



The Seattle Public Library

2024-2033 Strategic Plan

DRAFT for the Library Board of Trustees and Public Comment

Message from the Chief Librarian and Executive Director, Tom Fay

Dear Library patrons and community partners,

For 133 years, the services offered by The Seattle Public Library have been highly valued, well used, and well supported by the people of Seattle. As the Library looks ahead to the next 10 years, it recognizes that the changing needs of our community and increasing pressures of our era place a new level of importance on how the Library approaches its work.

Over the last two years, we have listened as you have told us what you need from your Library system. Patrons have told us that they want more diverse programming, across all age groups, and more access to books and information. Patrons see the Library as key to expanding their access to information and increasing their connection to our community.

Community partners have told us they need more library staff members who can engage with them and support their work. These organizations see the Library as a key partner that can increase their community impact.

With this input, the Library has developed a future vision for the next 10 years. In this vision, the Library maintains its core services and expands its role. Our expertise in information services will be leveraged to support organizations that are striving to make positive and lasting impacts in our city. Our programs and collections will help increase community literacy, empowerment and enrichment.

For decades, the Library has been an all-ages destination for discovery and learning. In more recent years, we have worked to learn more about, and respond to, the emergent needs of the people who call Seattle home. Our work in this area has been important but has also been limited in scale. The Library must increase its ability to respond as our city struggles to find solutions to an insufficient social safety net, declining social cohesion, and a strained public education system.

An example of what this might look like is illustrated by our Social Services Team. Everyone that steps foot in our libraries has intellectual, cultural, and entertainment needs, but to fully access all the library has to offer, our patrons first need to have their basic needs met. To foster a sense of belonging for all of our patrons, regardless of circumstances, the Social Services Team develops resources, creates and strengthens partnerships with social services agencies, and offers trauma-informed public programs, such as “Coffee and Conversations” and resource fairs. Recognizing that all library staff work with patrons who are experiencing homelessness or are otherwise in crisis, the team also supports our staff's ability to connect patrons to vital resources and make them feel safe and welcome in all of our spaces.

This example is just one way the Library has evolved to make a positive difference in our community. We collaborate with community organizations to support historically excluded communities, families furthest from economic justice, refugees and immigrants, early learners, children, teens, young adults and seniors.

To sustain and expand these efforts into the future, we must develop new strategies, tactics and priorities. We must be more planful in our outreach and engagement. We must develop even greater

cultural competency to increase community use of our system. This plan provides us guidance and outlines priority actions to make progress in these efforts.

With a service focus on **literacy, empowerment and enrichment**, we intend to create programs, services, collections and spaces that build a greater sense of **community belonging**.

With an organizational focus on **capacity building, facilities improvement, technology innovation and sustainability**, we intend to make the Library a more **resilient organization** to best serve the people of Seattle.

The future we envision builds on our existing strengths, including our world-class staff, buildings, collections, programs and services. It reinforces and expands the importance of relationships and connection. It also requires us to change and grow, building new skillsets, such as emerging technology knowledge or new language skills. It will require us to evaluate and adjust our hiring, training and retention strategies.

As we look toward our future, we believe the Library must:

- Prioritize equity in our actions, services and outcomes.
- Continue and expand free access to books and information.
- Increase access, including for those with limited English proficiency.
- Develop more community programming that improves people's lives.
- Serve as a community hub and connector.
- Create and facilitate positive change.
- Listen to and reflect diverse voices and viewpoints.
- Commit to putting people first.

As this plan launches, I acknowledge there are significant challenges ahead – fiscal challenges, culture wars, climate change, rapid technological advances, increasing inequities and more. This plan is ambitious, but The Seattle Public Library believes it is an organization well-positioned to help community members access, navigate and understand information that is important to them. We believe our work can enrich and empower people in our community. We believe our work can lead to an increased sense of community belonging and a more resilient Library.

I am excited about our future. I look forward to working with our community and staff to create an impactful and transformational library system over the next ten years.

THANK YOU to everyone who contributed to this effort. It would not have been possible without input from thousands of patrons, hundreds of staff, dozens of partner agencies and organizations, and our expert consultants.

Tom Fay
Chief Librarian and Executive Director
The Seattle Public Library

Mission, Vision, Values, Principles

Successful strategies require a strong mission, a clear vision, organizational values that align with the values of the community, and guiding principles. These will act as a consistent reference in times of change or challenge.

