



STRATEGIC PLANNING FOR COMMUNITY TRANSFORMATION



About Us



Amanda Johnson



Lauren Clossey

MEETING ROADMAP



1

WHY WE PLAN

2

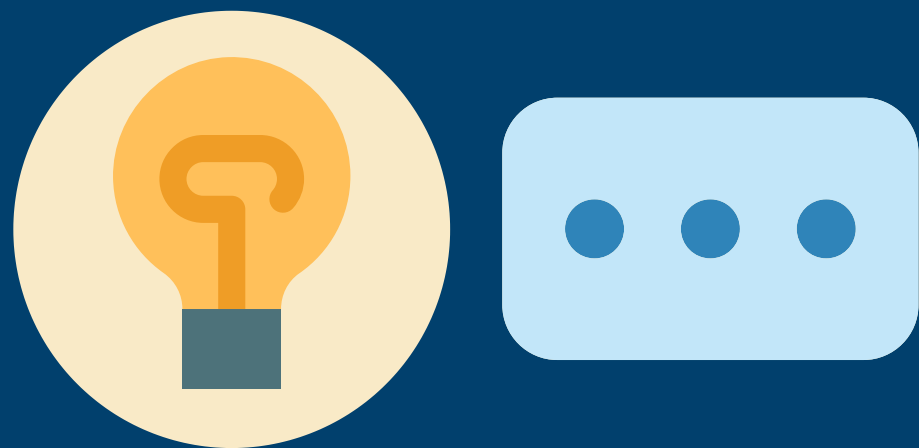
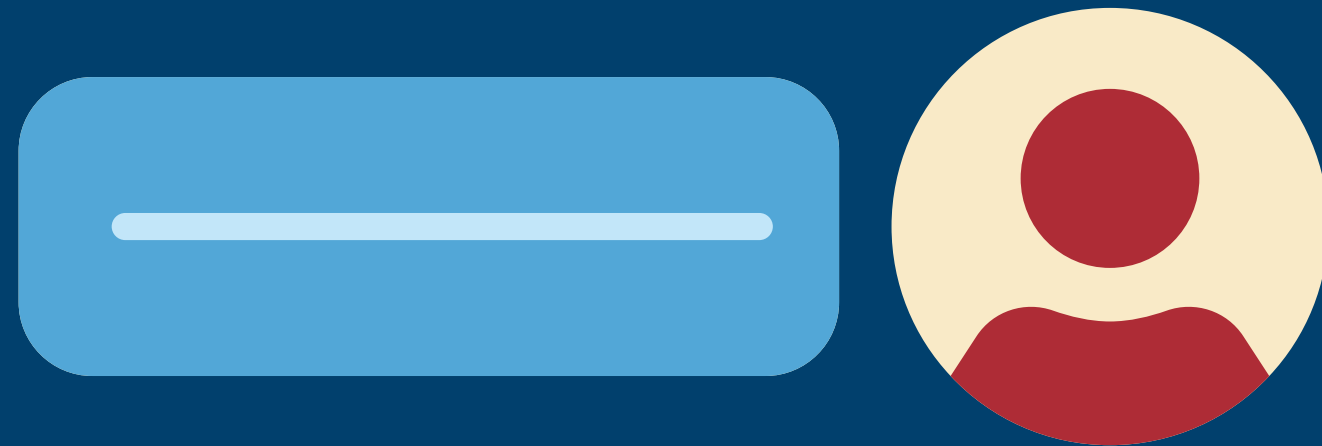
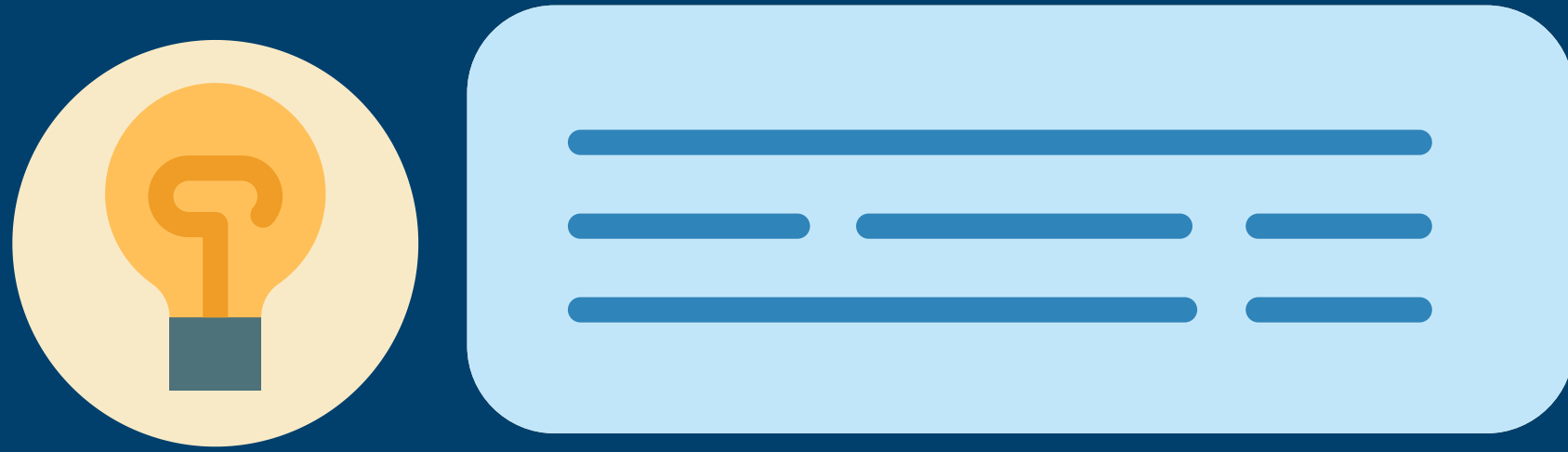
HOW WE PLAN

