

Embracing Uncertainty: Strategic Planning for Library Futures

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The Seattle Public Library



Agenda













- The Seattle Public Library:
Hub Future
- Strategic Planning Process
- Stakeholder Engagement
- Theory of Change Framework
- Internal & External Impacts
- Drivers of Change
- Apply Theory of Change
- Incorporate Qualitative
Analysis Results
- Example: Literacy
- What's Next?



The Seattle Public Library Hub Future




A preferred future in which the Library is a hub at the center of the community and connecting its patrons to tailored information services, community partner services, and other impactful Library services that help make Seattle a thriving city.

Scenario descriptions, "Strategic Foresight Towards a Preferred Future" by Houston Foresight for The Seattle Public Library.

	Not Enough  Despite good intentions, increased expenses mean the library can't keep up with demands, which disappoint the community and the library.
	Libraries for Some  Library services move into the cloud with remaining branches more like shelters than traditional libraries.
	Pushing the Limits  The library dramatically expands its scope of services, and then scales back.
	Taking a Stand  Libraries take a strong stand for community values and intellectual freedom that earns it a key role in bringing the community together.
	Trusted Third Space  Building trust with community through seamless invisible tech, relationship building and equitable resources allocation.
	Ecosystem Anchor  The library is able to return to its roots as the guides to the world of information as social services and other direct provider services are distributed to other organizations in the community ecosystem that are more qualified to handle them.

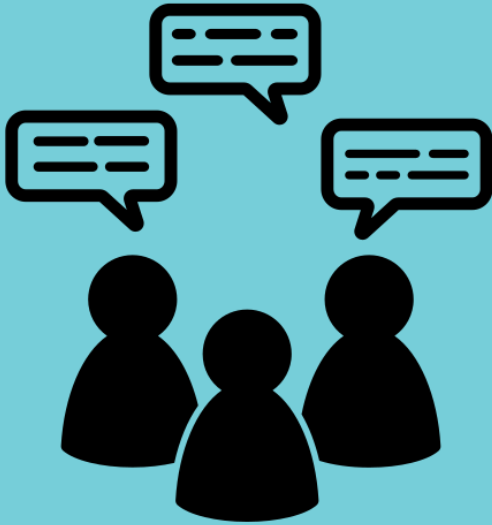


Strategic Planning Process

Establish Core Team Work Groups		
Apply Theory of Change to Foresight		ITERATE
Conduct Stakeholder Engagement		
Incorporate Qualitative Analysis Results		ITERATE
Perform Direct Employee Engagement		
Incorporate Employee Feedback		ITERATE
Publish Draft Strategic Plan		
Distribute Public Survey		
Incorporate Public Feedback		ITERATE
Finalize Strategic Plan		



