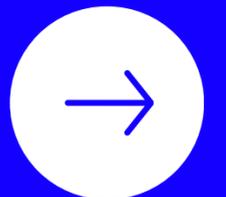


Team 3

Seattle Public Library Strategy 2035



ADVANCED STRATEGIES 2024





Our Team



Steve Fisher



Lyric Metroplous



Fernando Gutierrez



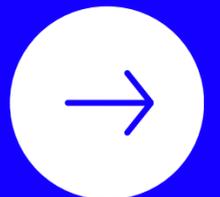
Saima Burkie



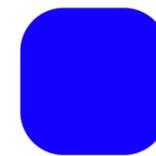
Matthew Smith



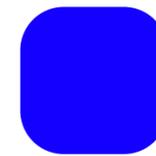
Mason Henderson



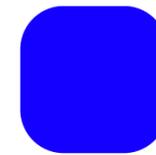
How did we get here?



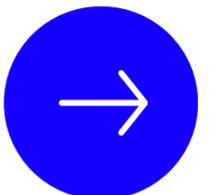
In order to ensure that Seattle Public Library (SPL) continues to be a valued and relevant resource for the citizens of Seattle, SPL used workshops, interviews, and surveys of internal and external stakeholders for their input on future needs and interests.



Seattle Public Library asked our team to use the Houston Foresight Framework to identify Drivers and Scenarios that could lead to possible Futures for SPL and libraries in general.



The team used Framing, Scanning, and Research methodologies to identify likely Drivers and the possible resulting Scenarios which lead to the Strategies presented here.



Our Process

1

DATA ORGANIZATION

Grouped related points to form broader topics.

2

STRATEGIC ALIGNMENT

Aligned key insights and trends with SPL's priorities.

3

THE CANVAS KIT

Human-Centered Design.
Holistic research tool to support us in capturing the value in the SPL community.

4

VISUALIZE THE PATH

Developed strategic perspective.

5

RISK ASSESSMENT AND INITIATIVE DEVELOPMENT

Reviewed key assumptions, identified potential risks and uncertainties. Ensuring relevancy and flexibility in our initiatives.

The Challenge

SPL is facing five key challenges:

- 1.) Technological Modernization & Security**
- 2.) Staff Development & Workload**
- 3.) Funding Stability & Resource Allocation**
- 4.) Competition & Service Relevance**
- 5.) Community Engagement & Equity**

The library's success in addressing these challenges will be crucial for achieving its 2035 vision of becoming a "vibrant safe hub of knowledge and connection."

Several critical tensions in the current state of the library.

The most telling quotes reveal:

What We Heard

1. **A disconnect between equity promises and reality:** "Today staff members feel like they have not kept up with their promise of equity and ensuring diversity within higher positions of leadership."
2. **An urgent need to demonstrate value:** "Show the implications of under-funding and express the importance of the library as a safe space that is crucial to the health of community members."
3. **A struggle with evolving identity:** "Identify opportunities that address gaps within the community's resources, education, and engagement."
4. **Challenges with space adaptation:** "Spaces should serve the present needs of the community and be adaptable for the future i.e. library is the new work-from-home."
5. **Resource access barriers:** "Better understand demographics of community and how that may affect their access to resources and the type of resources they need."

Our Vision

Transforming the Seattle public library into a vibrant safe hub of knowledge and connection, where every resident and visitor finds an inclusive space to explore, learn, and grow.



People of the Future

Four detailed personas representing different stakeholders in SPL's future ecosystem.

Each persona is grounded in the strategic initiatives and future trends identified in our previous deliverables, particularly:

Maya Chen

Library Technology & Education Staff

Key Challenges

- Keeping up with rapidly evolving tech
- Balancing digital with traditional services
- Ensuring accessibility across demographics
- Managing AI ethics in education

Needs

- Continuous technical training
- Support for work-life balance
- Clear guidelines on AI/VR implementation
- Resources for accessibility adaptation

James Williams

Public Health Partnership Coordinator (External SH)

Key Challenges

- Integrating health services with library programs
- Meeting diverse community health needs
- Maintaining patient privacy
- Measuring health impact outcomes

Needs

- Secure data sharing systems
- Flexible meeting spaces
- Training for library staff on health resources
- Clear communication channels with SPL

Aisha Patel

Remote Creative Professional (Library User)

Key Challenges

- Finding reliable workspace
- Accessing expensive creative software
- Staying competitive in evolving field
- Building professional network

