

**BLOOMBERG
HARVARD**

City
Leadership
Initiative

0014SL

The Town Librarian and the Latchkey Children

The Mission of a Library

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community information learning people library lives together

reading ideas enjoyment power access literacy build connections connect inspires reading books place strive supports services quality people's recreational success connects People's engage entertain Creating equal brings education strengthens library fosters forms citizenry support share better Ideas transforms succeed materials discovery Community lifelong freedom knowlege University transformative joy imagination Broadening Infinite imperative experiences Strengthening resources life build connections curiosity connect technology Inspiring connecting informed Inspire usive

diverse source among success connects People's recreational quality people's success connects People's engage entertain Creating equal brings education strengthens library fosters forms citizenry support share better Ideas transforms succeed materials discovery Community lifelong freedom knowlege University transformative joy imagination Broadening Infinite imperative experiences Strengthening resources life build connections curiosity connect technology Inspiring connecting informed Inspire usive

thrive fostering Community joy lifelong freedom knowlege University transformative joy imagination Broadening Infinite imperative experiences Strengthening resources life build connections curiosity connect technology Inspiring connecting informed Inspire usive

possibilities Transforming provide access enrich literacy knowledge build connections connect technology Inspiring connecting informed Inspire usive

want seek bringing changes provides Enriching personal Advance Stories Inform horizons Innovative Working open Building enhanced welcomes transforming every guide programs welcome read inspire

need center foster Lives day lifetime enhanced welcomes transforming every guide programs welcome read inspire

Creating Public Value

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Creating public value is the purpose of public management.

Creating public value means...

- Pursuing ultimate social outcomes that help establish justice and material wellbeing for each and for all.
- Deploying public assets through activities that create net positive effects.
- Being accountable for these efforts to a public that is constantly debating, reimagining, and negotiating the terms of accountability in the realm of politics.

Creating Public Value

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Creating public value is NOT...

- “Achieving a mission”
 - Missions may be outmoded, narrowly or rigidly interpreted, or too vague.
- “Satisfying customers”
 - Citizens are not analogous to customers.
- “Maximizing outputs”
 - The causal connection between outputs and valued outcomes is often uncertain and untested.

The Public Value Chain

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Money, Authority, Public Spirit...

Services, Obligations, Nudges...



Processes, Procedures, Programs...

Client Satisfaction, Better and More Just Social Conditions...