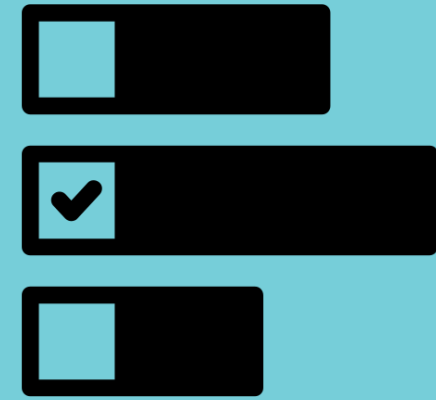
Stakeholder Engagement



Focus Groups

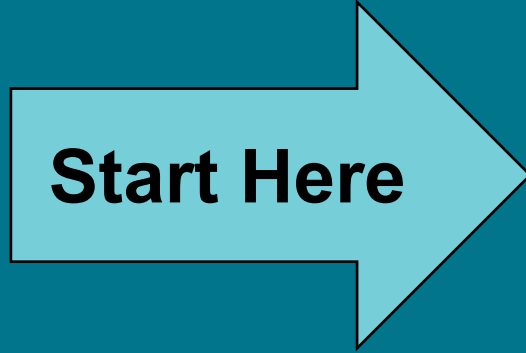


Interviews

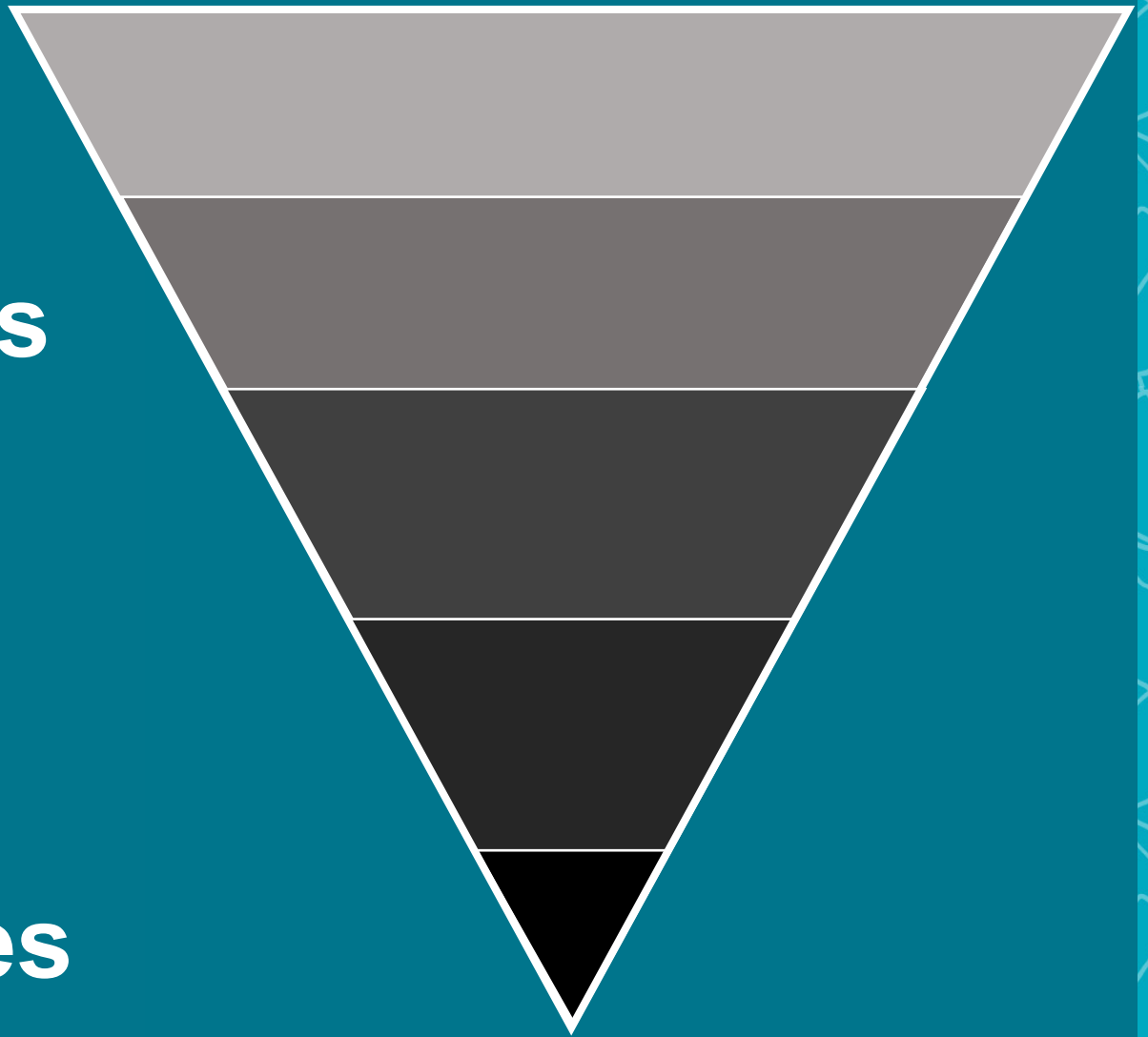


Employee Survey

Theory of Change Framework



- 1. Impacts**
- 2. Outcomes**
- 3. Outputs**
- 4. Activities**
- 5. Resources**





Identify Impacts

Shared Sense of Belonging

Literacy

Empowerment

Enrichment

**EXTERNAL
IMPACTS**

**INTERNAL
IMPACTS**

Staffing & Capacity Building

Finance & Operations

Resiliency





Internal Impacts & Drivers of Change

Resiliency

**Finance &
Operations**

Stable & Sustainable Funding

Evolving Governance Models

Safety & Security in Library Spaces

Climate Change & Climate Resiliency

**Staffing &
Capacity
Building**

**Staffing & Workforce Development
for Future Work**

Serving as a Community Connector



External Impacts & Drivers of Change

**Shared
Sense of
Belonging**

Literacy

Culture Wars, Information Control & Intellectual Freedom Concerns

Declining Local News & Archival Resources in the community driving misinformation