Needs

- High-speed internet
- Access to creative technology
- Professional development resources
- Community connection opportunities

Dr. Sarah Martinez

Education Technology Researcher (External SH)

Key Challenges

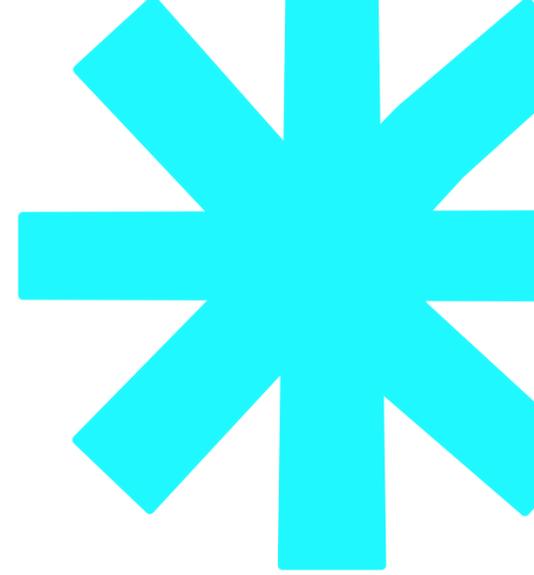
- Keeping up with rapidly evolving tech
- Balancing digital with traditional services
- Ensuring accessibility across demographics
- Managing AI ethics in education

Needs

- Continuous technical training
- Support for work-life balance
- Clear guidelines on AI/VR implementation
- Resources for accessibility adaptation

Strategy

Overview



Better together

Transforming the library into a central hub for community-led initiatives. The library becomes the key connector for community organizing.



Learning lab

Turning the library into a dynamic educational catalyst. Empowering underserved populations and equipping everyone with future-ready skills and knowledge.



Personalized resource hub

Building a scalable library system that is adaptable and can evolve with emerging technology by investing in infrastructure to host diverse media and resource types.

Initiative: Better together

Currently, the library has a number of strategic partnerships with organizations across Seattle. However, there is an opportunity to be a central connection point between community organizations to foster further collaboration and alignment of initiatives and have widespread impact in policy and equitable outcomes.



Value

- Creates a space for diverse voices to shape policy and community outcomes
- Reduces duplication of efforts across community groups
- Builds stronger local support networks
- Ability to better track metrics and outcomes to show the success of programs
- Skill sharing, fulfilling the library staff's desire for increased learning and training opportunities

better together

key milestones

2035 – Recognized as changemakers

Replication toolkit for other library systems to adopt and fellowship program for next-gen community leaders.

2032 – Influence policy & capital

Social impact and measurement system that allows for additional funding for SPL and community organizations, fostering trust between groups.

2030 – Digital democracy

Community-wide digital organizing platform to help drive connection and collaboration, allowing for more partners to join and create initiatives together.