Our Mission

The Seattle Public Library's mission is to bring people, information and ideas together to enrich lives and empower community.

Our Vision

We envision The Seattle Public Library as the central hub of an equitable and connected city where knowledge flourishes, and people find inspiration and a sense of belonging.

Our Values

The Library's values serve as a guide for how we interact with our community and each other. They include:

Care

- The Library cares about the well-being of our community.
- We are committed to patron safety and confidentiality, in person and online.
- We are committed to supporting intellectual freedom and a healthy democracy.
- We are committed to transparency, accountability and good stewardship.

Connection

- The Library values people by listening and responding to their needs.
- We are committed to seeking equitable outcomes for historically excluded people.
- We are committed to teamwork and collaborative community building.
- We build positive connections, emphasizing respect and dignity for all people.

Learning

- The Library is an all-ages destination for learning and discovery.
- We offer a large and diverse collection of books and other materials for free.
- We host engaging programs tailored to community needs and interests.
- We promote and support early learning and lifelong literacy and learning.

Guiding Principles

The Library's guiding principles are fundamental standards we embed in our work. These include:

Equity

We apply equity principles to our work to expand Library access. While equality treats all people the same, regardless of the differences between them, equity recognizes relevant differences between people. Equity works to overcome the disadvantages and obstacles that prevent historically excluded people from accessing or fully benefiting from Library services. We are committed to advancing equity, diversity, inclusion and accessibility at all levels of our organization. In alignment with the City of Seattle's Race and Social Justice ordinance, we work to uncover and dismantle institutionalized racism in our organization and to advance racial, social and economic justice in the Seattle community. To learn more about the Library's commitment to equity, visit www.spl.org/equity.

Intellectual Freedom

We serve all people, and all people are welcome in the Library. Our materials, programs, resources and services are free and available to all people regardless of their origin, age, background or views. We promote and protect freedom of thought, freedom of expression and the freedom to explore new information and ideas. We respect the right of all people to choose for themselves what to read, listen to or watch. Intellectual freedom is essential for a healthy democracy and fundamental to the mission of the Library. Learn more about the Library's commitment to intellectual freedom by visiting www.spl.org/intellectualfreedom.

Areas of Impact

The Library has identified six **areas of impact** we believe will lead to positive change in our community and within the organization. These impact areas were identified with guidance from community members, Library patrons, staff, community partners and other invested parties. You can learn more about our research and community engagement processes at www.spl.org/Future.

Community impact areas

We will work to help individuals and families **in our community** make measurable progress in the following areas:

- Literacy
- Empowerment
- Enrichment

Through these impact areas, we intend to cultivate a stronger sense of community **belonging**.

Organizational impact areas

We will also work to make measurable progress **within the Library** in the following areas:

- Funding
- Increased capacity
- Buildings, technology and sustainability

Through these impact areas, we intend to make the Library a **resilient organization** well into the future.

The Library's role in the community

Our ability to make transformational changes in these areas requires us to be clear about our role within the community.

In the development of this plan, we noted the Library will:

- provide free public spaces where all are welcome;
- connect people to free books and information, resources and to each other;
- conduct outreach, engagement and programming outside of our buildings;
- collaborate with other organizations to maximize community impact; and
- co-design programs and services with members of the community.



Community Impact: **Literacy**

Literacy and learning were severely affected during the COVID-19 pandemic. Children and teens experienced losses in reading and math. Adults fell behind in vocational training and higher education. Now more than ever, it is imperative that the Library expands its literacy and learning offerings. The Library will help people turn information into knowledge.

While data shows signs of recovery in literacy and learning, the recovery is uneven. These setbacks have deepened educational and vocational gaps for people of color. The Library can play a significant role in helping these communities recover.

Literacy, including the ability to read, also includes understanding and navigating information, environments and societal systems or situations. Misinformation spreads rapidly. It has become difficult for people to understand what resources they can trust. As a trusted source of information, the Library plays a critical role in supporting information and many types of literacies – digital, financial, language, health and more.

OUR GOAL: Help people access the skills, resources and opportunities they need to read, learn and navigate their lives. We will work with partners to build and strengthen networks of support that lead to positive impacts for priority literacy areas. We will provide access to more books and materials that support lifelong learning and student success.

LITERACY OUTCOMES:

The Library will provide programs, collections, services and other resources to:

- Help children, teens and young adults build a love for reading and learning.
- Help students read at or above grade level.
- Support the needs of early learners and adult learners.
- Expand the Library's Language Access Plan to ensure that non-English speakers and patrons with limited English proficiency have full access to the Library.
- Reduce Library access barriers for Seattle Public Schools students.
- Help people of all ages navigate social systems in their daily lives.

