and host their events. Our platform feeds the community's curiosity and provides learning opportunities for all citizens.

Intersection with other departments

- Curates the library's collections.
- Leverages the library's collections to support programming.
- Makes library resources findable.
- Supports inventory management.
- Provides library expertise to support departments.
- Solves problems and streamlines processes.
- Trains staff to perform collection maintenance activities.
- Architects customer and collection data.
- Acts as the decision maker for collection experience efforts.
- Investigates and implements collection experience technologies.

Milestones

- Greater exposure of Northwest Room resources.
- Robust and strategic Library of Things.
- Infrastructure to facilitate deep engagement with local creative talent.
- Using various data management tools, staff will ensure that each branch has the optimum collection to serve the unique needs of their service area
- Staff and customers find the materials that serve their needs
- Non-library using citizen will become aware of library resources using the latest data tools
- The collection enhances community resilience by cutting household costs for self-driven education and entertainment

Human Resources & Performance Improvement

HR works to build high-achieving, mission-aligned leaders in the organization. These individuals are self-driven and are able to build capacity in the staff that reports to them. In this fashion, every employee in the organization is actively being developed to deliver SPL's mission more efficiently and effectively. HR is a resource that helps leaders to develop critical thinking skills, continuously improve processes, communicate expectations, and measure efforts and impact.

Through means both direct and indirect, HR supports the development of every employee. At SPL, every staff member has a performance plan that is updated weekly. HR connects our internal SPL community with education, building pathways to help employees reach the next rung of their career. Through internal and external educational opportunities, staff members are able to continually achieve their greatest potential.

Intersection with other departments

- Communicates messages to library staff.
- Develops staff to their greatest potential.
- Provides staffing resources.
- Assists with goal setting.
- Provides project management services.
- Provides process improvement services.

Milestones

- Annual staff training program.
- Branches are logically and appropriately staffed.
- Active succession plan
- Continuous Leadership Training
- Future leader identification and training program
- Staff satisfaction score of <1.70 in critical areas (specified in Studer/Buckingham)
- Annual staff retention > 90%
- 2 department level only performance improvement projects completed annually
- 2 system-wide WIGs engaged annually

Strategic Partnerships

SPL is deeply rooted in the community. We aim to connect our community with education, information and programming by creating synergy with mission-aligned organizations. SPL's partnerships focus on our three Strategic Directions: Educate our community, become the platform, and be the community's partner. Our partners may range in size from small neighborhood groups to large school districts, but we believe they're all equally important in making Spokane great.

Intersection with other departments

- Connects staff with the right people in partner organizations to efficiently get things done.
- Works closely with Public Services and Community Technology to continually assess partnership direction.
- Shares information with community partners.
- Manages partner relationships.
- Provides access to a network of influencers in the community.
- Finds partners for ambitious projects.
- Reduces duplication of efforts community-wide.
- Keeps staff aware of SPL's partnerships.

Milestones

- Expanded partnership with Spokane Public Schools.
- Library cards to all SPS students and staff
- Delivery system in place for library books to students
- Shared resources and databases that are aligned
- Aligning our materials and purchases to better reflect the needs of SPS
- Align opportunities for shared learning through SPS teacher training institute
- Deep partnership with mission-aligned museums (MAC and Mobius)
- Comprehensive partnership document.

Community Technology

Community Technology is all about connecting our community with education, information and programming. Current and emerging technologies are made accessible through deep understanding of customer need and the contextual impact that technology has on our community. At SPL, no one needs to be intimidated by technology.

Staff education is key to guaranteeing the best customer experience. Our Community Technology department keeps library staff up-to-date on emerging tech trends and provides them with continuous learning opportunities to keep skills sharp. We strive to meet customers where they are with knowledgeable, compassionate, and competent staff. We empower customers to learn, grow, and use technology as a tool to get where they want to go.

The library's top-of-the-line infrastructure is invisible. Our networks are fast and secure. The experience is seamless.