2027 – Cultural inclusion

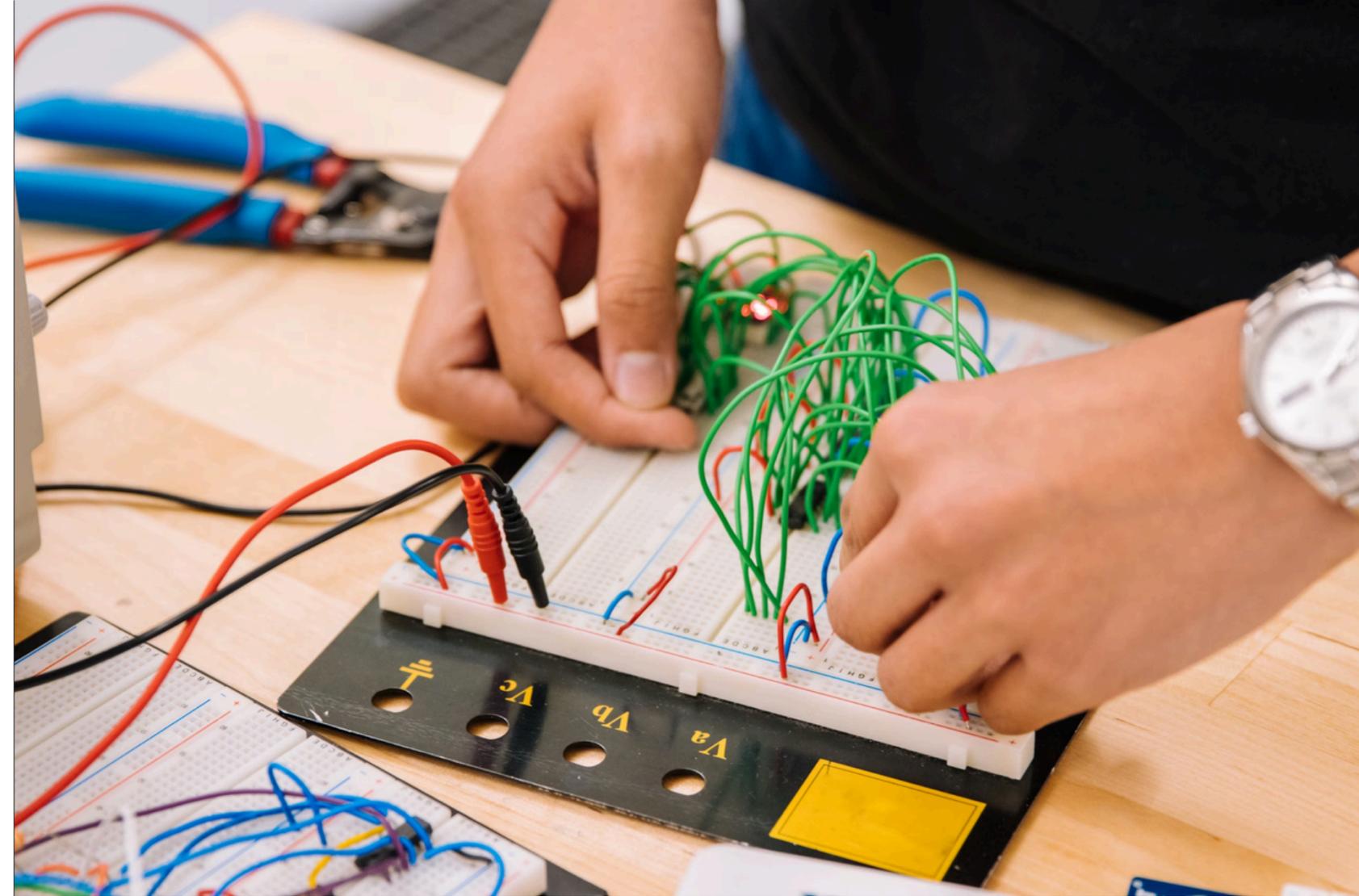
Develop leadership councils to focus on diversity, equity, and inclusion networks to recognize diverse cultures of community members. Holding celebrations and increasing community engagement.

2025 – Redefine partnerships

Designate community organizing centers and train a group of key staff members to develop new partnership and engagement structure.

Initiative: Learning lab

Seattle has been undergoing school closures to tackle budget deficits. Since COVID-19, education performance has continuously declined across the US, showing a gap in student support. **SPL has the opportunity to support students and continued education by developing tailored learning programming focused on future-ready skillsets.**



Value

- Increase community trust by supporting students
- Ability to align with local schools towards better learning outcomes
- Be at the forefront of future-focused skillsets and training for the community
- Offer learning to a wide-range of residents by supporting a variety of educational needs (upskilling, career resources, STEM training)

learning lab

key milestones

2035 – Knowledge economy

Seattle is recognized for its future-forward learning initiatives, further establishing it as a hub for innovation, education, and career opportunities.

2032 – Innovation & influence

Launch community innovation projects with partner organizations as key stakeholders to empower community members to tackle real problems affecting their community.

2030 – Skills accelerator

Apprenticeship programs with local businesses and organizations to provide hands-on learning opportunities for patrons along with a mentorship program.

2027 – Learning lab network

Virtual and A/R learning programs to allow for learning anywhere at any time along with an AI-assisted learning and studying tool for personalized learning.

2025 – Future skills foundation

Establish partnerships with tech companies to offer certifications and learning opportunities to help residents develop career and learning pathways.

Initiative: Personalized resource hub

The current infrastructure and resource management for SPL is not scalable to evolve with emerging learning resources like AI/VR/AR. By investing in a personalized hub that can support a variety of media and content and can scale with emerging tech, **SPL can increase patronage and use of digital services while closing the technology gap.**



Value

- Scaling of digital infrastructure will support other key initiatives such as the learning lab and digital collaboration for community partners
- Show that the library is evolving with technology and emerging community needs
- Ability to monitor popularity of media and resource types to optimize platform for patrons

personalized resource hub

key milestones

2035 – Enable community groups and orgs through platform

Allow for partner organizations to have their own hubs where they can connect and collaborate, integrating with the Better Together initiative. Continue to adapt hub to the needs of users.

