Embracing Uncertainty: Strategic Planning for Library Futures

Urban Libraries Council Annual Forum
October 26, 2023

Presented by:
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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?
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.
## Strategic Planning Process

<table>
<thead>
<tr>
<th>Establish Core Team Work Groups</th>
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<tr>
<td><strong>Apply</strong> Theory of Change to Foresight</td>
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<td><strong>Conduct</strong> Stakeholder Engagement</td>
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<td><strong>Incorporate</strong> Qualitative Analysis Results</td>
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<td><strong>Perform</strong> Direct Employee Engagement</td>
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<td><strong>Incorporate</strong> Employee Feedback</td>
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<td><strong>Publish</strong> Draft Strategic Plan</td>
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<td><strong>Distribute</strong> Public Survey</td>
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<td><strong>Incorporate</strong> Public Feedback</td>
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<td><strong>Finalize Strategic Plan</strong></td>
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Stakeholder Engagement

- Focus Groups
- Interviews
- Employee Survey
Theory of Change Framework

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

INTERNAL IMPACTS
- Staffing & Capacity Building
- Finance & Operations
- Resiliency

EXTERNAL IMPACTS
- Shared Sense of Belonging
- Literacy
- Empowerment
- Enrichment
# Internal Impacts & Drivers of Change

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<th>Resiliency</th>
<th>Finance &amp; Operations</th>
<th>Staffing &amp; Capacity Building</th>
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<td>Stable &amp; Sustainable Funding</td>
<td>Staffing &amp; Workforce Development for Future Work</td>
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<td>Evolving Governance Models</td>
<td>Serving as a Community Connector</td>
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<td>Safety &amp; Security in Library Spaces</td>
<td>Climate Change &amp; Climate Resiliency</td>
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## External Impacts & Drivers of Change

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<th>Shared Sense of Belonging</th>
<th>Literacy</th>
<th>Enrichment</th>
<th>Empowerment</th>
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<td>Culture Wars, Information Control &amp; Intellectual Freedom Concerns</td>
<td>Declining Local News &amp; Archival Resources in the community driving misinformation</td>
<td>Lending Items Beyond Books &amp; Information</td>
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<td>New Wave of Technology, such as AI</td>
<td>Automation &amp; Digitization</td>
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Apply Theory of Change

- Impacts
- Outcomes
- Outputs
- Activities
- Resources
Incorporate Qualitative Analysis
# 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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