3

**WHAT TO DO WITH
THE PLAN**

WHY WE PLAN





CHAT ACTIVITY:

Type two words in
the chat that
describe your current
strategic plan.

Why do we need a strategic plan?

- **Community**

- Blueprint for responding to community needs over time
- Defines role of the library in the community

- **Library**

- Provides measurable data to prove that the library deserves support

- **Staff**

- Grow and develop talented, motivated staff



Traditional Strategic Plans

- Focus inward on library operations
- Usually focus on things the library is already doing or was already planning to do
- Lack stretch goals and future focus
- Lack of community feedback and data
- Don't describe how the community will be changed

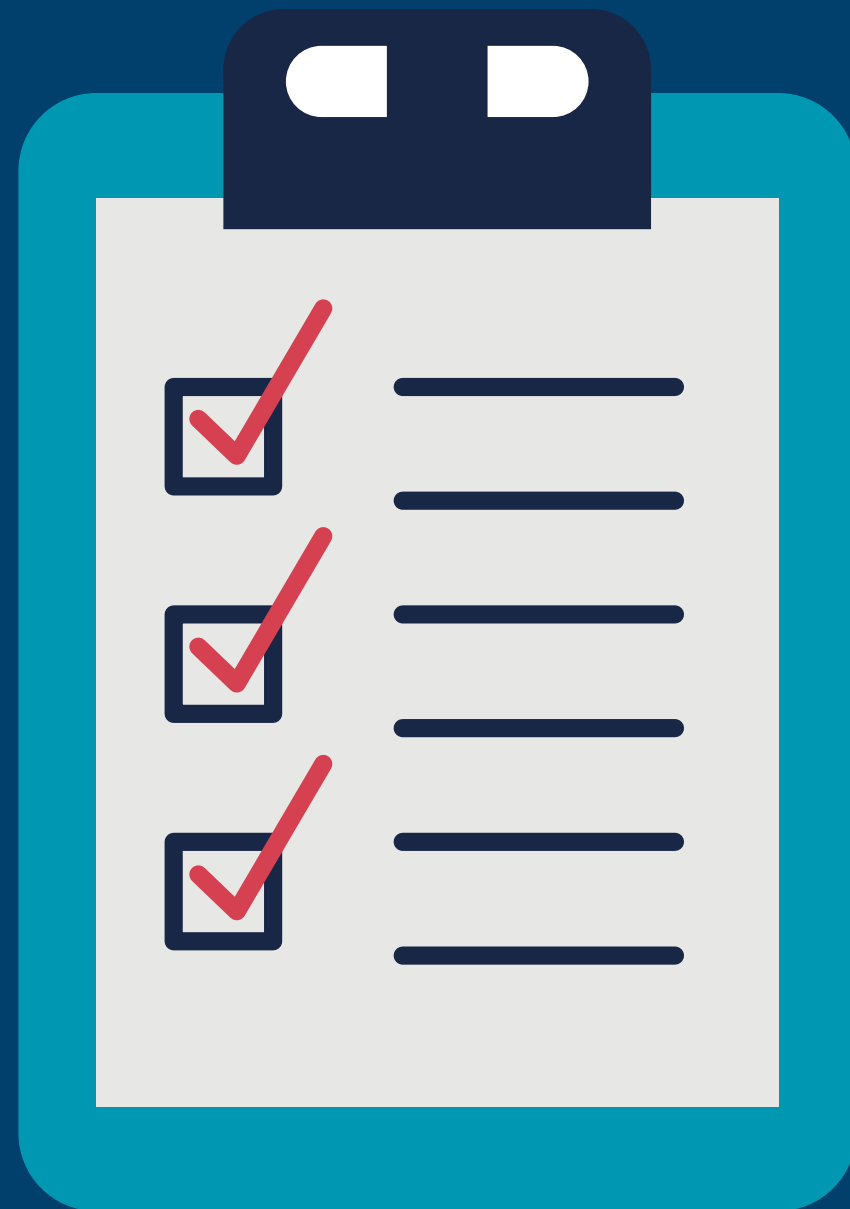


Why should the plan be community-focused?

- Community strategic plan vs. a library's strategic plan
- Enhanced self-awareness of the library's role in the community
- Understanding of how to best meet community needs
- Greater engagement with potential community partners
- Clear articulation of the library's impacts as a civic partner



Characteristics of a Community-Focused Strategic Plan



- Spans 2-3 year time period
- Future-focused
- Based on community and staff input
- Plan goals address community challenges
- Plan activities address how the library addresses goals
- Can and should be amended frequently

Goal 1: Community members will have ready access to information about library services, events, and programs for library users of all ages

Objectives:

- Community members will enjoy access to a user friendly, comprehensive, and informative library website
- Community members will be informed of library services and programs through multiple channels including social media, radio advertising, promotional flyers, and word-of-mouth marketing
- Community members will benefit from library branding and style guidelines that create recognizable and unified promotional materials

Activities:

- Redesign and update website
- Implement a marketing and communication plan
- Create branding and style standards for promotional materials
- Strengthen community partnerships to increase marketing opportunities

Library-focused

vs.

Community-focused

ASPIRATION: LIFELONG LEARNING

GOAL: We enhance quality of life in the community by tapping into curiosities and helping to increase knowledge and vitality.

We aspire to provide inclusive library services that create opportunities for learning across the lifespan. Our programs and collections reflect the variety of needs and hopes of our community. These diverse library resources and opportunities available to all represent our place as a vital community hub where patrons of all ages can cultivate their interests and find their unique learning needs represented.

| TACTICS: | POSSIBLE ACTIVITIES: |
|--|---|