2032 – Launch personalized digital hub

Personalized library portal with saved resources, recommendations, learning portal, and AI-powered learning assistance. Pilot and test with library staff and stakeholders before launching to community.

2030 – Immersive learning spaces

Integrate new technology like VR/AR into a few branches to measure engagement. Leverage learning lab to experiment with new tools.

2027 – Digital content expansion

Develop personalized recommendation engine for digital content. Pilot AI-powered virtual library assistant.

2025 – Invest in scalable cloud infrastructure

Begin redesigning digital infrastructure and identifying improvements to support emerging technology.

The ask

We are asking SPL for \$1.4M to launch the following projects:

**Project 01:
Better Together**

**PRIORITY: HIGHEST
FUNDING: \$700,000**

Future SPL Outcome:

SPL has the potential to become a thriving community hub, connecting residents and patrons and fostering collaboration and cultural exchange. In this initiative, we propose that SPL transform its branch libraries into central gathering places for the community by hosting regular events such as cultural festivals, art exhibitions, and events showcasing local talent and businesses to create an inclusive environment to strengthen the community.

**Project 02:
Learning Lab**

**PRIORITY: HIGH
FUNDING: \$400,000**

Future SPL Outcome:

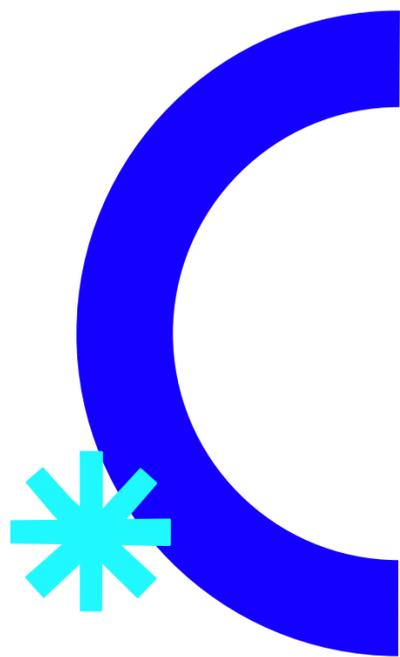
By offering state-of-the-art educational programs, SPL can become a go-to source for current students, workers looking to upgrade their skills, and lifelong continued education. Under this initiative, the library would offer cutting-edge educational programs such as coding, AI/ML, and digital literacy workshops to equip patrons with skills needed to compete in tomorrow's world. Additionally, maker spaces utilizing technologies such as 3-D printing and VR will allow visitors to explore the latest in creative tools.

**Project 03:
Personalized Resource Hub**

**PRIORITY: MEDIUM
FUNDING: \$300,000**

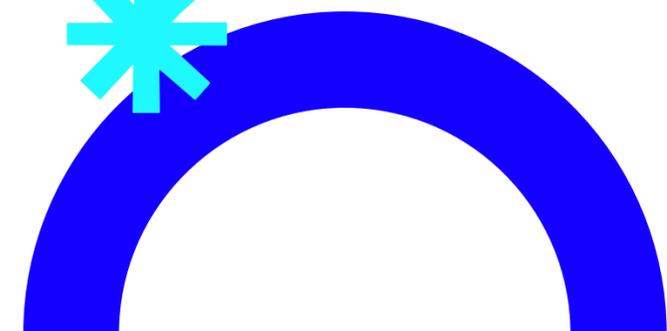
Future SPL Outcome:

Leveraging the latest data analysis technologies such as AI/ML/VR/AR, SPL will be able to create personalized learning experiences for library visitors. By implementing this initiative, SPL will not only be able to offer content tailored to each individual, but also a learning experience that caters to the patron's preferred or optimized learning style. Additionally, AI will allow the library to optimize its resources by utilizing data gleaned from library visits and trends.



Why this strategy?

- ✓ **Drives social impact across diverse residents to improve equity and learning outcomes.**
- ✓ **Modernizes the library to stay relevant and future-ready with emerging technology**
- ✓ **Uses data-driven approach, optimizing decision making and relevancy to the community**
- ✓ **Establish SPL as an innovative community leader that fosters creativity and learning**



Thank You

