Strategic Planning for Community Impact

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Acting Strategically Now
• How can we design a process that fits our current situation?

Tools for Moving Forward
• How to integrate strategy into all your work?
• Establishes direction and priorities
• Sharpens focus and creates alignment
• Outlines clear path and simplifies decision-making
• Allows time for reflection and grounding
• Provides sense of purpose and meaning
• Creates momentum and clear communication
Spark

• Make the case
• Design process & timeline
• Create Planning Team

Learn

Dream

Do
Spark

• Make the case
• Design process & timeline
• Create Planning Team

Learn

• Internal
• External
• Consolidate Findings

Environmental Scan
• Political
• Economic
• Social
• Technological
• Legal
• Sector

SOAR
• Strengths
• Opportunities
• Aspirations
• Results

Rounding Meetings
• What's working?
• What could use some attention?
• What tools or training do you need?
• Who else is doing good work?

Internal Learning
Community Data
- Demographics
- Reports / Plans from Other Organizations
- Social Listening

Community Surveys
- Awareness
- Usage
- Access
- Value
- Satisfaction
- Future Focus
- Community needs/trends
- Other

Focus Groups & Interviews
- Goals
- Audience
- Method

External Learning

Spark
- Make the case
- Design process & timeline
- Create Planning Team

Learn
- Internal
- External
- Consolidate Findings

Dream
- Board retreat
- Staff retreat
### Process & Learning Review

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<th><strong>Board</strong></th>
<th><strong>Staff</strong></th>
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<td>• Goals</td>
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<tr>
<td>• Goals</td>
<td>• Current/Future Activities</td>
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<tr>
<td>• Vision/Mission</td>
<td>• Discuss Priorities</td>
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<tr>
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<td>• Define Success</td>
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Do
• Bring plan together
• Activity Plan
• Evaluation framework
• Reporting plan

Strategic Directions
• Goals
Strategic Direction

• Increase Awareness
• Lifelong Learning
• Engage the Entire Community

Goals

• Increase cardholders by 10% per year.
• Seek out new partnerships to build relationships with unserved communities.

Vision

Mission
Vision
• Discover. Create. Grow.

Mission
• We inspire lifelong learning, foster creativity and connect you to resources and to the community through our robust collection of books and technology, extensive services and knowledgeable staff.

EVALUATION
IF

THEN

Strategic Direction
• Increase Awareness
• Lifelong Learning
• Engage the Entire Community

Goals
• Increase cardholders by 10% per year.
• Seek out new partnerships to build relationships with unserved communities.

KPIs
• Increase in partnerships, partner plans, partner satisfaction, collective action
• Increase in awareness as tracked by…
**ENGAGE**
We are embedded in the community.
- Be in unexpected places throughout the community to connect people to information, resources, and each other
- All community members know about and value the library
- Deepen partnerships with mission-aligned community organizations to increase awareness and efficient use of resources

**GROW**
We are equipped to grow with the community.
- Community members are proud of our modern, comfortable facilities
- Reflective practices are used to listen to and respond to community needs and growth
- Board and staff members feel effective and valued

**INSPIRE**
We build relationships and connect people to foster imagination, discovery, and creativity through information and technology.
- Patrons feel like they are a part of a welcoming community of learners
- Community members are inspired by, learn from, and create at diverse programs
- Patrons feel confident navigating the digital world

**MISSION**
We provide equal access to information, education, and recreation through a variety of programs, technology, and services in an engaging environment to all members of the community.

**Planning**

**Implementation**

**Transition**
Acting Strategically Now

- How can we design a process that fits our current situation?

Tools for Moving Forward

- How to integrate strategy into all your work?

**EXHIBIT 1**

**STRATEGIC THINKING vs STRATEGIC PLANNING**

**STRATEGIC THINKING**
- Process-Oriented
- Continued Long Term
- Data-Driven Emergent Macro Trends
- Emergent and Adaptable
- All Levels of the Organization are Involved
- Long-Term Success

**STRATEGIC PLANNING**
- Product-Oriented
- Short Term 2-5 Years
- Data-Driven Product Trends
- Linear
- Senior-Level Decisions
- Short-Term Survival

Tools for Moving Forward
So what?
Now what?
What?
So what?

Tools for Moving Forward

Adaptive Action

Tools for Moving Forward

Scenario Planning

• Ground the process in guiding principles.
• Assess current state.
• Consider multiple versions of the future.
• Anchor on broad directions.
• Use strategic moves.
• Watch for trigger points.
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