Intersection with other departments

- Manages the library's technology.
- Helps integrate technology into new library spaces.
- Helps to solve problems with and around technology.
- Provides elevated technical help to customers.
- Provides infrastructure and material support.
- Drives the adoption of emerging technology.
- Exposes information for data experts.
- Interprets ideas into reality with a deeper understanding of how technology works.
- Exposes the library's resources on the web.
- Investigates and implements collection experience technologies.
- Exposes partner resources.
- Conducts needs analysis for resources shared by other organizations in the community.
- Safeguards electronic information.
- Provides inventory management tools.
- Provides staff development opportunities.
- Provides education to staff and customers, informally and through leading classes, programs, and workshops.
- Prepares and empowers staff to solve problems.

Milestones

- Staff and customers have the technology that serves their needs efficiently and effectively.
- Development of an "online ambassador" training.
- Regular training on new technology.
- Library technology is regularly updated.
- Creation of comprehensive technology plan.
- Community Technology liaisons/ambassadors embedded at every branch.
- Developed shared community collaborative space

Administration

Administration is a cross-functional team that supports staff in the realization of the library's mission by connecting them with education and information. This team works to build an interdependent organizational culture, where all departments work together toward creating synergy around common goals. Administration provides leadership and direction, and, utilizing a consensus decision making process (listen, challenge, commit), strives for a shared sense of identity and purpose that permeates all aspects of the library.

Intersection with other departments

- Provides organizational vision and direction.
- Champions staff-led projects.
- Works with City of Spokane administration
- Eliminates barriers for the successful implementation of new ideas.
- Determines budgets and funding levels.
- Manages and communicates all grant opportunities.
- Compiles and reports statistics.
- Advocates for the library at local, state, and national levels.
- Communicates organizational messaging to staff.
- Maintains library policies and procedures.

Milestones

- Organizational WIG scorecard
- Grant process transparency
- Solutions Teams process/guidance (establish guidelines)
- Transparency around policies/procedures
- Culture that embraces failing forward (ESS), embrace taking risk to fulfill mission
- Get good at identifying and developing WIGS
- Prepared staff for 21st Century service
- Successful bond implementation

Leadership

SPL's Leadership team works to draw the connections between daily work and audacious goals. This team sets performance expectations and provides staff with the information, training, and knowledge necessary to exceed those expectations. SPL's leaders think of their people as people and are primarily focused on their employees' success, both as individuals and teams. They empower staff to think creatively, take risks, and drive change. At SPL, leaders care about results and are accountable to their teams.

Intersection with other departments

- Reviews and updates Knowledge Base articles to keep staff informed

Milestones

- Continuous development of leadership (Results That Last, 7 Habits, Servant Leadership, etc.)
- Cross-departmental, cross-functional leadership
- Deep understanding and embodiment of mission, vision, values
- Serves as first line of communication for frontline staff

Facilities

SPL's Facilities Team creates beautiful, safe, and welcoming spaces for citizens to interact and collaborate. Through innovative and fiscally-minded problem solving, our crew makes dreams come true while saving money in the process. Facilities collaborates with other departments to understand their needs and deliver custom solutions. Facilities is willing to take risks and drive change, always looking to the needs of tomorrow while quietly dealing with the needs of today.

Intersection with other departments

- Maintains clean and welcoming environments.
- Installs infrastructure and hardware.
- Provides custom design solutions.
- Delivers innovative solutions to enhance spaces.
- Delivers materials to branches through messenger service.
- Solves problems for implementing new ideas.
- Works with vendors on procurement and installation.
- Provides expertise about library buildings.
- Provides project management services.
- Identifies projects to improve customer and staff experience.
- Builds design prototypes.
- Creates environments for outreach efforts.