| <ul style="list-style-type: none"> • We stimulate minds and create bonds with patrons and families of all ages, configurations, and abilities to support literacy development and embed the love of reading and habit of using the Library. | <ul style="list-style-type: none"> • Expand school partnerships • Spearhead community reading challenges including students learning to read and reading to learn • Develop partnerships to expand multi-lingual service options |
| <ul style="list-style-type: none"> • We inspire the pursuit of lifelong discovery and cultural enrichment with a focus on increasing diversity and depth of services. | <ul style="list-style-type: none"> • Partner with groups and diverse programming leaders reaching underserved populations • Host civic engagement and social justice discussions • Create experiential learning spaces and opportunities • Evaluate community pandemic recovery needs |
| <ul style="list-style-type: none"> • We are an information literacy authority and help community members navigate the digital world by supporting access to technology. | <ul style="list-style-type: none"> • Reconnect the community with Digital Media and Maker technologies and expand available equipment • Evaluate and enhance our own digital navigation tools: website and catalog • Develop instructional videos for digital services |

Possible measures of success:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Number of programs and attendance • Number of instructional videos for accessing online resources • Increased use of online and technology resources | <ul style="list-style-type: none"> • Patrons express a satisfaction and growth after programming • Patrons report increased confidence in using technology and digital offerings • Increased programming partnerships |
|--|--|

Which is which?

2

1

Goal 2:

CONNECT WITH PATRONS, PARTNERS, AND PROFESSIONALS

Connect with Patrons, Partners, and Professionals challenges us to continuously improve customer service, cultivate strong, equitable partnerships, and generate new understanding of how best to serve these populations while also providing the best physical and digital resources. *Connect with Patrons, Partners, and Professionals* also ensures that the voice of these populations are consistently and constantly represented in all endeavors of the BPL.

OBJECTIVE: Create a Pedal-Powered Bike Library that will be able to travel to locations within the City of Billings to ensure access to BPL resources for underserved or underrepresented populations.

OBJECTIVE: Enhance District #2 curriculum teachings through children's and teen programming, services, and physical and digital resources.

OBJECTIVE: Establish the BPL as a place integral to the community's objective of creating and/or sustaining workforce and economic development.

OBJECTIVE: Create partnerships with organizations and professionals that represent each demographic of user.