Enrichment

Lending Items Beyond Books & Information

New Wave of Technology, such as AI

Automation & Digitization

Empowerment

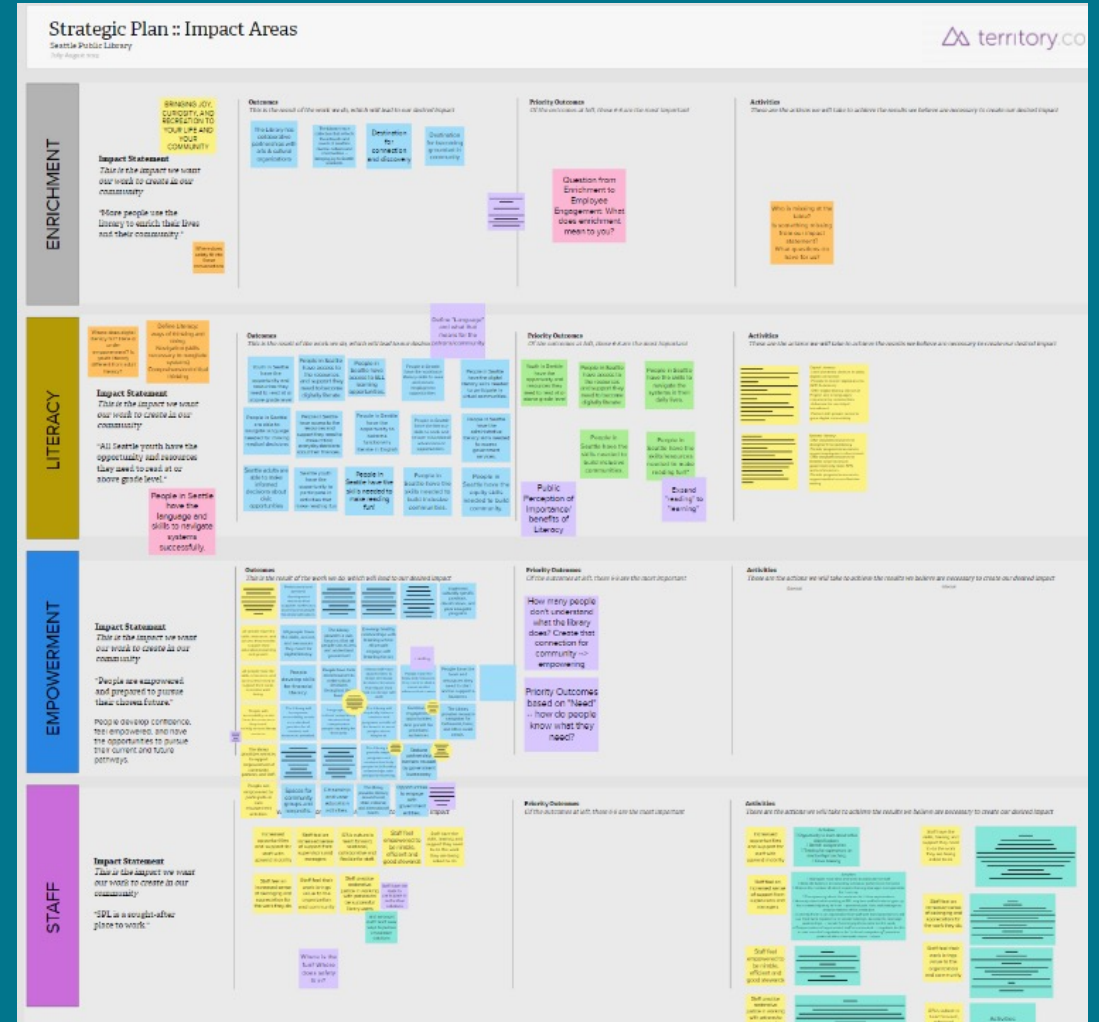
Reaching People & Communities Effectively