PRIORITY ACTIONS: Steps we will take

The Library will:

- Increase the collections budget to:
 - ☞ add more depth, breadth and diversity in the collection;
 - ☞ better support the needs of students; and
 - ☞ respond to increased interest in e-books and e-audiobooks.
- Increase efforts to collaborate with publishers.
- Build sustainable digital collections for future generations. Encourage a move away from transitory subscription models.
- Increase and expand programs and services for children and youth. Foster positive, lifelong connections to reading and learning.
- Maintain and expand programs supporting financial, digital, educational, medical and other literacies.
- Collaborate with community organizations providing literacy support and advocacy. Help build a resource network of support for regional literacy goals.
- Co-locate book kiosks or lockers with partners throughout the city. Increase community access to books and information.
- Provide training and access to artificial intelligence (AI) and other emerging technologies. Explore AI research with area colleges and universities. Implement AI technologies to enhance patron service and workplace efficiency.
- Strengthen partnership with Seattle Public Schools, especially Title I schools. Provide more Library resources to students at their schools.
- Evaluate effectiveness of Library literacy programs. Evaluate based on language access needs, patron comprehension and patron confidence levels.



Community Impact: **Empowerment**

As stated in our mission, the Library brings people, information and ideas together to enrich lives and empower community. People feel empowered when they have the freedom, confidence and resources to pursue their life goals.

The Library supports people in pursuit of their goals, interests and socioeconomic well-being. This includes supporting skill development, entrepreneurial support, the freedom to read, self-expression and more.

We will offer information services, classes and events that empower people, families and communities. We will connect people to organizations that can support them. We will co-design programs with community members. We will represent diverse viewpoints.

There is significant community value to these efforts. For example, in 2022, we utilized the Urban Libraries Council's Business Value Calculator to estimate that the Library provides a market value of nearly \$5 million annually in business services to Seattle area entrepreneurs and business professionals.

The Library provides many other valuable services to the community. Patrons can get assistance building resumes, learning new skills or languages, finding jobs, achieving citizenship, learning how to write or how to use technology.

The Library believes all people should feel welcome and have access to opportunities that will improve their lives.

OUR GOAL: Help people build confidence and skills to pursue and achieve their life goals. We will expand programming that improves student success. We will prioritize equity, diversity, inclusivity and accessibility, as they are key to empowerment for all.

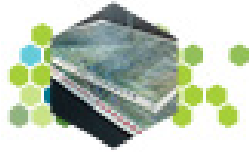
EMPOWERMENT OUTCOMES: The Library will provide the community:

- Accessible and inclusive collections, programs, services and spaces.
- Opportunities to celebrate the freedom to read, personal expression and community diversity.
- Cutting-edge technologies that support current and emergent job and life skills.
- Friendly, knowledgeable and culturally competent staff who engage, listen and deliver responsive services.

PRIORITY ACTIONS: Steps we will take

The Library will:

- Establish programming standards and a quarterly calendar of programs and events.
- Develop outreach and engagement strategies for co-creation of programs with community.
- Develop strategies for incorporating technology into outreach and engagement.
- Develop deeper relationships with partner and local organizations that understand community needs.
- Expand outreach, engagement and programming capacity to:
 - ☒ provide more entrepreneurial support;
 - ☒ strengthen community business networks;
 - ☒ help people build social and economic capital;
 - ☒ deliver digital learning and literacy opportunities more equitably;
 - ☒ narrow the digital divide for all ages; and
 - ☒ provide more programs, classes and workshops for older adults
- Establish qualitative outcomes for the Library's skill-building workshops, vocational training and career development programs.
- Support community participation in the current and future workforce. Provide skill-building workshops, vocational training and career development programs.
- Provide access to modern technologies with an emphasis on reducing the digital divide.
 - ☒ Provide continuing development opportunities for staff who serve children, teens and young adults. Incorporate technologies such as augmented and virtual reality, robotics and coding.
- Implement Youth and Family Learning strategies that focus on:
 - ☒ early literacy;
 - ☒ reading at grade level by 3rd grade, and;
 - ☒ reading for comprehension to develop critical thinking and math proficiency from middle school through high school.
- Develop and incorporate accessibility policies and procedures as a standard practice for all public spaces, collections, programs and services.