Milestones

- Single Point of Service configuration.
- Construction of performance space Downtown.
- Energy conservation.
- Reduction of staff/visitor injuries.
- Workforce development/job training.
- Skill cross-training
- Public programs

Business Office

With sound data analysis, a deep understanding of organizational goals, and a healthy dose of creativity, the Business Office strives to eliminate the financial barriers that stand in the way of SPL meeting its goals and assures that SPL uses public funds responsibly. The Business Office understands where every dollar of the budget goes, and, from that, is able to tell SPL's outcome-based financial story. Everything this department does is about maximizing financial resources to deliver on the organizational mission.

Intersection with other departments

- Manages billing, invoices, payroll, and insurance.
- Provides budgetary recommendations and oversight.
- Provides creative financial problem solving.
- Ensures compliance with contracts and laws.
- Improves processes around finances.
- Architects and reports financial data.
- Provides data retention and inventory control standards.
- Assists with inventory management.
- Assists with grant management.
- Conducts financial forecasting based on financial trends.
- Projects the total cost of purchases and projects.
- Provides training on financial systems and procedures.

Milestones

- Organization has a clear understanding of cost of services and ROI for community
- Improve our department's relationships with City hall departments we interact with to take advantage of economies of scale, organizational knowledge, generate goodwill, and share library messages
- Reduces barriers to purchasing.
- Staff has clear understanding of financial procedures.
- Reduces barriers to up-to-date budget information to support sound decision making.
- Instill organizational mindset to accomplish our goals with limited financial resources.

Marketing

SPL's Marketing Team creates and deploys thoughtful marketing campaigns to tell the library's story in an engaging way. In order for the community to know about the library's amazing services, events, and programs, these stories must be shared widely. Marketing identifies target markets and pinpoints the appropriate communication channels to reach those audiences.

The Marketing team ensures the customer's online and in-person experience is consistent through a cohesive brand identity, thoughtful user experience and branch signage, and consistency in staff communication. Today's consumers have many choices and SPL Marketing aims to position the library as the first choice for Spokane citizens seeking education, information and programming.

Intersection with other departments

- Promotes collections, resources, services, and events to the public on multiple platforms.
- Curates the library's virtual experience.
- Assists with web usability.
- Solicits and interprets customer feedback.
- Connects the library resources to community events.
- Assists with the design of in-branch marketplaces.
- Helps with wayfinding.
- Controls the exposure of information.
- Acts as the decision maker for the library's communication channels.
- Tells the library's story.

Milestones

- All aspects of library business reflect the new brand identity.

- **Core leadership training basis:**
 - The 7 Habits of Highly Effective People (Covey)
 - Results That Last (Studer)
 - The 4 Disciplines of Execution (McChesney, Covey, and Huling)
- **Other great perspectives for continuing to grow:**
 - Radical Candor (Scott)
 - Dare to Lead (Brown)
 - Lean In (Sandberg)
 - First Break All the Rules (Gallup)
 - Good to Great (Collins)
 - Start with Why (Sinek)
 - Deep Work (Newport)

Why did you become a librarian?



Why did you become a leader?



The

4 Leadership Skills

They Didn't Teach You in Library School

Andrew Chanse and Caris O'Malley
Spokane Public Library



A People's History of Spokane Public Library

THE SPOKESMAN-REVIEW

Wednesday, March 27, 2019 Spokane, Washington Est. May 19, 1883

[Washington](#) [Idaho](#) [WA Government](#)

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Spokane libraries consider new cuts

Mon., April 27, 2009

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Christina York works behind the desk of the East Side branch of the Spokane Public Library.

By **Jonathan Brunt** 

jonathanb@spokesman.com

(509) 459-5442

Spokane is well behind most Washington cities in the hours of operation at its libraries.



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[« CAT FRIDAY: Cat Vid Fest recap, and...](#)

[A beginner's guide to why this Seah...](#)

Friday, January 17, 2014

NEWS

Could the downtown library be moved to create more space for retail?

Posted By [Daniel Walters](#) on Fri, Jan 17, 2014 at 5:17 PM

Downtown Spokane has an enviable problem: It's too popular. The demand for big downtown retail space has outstripped its supply.

