

Why Plan?

Planning engages community leaders in a discussion of how the library could meet the needs of community residents.

Planning helps community leaders understand the full range of services that might be provided by the library.

Planning involves community leaders, staff, and board members in a collaborative process to identify library service priorities.

Planning leads to realignment of library services in response to community needs.

Planning involves all staff in the identification of the core values of the library.

Planning assesses organizational capacity and identifies areas that need improvement.

Planning defines clear targets and establishes procedures to track the progress made toward reaching those targets.

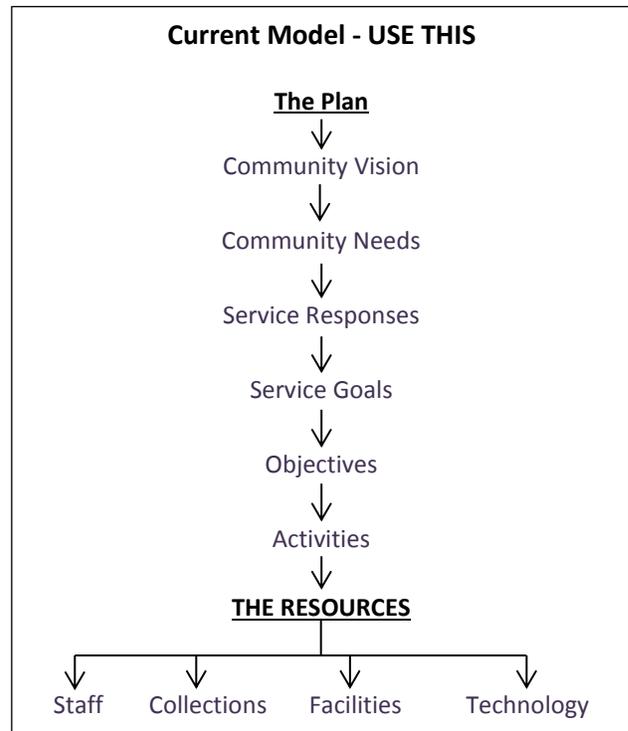
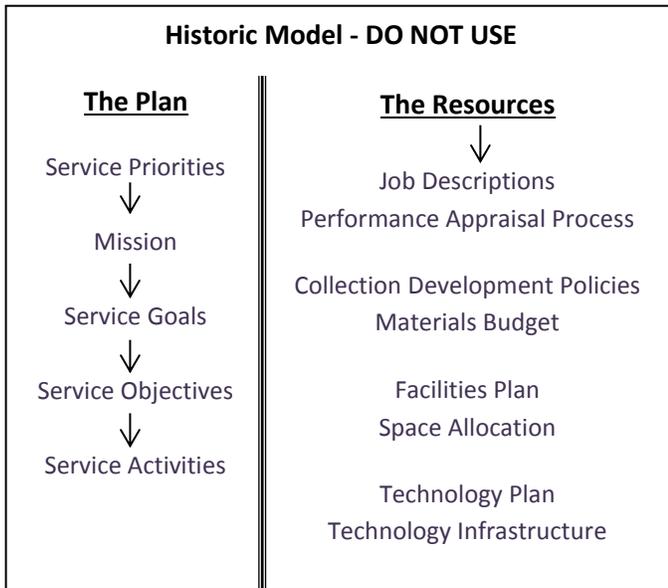
Planning provides a framework for creating an organization that can respond quickly and effectively to change.

These results all focus on the *services* the library provides and not on the *resources* the library needs.

One of the underlying assumptions in this process is that you can't make effective resource allocation decisions until you know what you are trying to accomplish with your resources.

Adapted from *Strategic Planning for Results* by Sandra Nelson (Chicago: American Library Association, 2008, p.4)

Allocating Library Resources



Historic Resource Allocation Assumptions:

- Planning is about identifying new services and activities.
- Our existing services are very good or excellent.
- New services and activities require new resources.
- If we don't get any new resources we can't accomplish our plan.
- There is little or no connection between the library's resource allocation and the library's strategic plan.

Current Resource Allocation Assumptions:

- Planning is about defining organizational priorities.
- Our current services and activities must be regularly reviewed to ensure that they are effective and efficient in relation to current priorities.
- New services and programs will have to be funded from reallocated resources.
- We will accomplish the priorities in our plan with or without new resources.
- The library's resource allocation decisions are driven by the priorities in the strategic plan.

Money is **not** a resource. Money **buys** resources in four areas: staff, collection, facility, and technology.