OBJECTIVE: Connect with rural organizations in order to provide BPL services, physical and digital resources, and programming.

FOCUS AREAS

1

CONNECTED COMMUNITY

- The library promotes community cohesion to enhance community wellbeing, foster relationships, and collaboration.
- The library provides engaging spaces and events that foster connections and creativity
- The library facilitates equitable access to library and community resources

2

GROWING TOGETHER

- The library uses its events and resources to increase inclusion and appreciation for diversity
- The library contributes to economic wellbeing by connecting individuals and businesses to resources to meet their career and financial goals

3

PROMOTING WELLBEING

- The library supports family caregivers in becoming confident and competent providers
- The library develops literacy and leadership skills to encourage civic engagement and involvement in the community

Which is which?

2

Community-focused

Library-focused

1

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STRATEGIC GOALS & ACTIVITIES

PROMOTING WELLBEING

Goal 3.1:

The library supports family caregivers in becoming confident and competent providers.

Activities

1. Promote elderly care resources
2. Provide library orientation resources
3. Host Parenting/Caregiver classes and programs

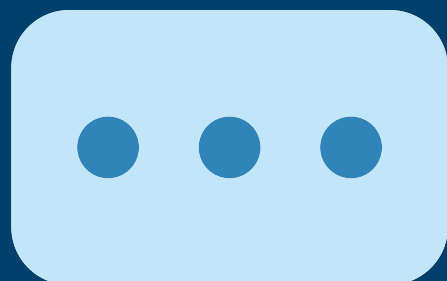
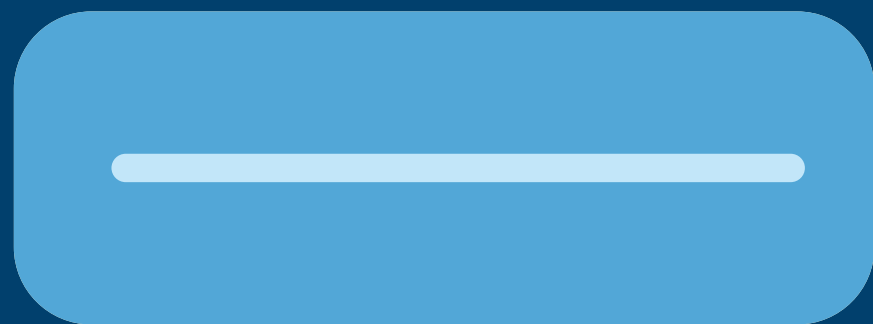
Bridge Plans



- Extends an existing strategic plan; doesn't replace
- VUCA: Volatility, Uncertainty, Complexity, Ambiguity
- Bridges community gaps
- Assesses current situation
- Engages staff more than community to assess needs

Planning to Plan

- **What is the motivation behind your planning effort?**
- **Are there issues in the community that prompted an interest in a planning effort?**
- **Has the community ever undertaken a strategic planning process before?**
- **When was the last time the library solicited feedback from the community and staff about their needs?**