"We are, particularly on Main [Avenue], fairly tapped out. We have such high occupancy in the retail market," says Mark Richard, president of the Downtown Spokane Partnership. "We are very short on retail space."

In some cases, that lack of space has cost the city major retailer opportunities, he says.



[click to enlarge](#)



What We Accomplished (So Far)

- Transformation of Services
- Scrappy, Can-do Culture
- Greater Awareness and Credibility
- Increased hours to public
- Successful Levy & Bond Measures
- Multiple City Employee of the Quarter and Year
- LJ 2018 Mover & Shaker
- Urban Libraries Council's Top Innovator in Customer Experience
- Spokane Arts Award in Leadership
- IMLS National Medal Finalist





Secret 1: A shared vision gives everyone a roadmap to where the organization is going.

Trimtab

Focus on what we can control

- Our people
- Our priorities
- Our time

Change the environment

- Autonomy (How)
- Mastery (Learning/Failing)
- Purpose (Why)



Mission & Strategy 2014-2018

- Transaction to Transformation
- People, Partner, Organization
- Who we are and what we focus on is not tied to funding
- Build the team



Facilities and Future Service Plan

01.19.2016 | Report



Mission

Spokane Public
Library is a
community of
learning.



What We Focused On

- 8% to 95% self-checkout
- 1 hour per week devoted to learning
- 80 to 90 Net Promoter Score (now 95)
- 30% of households in the city with an active library card to 40%
- 70% of users active in last 6 months to 80%
- Engaged with 120,000+ on ballot issue
- Current: Increase in Circulation



Vision 2025 & Strategy

- It's not a to-do list
- It's about why we come to work every day
- It's about how our staff fit into the mission
- It's about the customer experience





VISION 2025

Human Resources & Performance Improvement

HR works to build high-achieving, mission-aligned leaders in the organization. These individuals are self-driven and are able to build capacity in the staff that reports to them. In this fashion, every employee in the organization is actively being developed to deliver SPL's mission more efficiently and effectively. HR is a resource that helps leaders to develop critical thinking skills, continuously improve processes, communicate expectations, and measure efforts and impact.

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Intersection with other departments

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- Develops staff to their greatest potential.
- Provides staffing resources.
- Assists with goal setting.
- Provides project management services.
- Provides process improvement services.