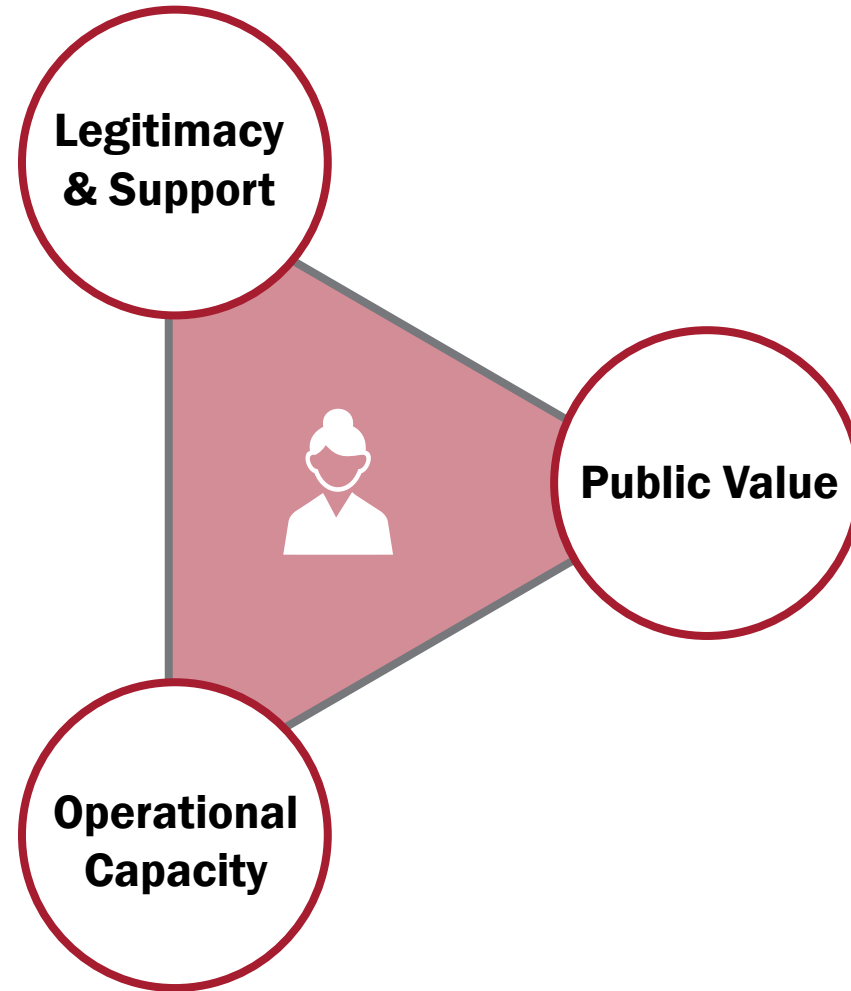
The Public Value Matrix

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	Individual	Collective
Welfare	<p>“My Wellbeing”</p> <ul style="list-style-type: none">• Needs met• Wants satisfied• Welfare and security advanced	<p>“Our Wellbeing”</p> <ul style="list-style-type: none">• Prosperous and inclusive economy• Safe and healthy social and physical environments
Justice	<p>“My Rights and Duties”</p> <ul style="list-style-type: none">• Rights protected• Autonomy and dignity secured• Just duties fairly imposed	<p>“Our Rights and Duties”</p> <ul style="list-style-type: none">• Equal protection of rights• Universal protection of dignity and autonomy• Fair and equitable treatment of groups• A just social order

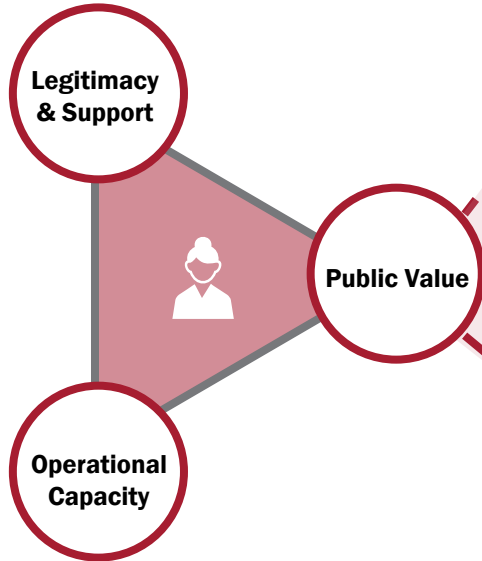
The Strategic Triangle

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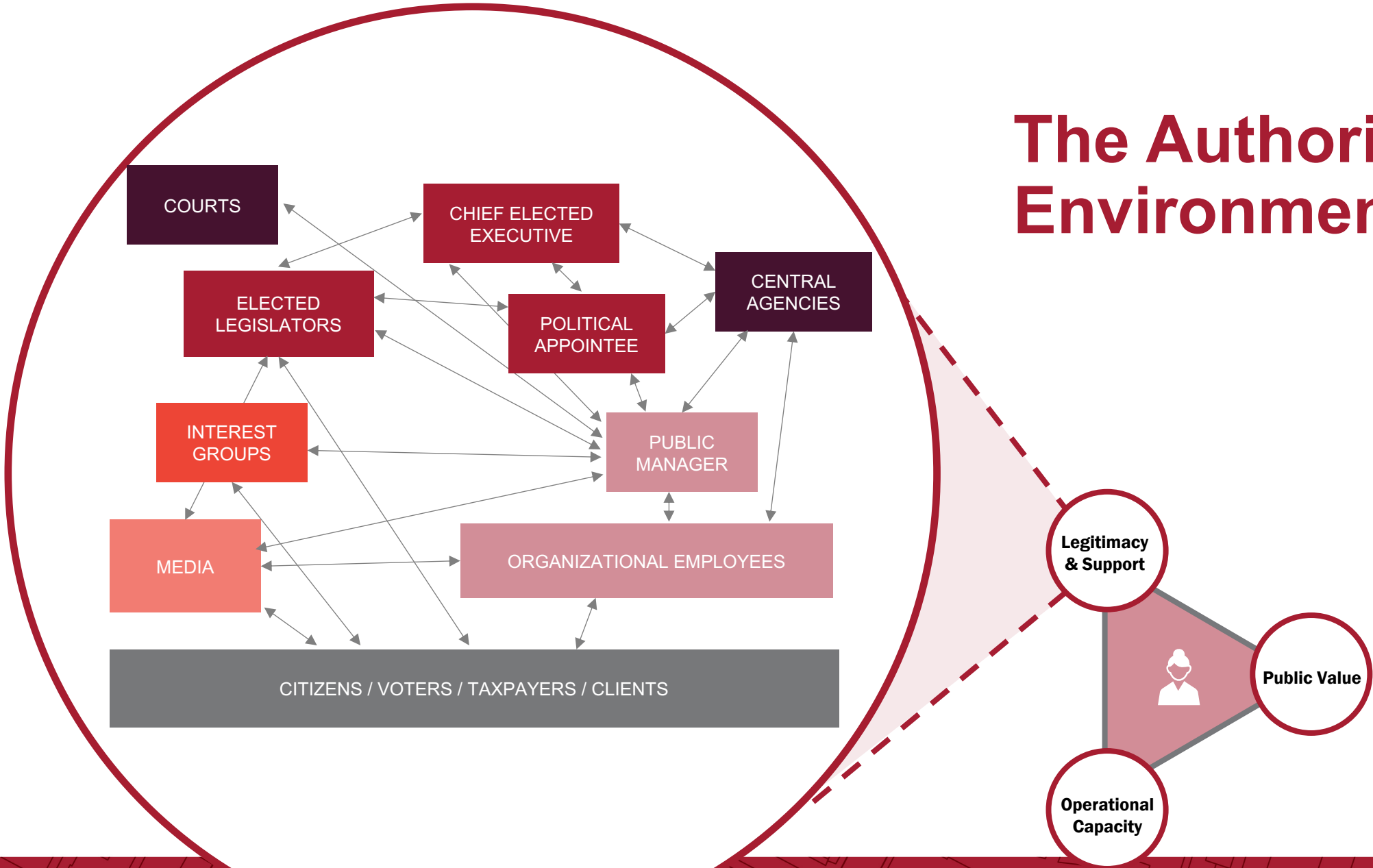
Public Value

