2021 Fall Youth Services Workshop:
Planning in Uncertain Times

Oceans of Possibilities

Planning in uncertain times

The great news:

You've done this before.

Twice.

Scenario Planning for the pandemic:
Step 1: Develop scenarios

External factor	Best case	Moderate case	Worst case
Severity of pandemic	Has abated!	Still present at current levels	Has worsened/ there are new strains
Impacts to library service			
Service level	Fully open!	Open limited hours/# of patrons	Curbside service only
Programming	In person, packed rooms!	Outdoors, virtual, indoors with limited numbers	Remote only

Step 2: Create Portfolio of Actions for Pandemic

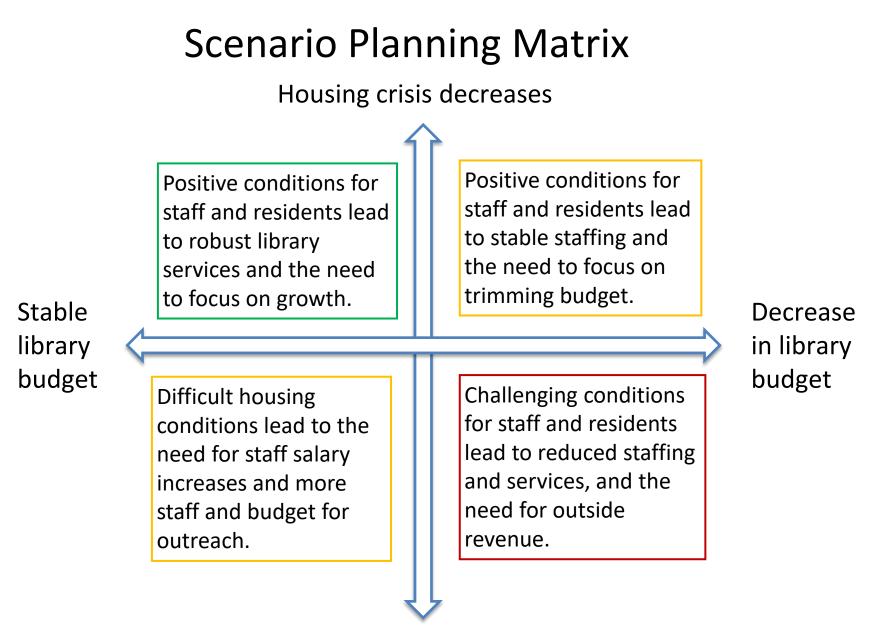| Service	Best case	Moderate case	Worst case
Programming	In person, packed rooms!	Outdoors and virtual, indoors with limited numbers	Outdoors and virtual only
Planning			
Appropriate for any scenario	Provide a variety of programming for all ages, via a variety of formats accessible for all community members		
Small scale & flexible	Focus on in library programming and in person outreach	Focus on remote and outdoor programming	Provide varied, fully remote programming
Larger & more permanent	Work with community to improve & expand program	Shift funds from in person programs to invest in equipment & training for virtual/remote programs, and/or robust outdoor spaces	

Scenario planning for budget changes:
Step 1: Develop scenarios

External factors	Best case	Moderate case	Worst case
Summer Programming Budget	Unchanged or increased!	Small decrease	Major decrease
Impacts to library service			
Performers/ authors	Bring 'em on!	A few will be possible; budget carefully	All in-house, volunteer, and partner talent
Incentives	Multiple incentives for all ages	Provide 1-2 incentives for each age group, or a few big prizes via a drawing	Elicit donations from local businesses

Step 2: Create Portfolio of Actions for Budget Changes

Service	Best case	Moderate case	Worst case
Summer program	Many programs & incentives for all ages; major registration platform!	Fewer events & performers, pared down incentives & platform	Few/no performers, fewer incentives, inexpensive platform
Planning			
Appropriate for any scenario	Provide a variety of programming for all ages, via a variety of formats accessible for all community members, with flexibility built in		
Small scale & flexible	Provide robust program for all ages; focus on outreach	Book virtual performers; provide passive programs	Use local talent and partners for events; provide passive programs
Larger & more permanent	Work with community to improve & expand program	Develop strong partnerships with local organizations & individuals to provide quality programs; increase volunteer program	

Scenario Planning Matrix

Housing crisis decreases

Positive conditions for staff and residents lead to robust library services and the need to focus on growth.

Positive conditions for staff and residents lead to stable staffing and the need to focus on trimming budget.

Stable library budget

Decrease in library budget

Difficult housing conditions lead to the need for staff salary increases and more staff and budget for outreach.

Challenging conditions for staff and residents lead to reduced staffing and services, and the need for outside revenue.

Housing crisis continues