Milestones

Customer Experience

Environment

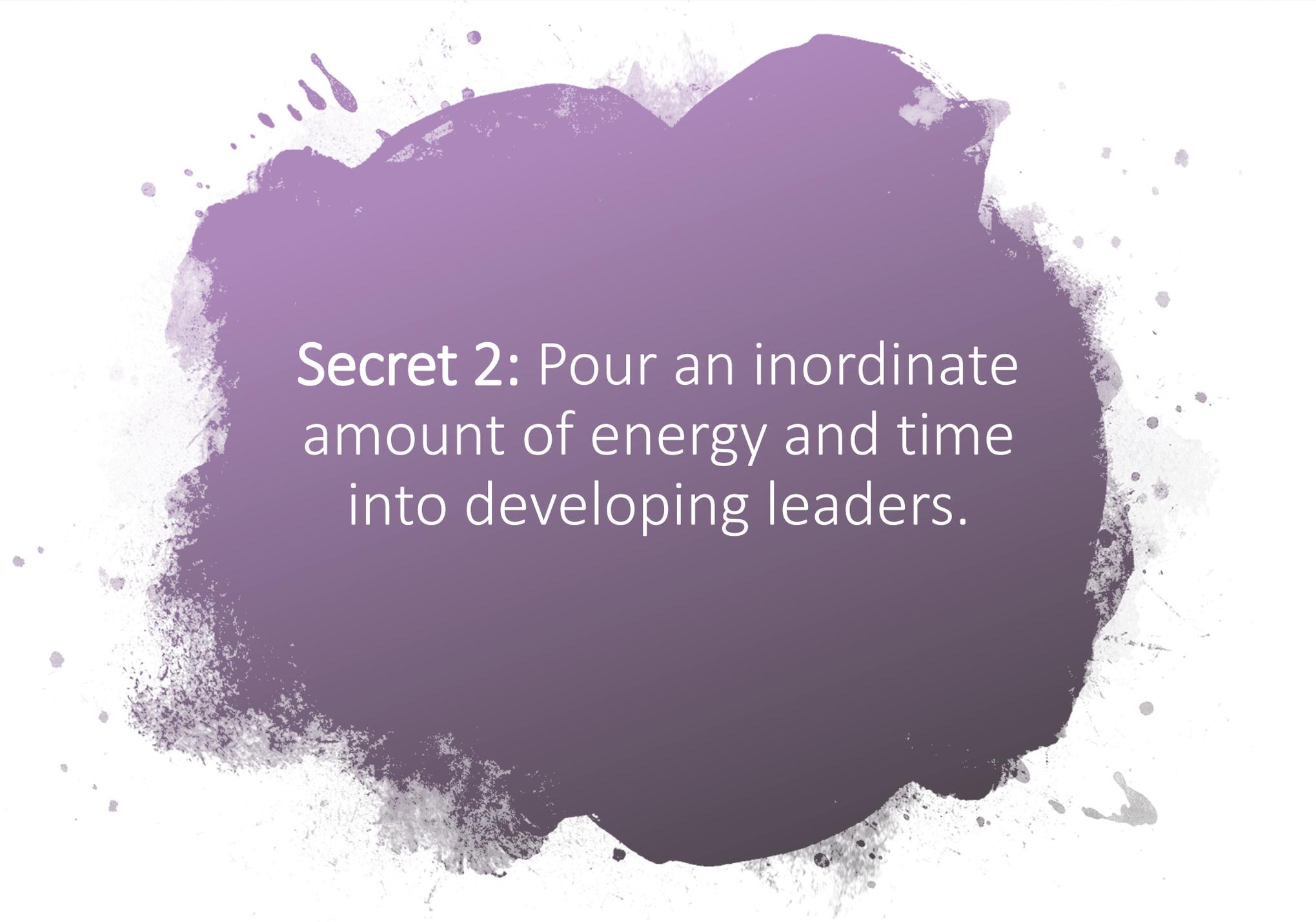
You walk into a clean, welcoming, and safe space. Visually, it is bold and interesting, while still being highly functional. It is a comfortable space where you want to spend some time. It is easy to understand where to go and what to do when you get there. The environment encourages a sense of exploration and collaboration. You are happy that your city has a place like this.

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Secret 2: Pour an inordinate amount of energy and time into developing leaders.

My Mission

- My mission is to help individuals uncover their unique leadership skills, style, and vision so that they can achieve their highest potential.



Meet regularly

- Weekly
- Focused agenda
- Let them drive



Management Structure

- Customer Experience Managers
- Community Engagement Managers



Leadership Development Training

- The 7 Habits of Highly Effective People (Covey)
- Results that Last (Studer)
- The 4 Disciplines of Execution (McChesney, Covey, and Huling)