Community Impact: **Enrichment**

Enriching activities help people explore and discover a greater sense of themselves and the world around them. People can enrich their lives through books, music, films, TV, performances, cultural celebrations, community discussions and more.

Since the 2020 pandemic, depression rates have reached all-time highs in the U.S. Our community, and the broader world, has been navigating an epidemic of loneliness and isolation. Connecting with others is an important way to enrich life. The Library can offer many avenues toward full and enriched lives.

The Library looks to foster joy, encourage curiosity and provide meaningful experiences and opportunities to connect with others. Our approach will encourage learning, acceptance and care for people in our community and the world.

OUR GOAL: Provide collections, programs, services and spaces that bring joy and connection to people's lives.

ENRICHMENT OUTCOMES:

The Library will champion and celebrate:

- The joy of reading in our programs and physical and digital collections.
- The diverse voices and talents of our community.
- The preservation of local history, including the contributions of historically excluded people and cultures who created Seattle.
- Intellectual freedom and civic engagement in our programs and collections.
- Experiences and opportunities that build community and cultivate a sense of belonging.

PRIORITY ACTIONS: Steps we will take

The Library will:

- Increase representation of diverse voices to better inform policies, building design, collections, programs and services.
- Establish new partnerships to activate spaces and programs that lead to shared positive experiences across backgrounds and cultures.

- Expand programs that encourage self-expression through art, writing and other creative activities.
- Promote and highlight local experts, authors, musicians and artists to strengthen community knowledge and pride.
- Increase the Seattle Room collection budget to provide more materials focused on Seattle and the Pacific Northwest. Provide more materials from diverse communities that have contributed to our local history.
- Increase Special Collection digital asset management and preservation capabilities. Increase public access to important historical materials for generations to come.
- Continue Books Unbanned and develop new programming to counter censorship and misinformation.



Organizational Impact: **Funding**

The majority of the Library's funding is provided by the City of Seattle's General Fund, with 61% of the budget provided by this resource in 2024. The Library's financial well-being and ability to deliver services to the public are closely tied to the performance of the local and national economy.

We are grateful to Seattle voters for approving a seven-year, \$219.1 million Library Levy in 2019 to support, maintain and expand core Library services. The Levy provides 30% of the Library's overall 2024 budget. Over the years, the Library has become increasingly reliant on the levy to maintain buildings, enhance technology and maintain and grow programs and services.

Library services rely on consistent funding. The Library's funding resources need to support ongoing and increasing costs related to personnel, collections, facilities, technologies, programs and information services.

The Library's current funding streams result in cycles of growth followed by impactful reductions. These cycles can disrupt longer-term continuity of service and progress toward our goals.

OUR GOAL: Align existing and financial resources to support current and future community needs, and explore funding resources beyond the City's general fund and seven-year levies.

FUNDING OUTCOMES:

The Library will:

- Develop a 2026 levy proposal to support the community's Library needs from 2027-2033.
- Explore opportunities to supplement or replace seven-year levy funding cycles.
- Seek additional private giving in collaboration with The Seattle Public Library Foundation.
- Modernize and streamline internal systems to ensure effective management of public and philanthropic funds.

- Partner with The Seattle Public Library Foundation and the Friends of the Seattle Public Library to advocate for the benefits and importance of libraries.

PRIORITY ACTIONS: Steps we will take

The Library will:

- Assess community and organizational needs to inform the development of a 2026 Library Levy proposal.
- Ensure strategic organizational alignment with Foundation and Friends to secure private giving and advocacy.
- Hire a grant writer and grants administrator to support federal, state and county grants.
- Collaborate with public library directors in Washington and the Washington State Library. Ask the Legislature to provide state funding for library collections and capital projects.
- Collaborate with peer libraries and library organizations to increase federal and philanthropic support nationwide.
- Work statewide and nationally with publishers and other libraries to address the rising costs of e-materials.



Organizational Impact: **Capacity**

The Library is an organization of people serving people. Our staff are the heart and soul of the Library's work. In recent years, libraries and their workers are serving new kinds of community roles. Libraries are called on to provide access to information and knowledge, emerging technology assistance, shelter from inclement weather, social services support and more. Staffing these needs has been challenging. Even minor reductions to the Library's budget can result in reduced hours of operation or inconsistent service due to lack of staff.