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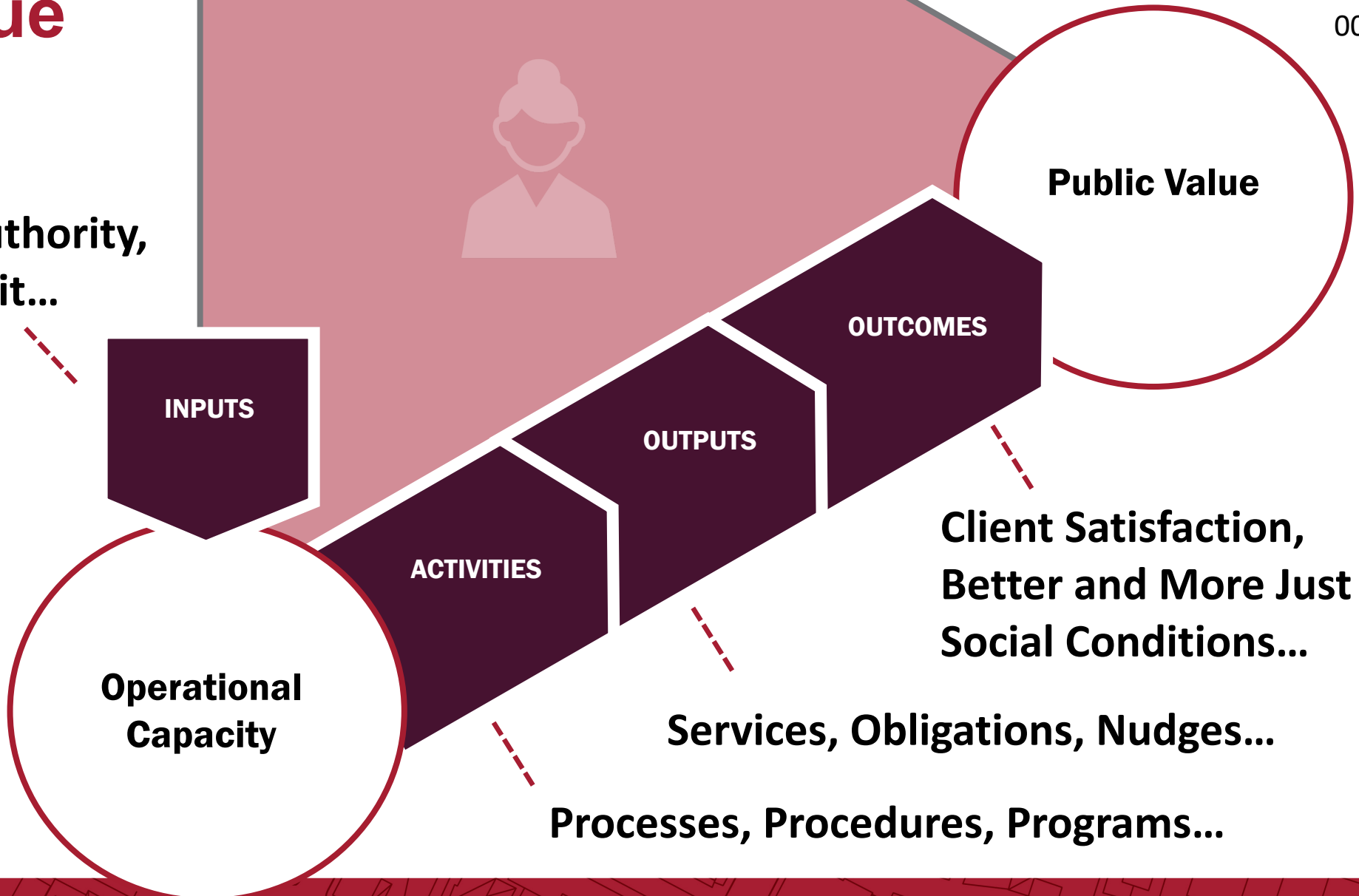
The Authorizing Environment



The Value Chain

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Money, Authority,
Public Spirit...



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