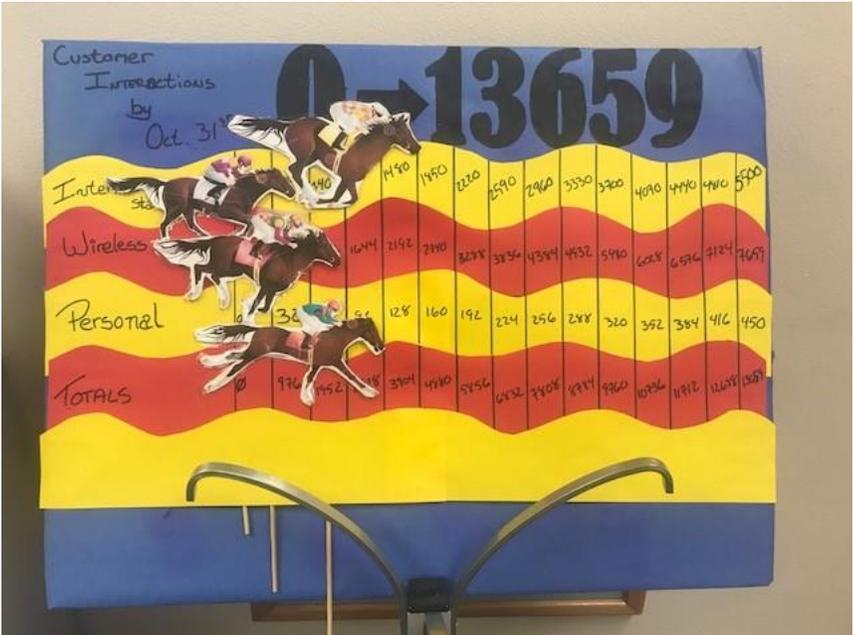
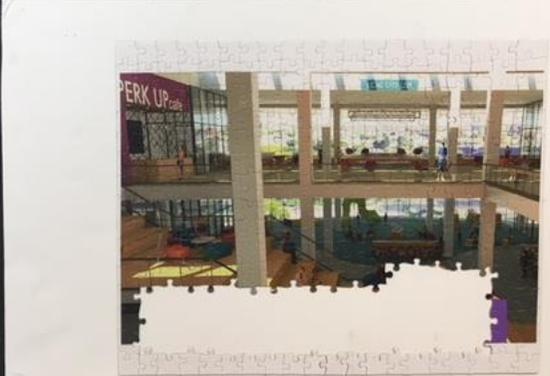
Secret 3: Goals are
determined by vision and
executed by a trusted system.

4DX

- Focus on the wildly important
- Measure the lead behaviors
- Keep score
- Create a routine of accountability



BIZWIG

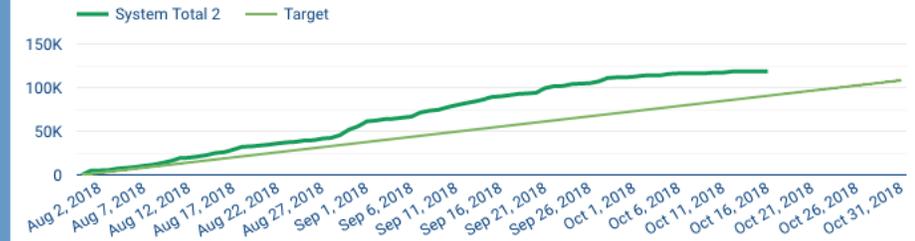


How many citizens have been educated on the Library of the Future?

Current WIG:

Educate **108,246**
citizens on the
Library of the Future
by October 31, 2018.

Educated citizen count:



Days Left:

No data

Today's Target:

No data

System Total:

118,619

Count by Branch/Department:

Downtown:

46,120

Goal: 39,000

[Details](#)

East Side:

8,108

Goal: 8,100

[Details](#)

Hillyard:

7,574

Goal: 11,420

[Details](#)

Indian Trail:

5,853

Goal: 8,550

[Details](#)

Shadle:

19,211

Goal: 30,780

[Details](#)

South Hill:

19,185

Goal: 26,600

[Details](#)

Business Office:

300

Goal: 300

[Details](#)

Community Technology:

5,952

Goal: 9,688

[Details](#)

Facilities:

143

Goal: 100

[Details](#)

Marketing:

2,177

Goal: 7,000

[Details](#)

North Region:

32,638

Goal: 50,750

[Details](#)