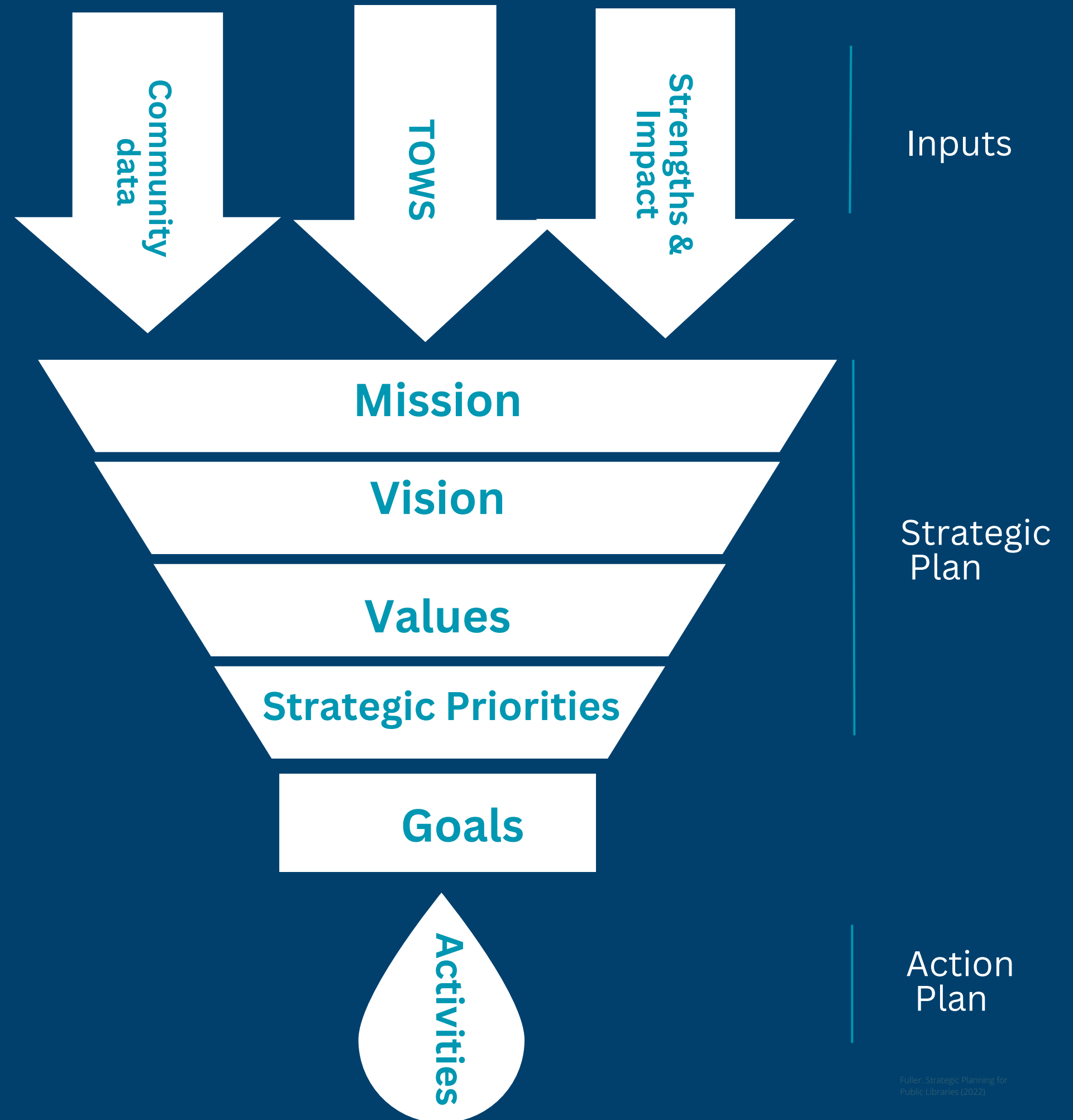


CHAT ACTIVITY:

In what ways is your plan library-focused?

Are there aspects of your plan that are community-focused?

HOW WE PLAN



4 Phases of Planning

1

Preparation

2

**Data Gathering &
Engagement**

3

Plan Content

4

Implementation

Phase 1: Preparation

Date: April 2

- Generate stakeholder support
- Create a planning team to guide the process and define roles
- Establish a project plan and communication plan



Phase 2: Data Gathering & Engagement

Date: April 16

- Identify what data already exists and what data is needed
- Analyze existing data
- Collect community and staff feedback
- Analyze community data for common themes



Phase 3: Plan Content

Date: April 30

- TOWS Assessment
- Define mission, vision, and values
- Identify priority areas and measurable objectives
- Present draft plan
- Final plan approval



Phase 4: Implementation

Date: May 14

- Create an Action Plan to guide work towards each priority area
- Involve staff in creating initiatives aligned with key objectives
- Communicate and measure progress towards objectives



WHAT TO EXPECT

Content: Each 90 minute webinar session will cover 1 stage of the planning process

Engagement: Each session will be interactive with reflection and small group activities. Attendees are expected to speak and participate in group discussions.

Templates: Sessions will include at least 1 template to help guide your work in this stage. Examples include: Project timeline, communication plan, sample surveys and focus group questions, TOWS matrix, etc.

Who should attend? Project leader, key staff involved in the process, board chair or liaison to the planning team

ACTIVITY:

QUESTIONS VIA JAMBOARD



Dates:

April 2, 7pm: Preparing to Plan

April 16, 7pm: Community Engagement

April 30, 7pm: Plan Content

May 14, 7pm: Implementation

May 28, 7pm: Creating the Act

Contact:

Email: contact@allianceresearchco.com

Web: allianceresearchco.org

Resources:

Fuller, Joy. (2021). Strategic Planning for Public Libraries. Public Library Association.

Lord, G. D., & Markert, K. (2017). Manual of strategic planning for cultural organizations: A guide for museums, science centers, gardens, zoos, heritage sites, libraries, and performing arts centers. Lanham (Maryland): Rowman & Littlefield.

Strategic Tools to Bridge to the Future, (Andrea Freeman and Rebecca Jones). *Computers in Libraries* conference session, 2023.