These community realities take more staffing, time and, in some cases, special expertise. The Library sees a need for community access to subject matter experts in many areas, such as social services, technology, security, education and more. As a free and safe space where everyone is welcome, library workers help people in all stages of life with many varied needs.

Library workers need strong teams at each of our buildings to provide this level of service. With library roles evolving, we want to make sure staff feel supported and proud of their work in our community. This means ensuring staff have the systems, infrastructure and development opportunities they need to do their jobs.

To best support our community, Library staff should understand and reflect the neighborhoods they serve. This means having the time and skills it takes to conduct meaningful neighborhood outreach and engagement with Seattle residents. It means ensuring our recruitment and hiring strategies bring in talent that aligns with our goals and values.

OUR GOAL: Build organizational capacity and capability through new recruitment, training and retention approaches, and improved systems and processes. We seek to be a desirable workplace and an employer of choice in our community.

CAPACITY OUTCOMES:

The Library will:

- Enhance, expand and support a workforce that is diverse and culturally competent in working with Seattle communities.
- Increase staffing levels to support open hours, provide secure and welcoming spaces, increase programming and improve access.
- Determine new skill sets and aptitudes to support current and future community needs.

- Increase staff sense of satisfaction, purpose and belonging at work.
- Foster staff empowerment, learning, development and upward mobility.

PRIORITY ACTIONS: Steps we will take

The Library will:

- Establish an office of Diversity, Equity, Inclusion and Accessibility (DEIA). That work will include:
 - ☒ Hiring a DEIA director;
 - ☒ Establishing an organizational baseline from which the Library can improve equity outcomes;
 - ☒ Develop recruitment, development and retention practices through a DEIA lens; and
 - ☒ Update and consolidate the Library’s Diversity Action Plan and its Diversity, Equity, Inclusion and Accessibility policy.
- Provide more resources and training for supervisors and managers in support of their staff.
- Develop a holistic wellness program for staff that can lead to greater staff well-being.
- Develop new onboarding strategies for staff.
- Increase opportunities and support for staff training and development.
- Assess current organizational structure, staff roles and skill sets. Determine changes needed to support our vision.
- Identify and co-create training opportunities with staff that improve employee and community outcomes.
- Establish service guidelines throughout the system to improve the patron and staff experience.
- Acquire and implement scheduling software for more efficient and effective deployment of staffing.



Organizational Impact: **Buildings, Technology & Sustainability**

Our buildings include Seattle’s world-renowned Central Library; 26 neighborhood branch libraries, 10 of which are historic city landmarks; and a maintenance and operations center where books are sorted and distributed.

The Library has worked to reduce its carbon footprint and convert building systems away from fossil fuels. The Library lacks a dedicated funding stream for not only this work, but also the ongoing maintenance of its high-use public facilities. We have sought support for building needs and upgrades through voter-approved Levy funds, private donations, federal and state grants and other one-time funding sources.

As our buildings age, the Library projects capital maintenance needs of more than \$150 million over the next 25 years. A longer-term, sustainable approach is needed to maintain and enhance these beloved, but aging, buildings. We must also ask ourselves if our buildings are in the right places and whether they are sized to serve their neighborhoods into the future. Do they have the right amenities and configurations to accommodate future generations of library patrons?

Our public buildings are increasingly being called on to serve multiple roles: centers of learning and knowledge, community meeting and gathering spaces, heating and cooling centers during inclement weather, clean air centers during wildfire smoke, daytime respite for people experiencing housing instability, and more.

To serve these many functions, our buildings need to be flexible, adaptable and accessible in design. They must be safe, clean, well-maintained and welcoming to all. The Library must use new technologies to meet operational and environmental sustainability goals, especially as the climate continues to change.

OUR GOALS: Implement sustainable maintenance and upgrade practices for Library buildings and technologies. Decrease our carbon footprint. Develop a strategic initiatives plan for information technology that improves the patron experience in-person and online.

BUILDINGS, TECHNOLOGY AND SUSTAINABILITY OUTCOMES:

The Library will:

- Be innovative in approach to capital improvements, facilities management, accessibility and beautification of library buildings.
- Reduce the Library’s carbon footprint by meeting or exceeding the City’s carbon reduction goals annually.