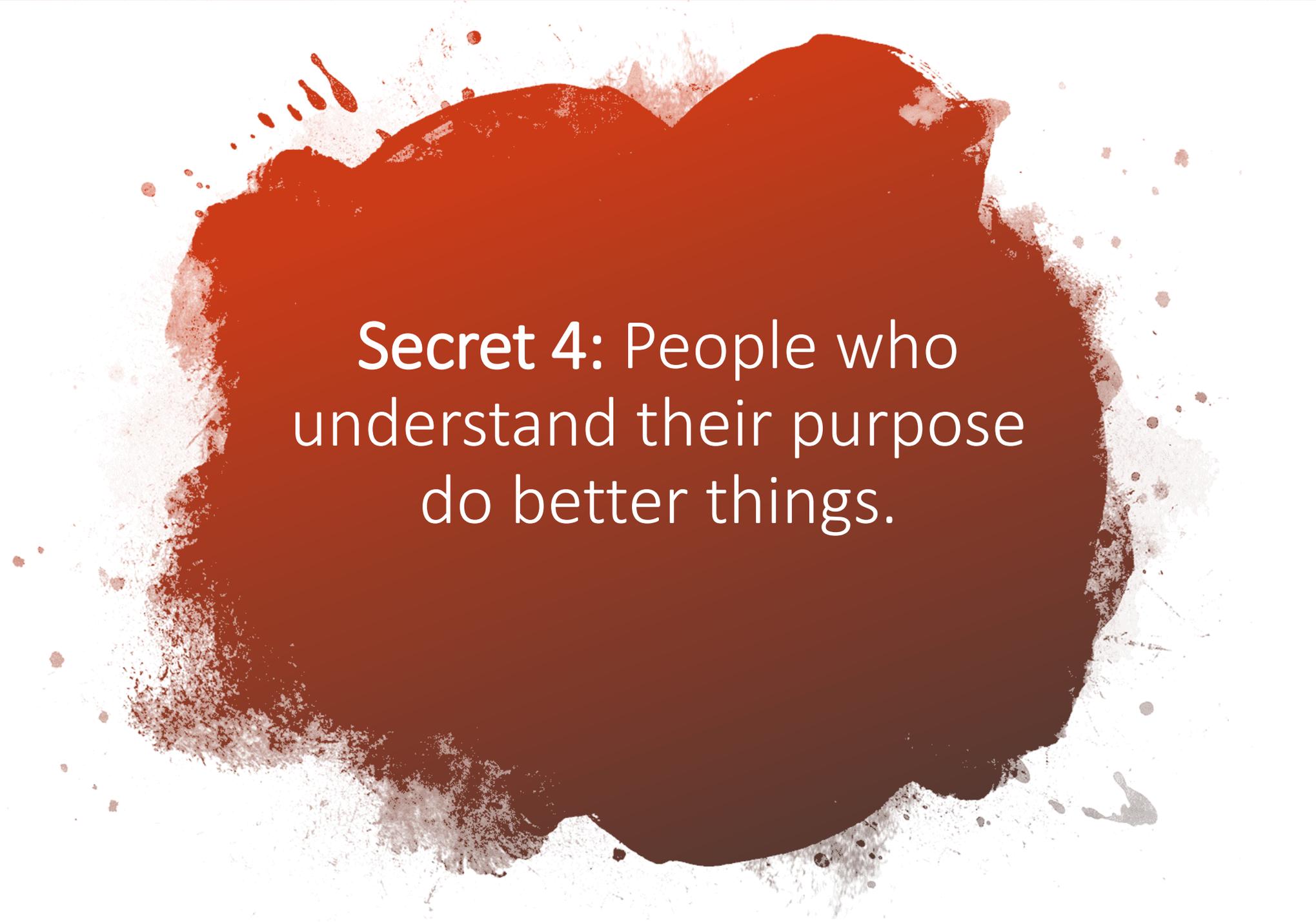
Outreach:

823

Goal: 1,170

[Details](#)





Secret 4: People who
understand their purpose
do better things.

<http://bit.ly/4SecretsSPL>