Social Services & Opportunity Gaps



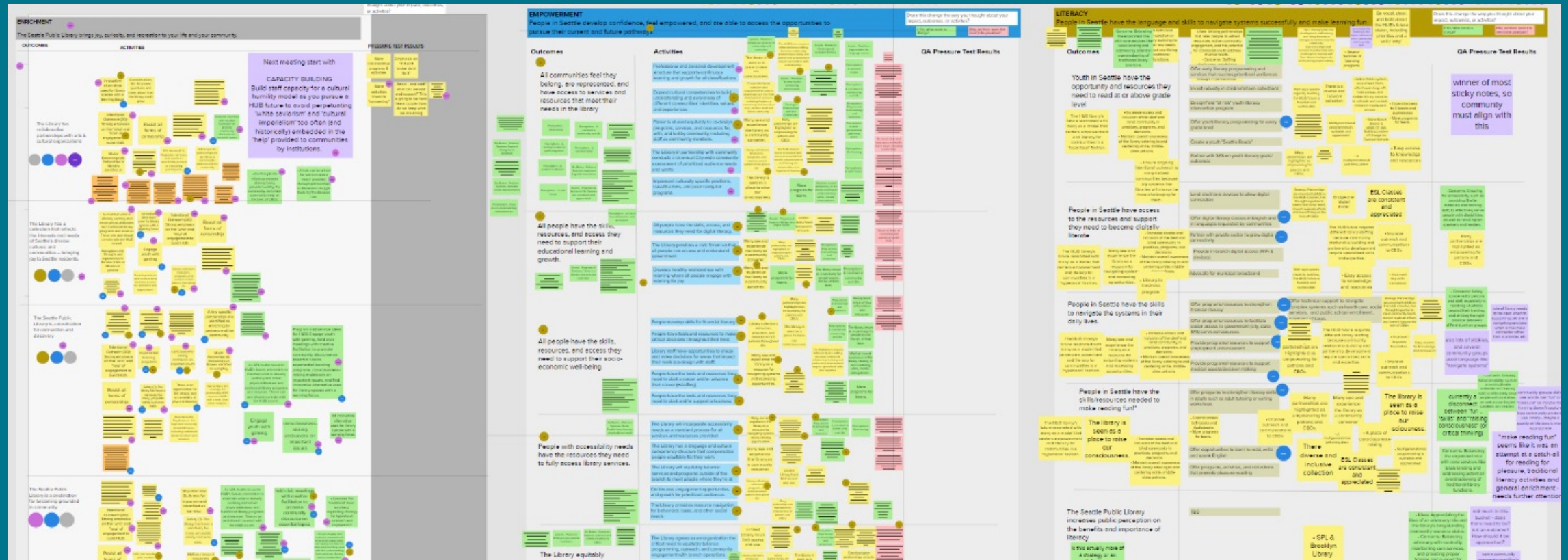
Apply Theory of Change

1. Impacts
2. Outcomes
3. Outputs
4. Activities
5. Resources



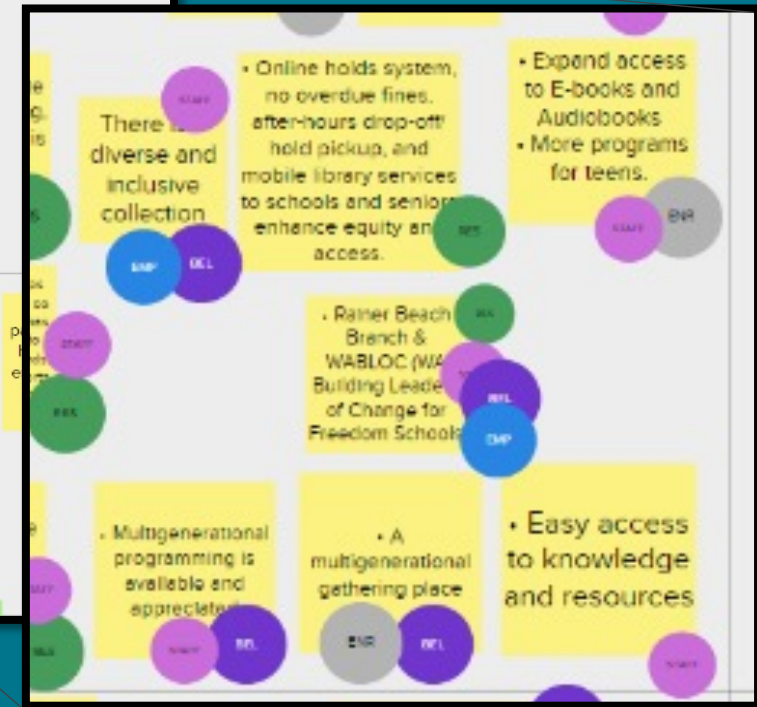
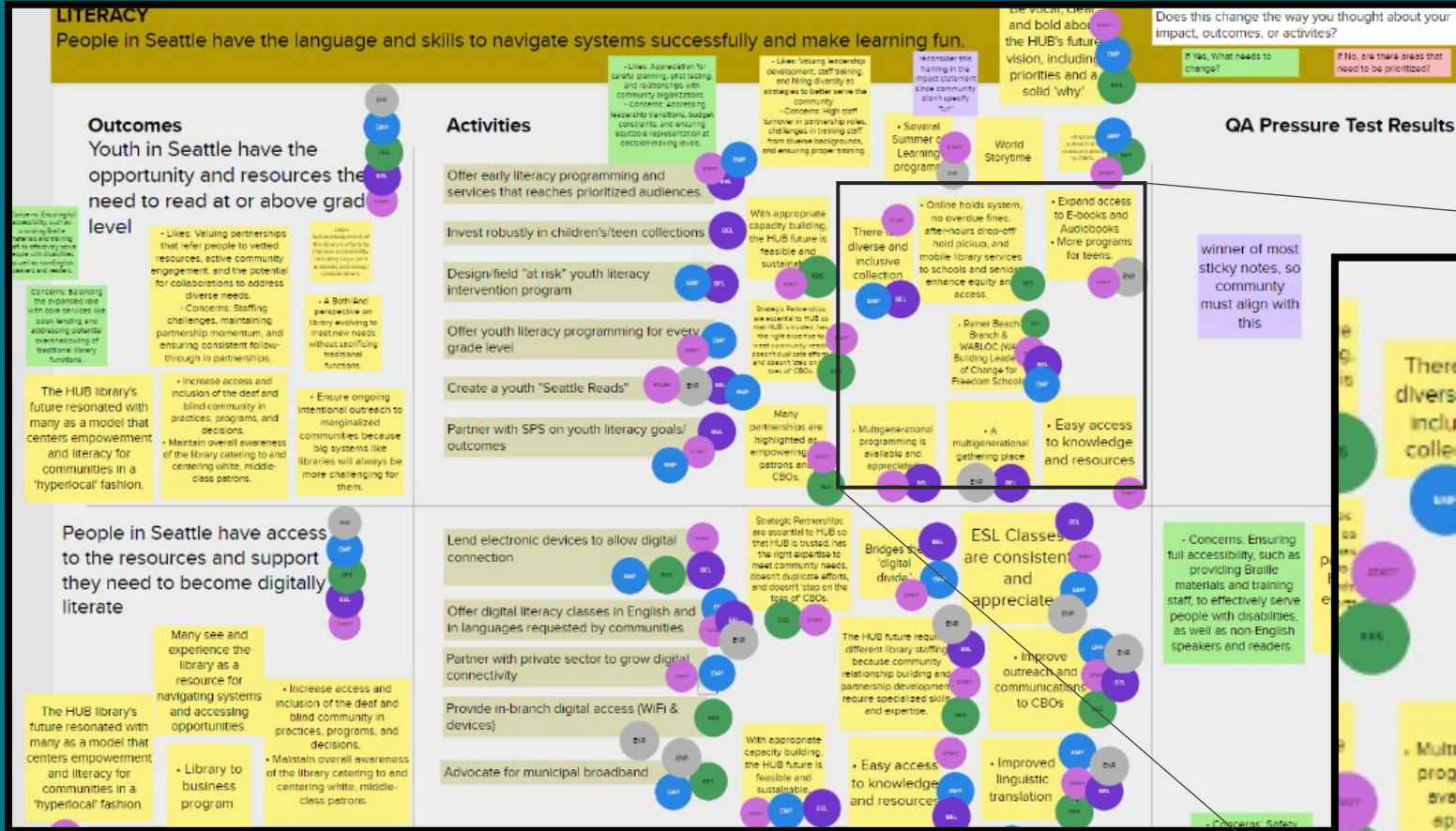


Incorporate Qualitative Analysis





Example: Literacy





What's Next?

Finalize Prioritizing Activities

Launch Public Survey

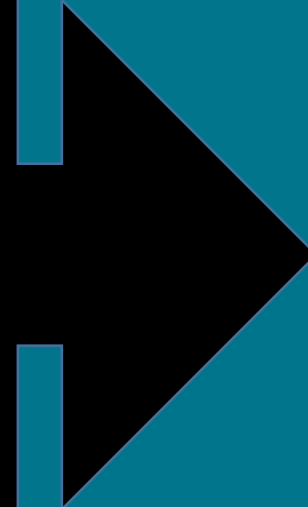
Hold Final Focus Group

Incorporate Feedback & Qualitative Analysis Results

Identify Resources & Outputs

Finalize & Distribute Strategic Plan

Launch Implementation Cycle



Implementation Cycle:
Phase 1

Evaluate & Refine



Implementation Cycle:
Phase 2

Evaluate & Refine



Implementation Cycle:
Phase 3

Evaluate & Refine



Thank You

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