- Use new technologies to assess and improve the effectiveness of Library systems.
- Maintain secure, safe and welcoming spaces in our buildings and on our digital channels.
- Ensure patron confidentiality and privacy through enhancements to cybersecurity technologies

PRIORITY ACTIONS: Steps we will take

The Library will:

- Reimagine Library spaces to best serve current and future Library patrons. This work will include:
 - Securing funding to carry out planning and design work;
 - Collaborating with community members, architects and designers;
 - Creating an equity evaluation tool to prioritize projects;
 - Improving accessibility in physical and virtual spaces;
 - Developing and implementing a plan to move all Seattle libraries away from fossil fuels;
 - Enhancing transportation options at libraries, such as bicycle parking, transit stops and electric vehicle charging;
 - Establishing a solar roof replacement program when library roofs exceed their useful lives; and
 - Designing spaces to be flexible, adaptable, accessible and culturally responsive.
- Evaluate facility technologies, and develop a multi-year plan for modernization, including evaluations of:
 - Building access and controls;
 - Environmental controls;
 - Security cameras and building alarms;
 - Fume detection; and
 - Fire suppression systems.
- Prioritize capital funding to complete the Columbia Branch seismic upgrade.
- Convert the Library's vehicle fleet to electric or hydrogen models.

- Hire a cybersecurity specialist and create a program that further improves the Library's cybersecurity posture.
- Identify and pilot Library kiosks at three non-library locations to offer physical materials, Wi-Fi, e-books and e-audiobooks.
- Launch a new Library mobile app in 2025.
- Contract for and deploy a new integrated library system.
- Purchase and install new self-checkout stations throughout the system.
- Hire a security and emergency management manager.
- Conduct a security audit to:
 - Determine the number of security officers needed to keep our spaces secure;
 - Assess current and future security officer training needs, and modify security deployment models;
 - Review security procedures and practices;
 - Assess security needs, and include security enhancement projects into a comprehensive capital improvement plan;
 - Determine the potential for integrating Library security services and social services; and
 - Enhance staff training for personal safety in the workplace.

Implementation

Phases by Funding Cycles

This plan spans 10 years, through 2033. Full adoption of this plan will require an well-sequenced and iterative approach to implementation that considers our financial resources in each phase.

We have identified three distinct implementation phases, outlined below, that account for the City of Seattle’s biennial budget cycles, future library levies, and other funding opportunities we intend to pursue. Each phase will begin with evaluating Library resources to determine our ability to achieve our goals.

Phase I: 2024-2026

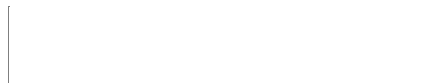
In this phase, the Library will implement and improve work already underway and will begin to implement select priority actions. This phase will focus on conducting assessments of finances, buildings and operations to inform planning for future phases. In this phase, the Library will work with the City of Seattle in development of the 2025-2026 biennial budget. We will also plan for the renewal of the Library Levy in 2026.

Phase II: 2026-2028

In this phase, the Library will focus on new and expanded activities outlined in this plan that will be made possible by a proposed Library Levy renewal in 2026. The Library will work with the City of Seattle in development of the 2027-2028 biennial budget. We will also conduct architectural and design work to inform a reimagining of our spaces that will help determine budget needs, proper funding mechanisms and priorities for each project. The Library will assess the potential for capital bond measures and a private comprehensive fundraising campaign.

Phase III: 2028-2034

In this phase, the Library will pursue a capital bond measure to support maintenance and upgrade needs for Seattle’s public libraries. We will also work with our partner, The Seattle Public Library Foundation, to start a comprehensive fundraising campaign. During this phase, the Library will work with the City of Seattle in developing three biennial budgets (2029-2030, 2031-2032, and 2033-2034). We will also begin planning for another proposed levy renewal in 2033.



Report our Progress

The Library will publish a Strategic Plan Outcomes and Impacts report within our annual Operations Plan, which will include recent accomplishments, upcoming actions, and any adjustments made to our original plan.

Assessing our Resources

This Strategic Plan requires ongoing assessment of Library resources in support of our goals. Our approach to planning will be agile and iterative in support of a 10-year timeframe.

Many resources are needed to support this plan, but assessing the following resources is key:

- Funding
- Staffing
- Collections
- Partnerships
- Buildings and technology

In our assessments, we must understand the serious challenges and risks that face public libraries:

- Short-term and long-term economic downturns resulting in revenue declines
- Limited capacity to carry out needed work, such as engagement and program development
- Rapidly evolving technologies, which are costly to acquire, maintain and upgrade
- Aging buildings and deferred maintenance, which increases cost and complexity of improvements
- Climate change and its impact on our community and to library buildings
- Social and political pressures that challenge the fundamental role of public libraries