

Strategic Planning Presentation  
MARAC Spring Meeting  
Erie, PA  
March 25, 2013

# My inspiration and sources

- Margery Sly presentations at SAA meeting
- Larry Hackman's writing on archival advocacy especially his suggestion to create a self-perpetuating machine
- Diocesan Strategic Planning Process for parishes
- AASLH Technical Leaflet #242. DIY Strategic Planning for Small Museums. Cinnamon Catlin-Legutko

# My reasons for doing a strategic plan

- Wanted to improve visibility and support for Archives
- Wanted to create a self-perpetuating machine
- Wanted to correct weaknesses of existing archival program and build on its strengths

# Developing a Strategic Plan

- Preliminary Steps
- SWOT Analysis
- Get Feedback
- Develop Mission and Vision Statements
- Develop Goals and Priorities
- Develop Workplans and Timelines
- Final Steps
  - Develop Introduction, Addenda, etc.
  - Get approvals
  - Publish and Distribute Plan

# Preliminary Steps

- Got approval to develop a strategic plan
- Got budget for plan
- Identified and hired a consultant
- Formed a committee to guide the process

# Conduct SWOT Analysis

- SWOT = Strengths, Weaknesses, Opportunities, Threats (Challenges)
- Things can be in more than one category.

# Get Feedback

- **Get input from stakeholders**
  - Internal - Curial Group
  - External - former Advisory Committee members and selected others
- **Types of input**
  - Written survey
  - Online survey (we didn't use one)
  - Focus Groups
  - One on one interviews
    - Telephone
    - In person
- **Summarize input from stakeholders**

# Develop a Mission and Vision Statement

- What is a Mission Statement?
  - It is a short, succinct statement of what your organization is, what its core function
- What is a Vision Statement?
  - It is a brief statement of what you see as the outcome of you mission, of what you see is the goal of your organization, of where following you mission will take you to



# OFFICE OF THE ARCHIVIST MISSION STATEMENT

The Office of the Archivist honors the communion between the past and present of the Church in the Diocese of Brooklyn, by actively promoting the remembrance and celebration of the lived faith experience of the People of God.

By collecting, preserving, and making accessible records and other resources of enduring value, it contributes towards fulfilling the Diocese's overall mission, now and in the future, with particular emphasis on evangelization, catechesis, and inter-religious dialogue.

# OFFICE OF THE ARCHIVIST VISION STATEMENT

We, at the Office of the Archivist, Diocese of Brooklyn, will deepen our ability to contribute to preserving our diocesan patrimony and the building up of the Kingdom of God in Brooklyn and Queens here, now, and throughout the future.

Building on the strong support of the Bishop of Brooklyn and our existing financial base, we will establish an on-going, strong source of revenue for the expansion of archival operations that will enable us to be renowned, both within and outside the Diocese, for the quality of our leadership, staff, facilities and service.

While maintaining a personalized environment in which individuals feel welcome to do research and work, we will improve and expand our physical facilities and utilize state of the art technology to protect, preserve and make our holdings more accessible. Drawing from existing and untapped historical and other resources, our staff will utilize its learned, specialized and professional expertise to actively promote a richer understanding and appreciation of our shared diocesan family history.

As a highly valued unit of Diocesan administration, the Office of the Archivist will continue to work closely with Diocesan offices and service agencies. We will strengthen existing working relationships and develop new collaborative partnerships with the parishes, schools, and ethnic apostolates. We will expand our outreach efforts to individuals and organizations who demonstrate an interest in and commitment to local church history, traditions and cultures.

# Develop Goals and Priorities

- Goals & Priorities should flow out of Mission and Vision Statements
- Should be based on stakeholder input
- Developed and refined by Planning Committee
- Included sections giving definitions of professional terms used
- Explained how each goal was linked to the mission of the Archives and of the Diocese
- Added Contingency Considerations for each goal to make clear that implementation would depend on the resources made available

# Diocesan Archive Priorities

- Priority Area #1: Management and Collection of Archival Records
- Priority Area #2: Preservation of Archival Records
- Priority Area #3: Senior Priest Oral History Program
- Priority Area #4: Patrimony
- Priority Area #5: Outreach and Education
- Priority Area #6: Accessibility and Visibility
- Priority Area #7: Resource Development and Management

# Sample Goals & Priorities

- PRIORITY AREA #1: MANAGEMENT AND COLLECTION OF ARCHIVAL RECORDS
- PRIORITY A: Ensure that records retention and disposition needs are effectively addressed.
- GOAL #1: Develop and implement a well-structured plan for completing on-going and emerging records retention and disposition work.
- Strategic Action a. Complete records destruction process annually
- Strategic Action b. Develop and distribute records retention schedule to Diocesan Offices
- CONTINGENCY PLANNING CONSIDERATIONS:
- Strategic Action b.: The implementation steps related to this action may have to be scaled down depending on whether or not the Records Analyst Position is able to be filled. If this position is not filled, functions that need to be completed will need to be extended over a longer time period and the proposed work plan will need to be modified accordingly.
- GOAL #2: Standardize collection and management of Diocesan records in all forms of media.
- Strategic Action a. Update existing records management procedures for schools that are preparing for or are closing
- Strategic Action b. Develop records management guidelines for schools and parishes that will remain open
- Strategic Action c. Develop records management procedures for Diocesan Offices
- CONTINGENCY PLANNING CONSIDERATIONS:
- Strategic Action b.: This action is dependent on if Records Analyst Position is filled.
- This action is also dependent on development of a work group/committee
- Strategic Action c.: This action is dependent on development of a Records Management Committee

# Develop Workplans and Timelines

1 Diocese of Brooklyn/Office of the Archdiocese		Strategic Plan			Appendix I June 1 of 2008
<b><u>Priority Area #1: Management and Collection of Archival Records</u></b> <b><u>Work Plan (2007-2010)</u></b>					
<b><u>Priority A:</u></b> Ensure that records retention and disposition needs are effectively addressed					
<b><u>Goal #1:</u></b> Develop and implement a well-structured plan for completing on-going and emerging records retention and disposition work.					
<b>Strategic Action a.</b>	<b>Outcome Measures</b>	<b>Implementation Steps</b>	<b>Who Is Responsible</b>	<b>Projected Time Frames</b>	
Complete records destruction process annually	Destroy 96 boxes eligible for destruction as of August of 2006 (Accounting Office)	Get quotes from shredding vendors	JC, KP	March of 07	
		Select a vendor		" "	
		Have vendor complete work		April of 07	
	Destroy boxes from other offices eligible for destruction as of August of 2006 (Tablet, HR, etc.)	Identify records eligible for destruction	JC	April of 07	
		Get destruction authorization from Dept. Heads		" "	
		Repeat above steps	JC, KP	May of 07	
Destroy whatever records are eligible for destruction as of August of 2007	Have vendor complete work	JC, KP	Fall of 07-Spring of 08		
	Repeat above steps	JC, KP	Fall of 2008-Spring 2009		
Repeat Process for records that are eligible for destruction as of August 2008-August 2009				Fall of 09-Spring 2010	

# Develop Introduction, Addenda, etc.

- Researched and selected a Papal quote on topic of Archives
- Drafted an introductory letter from the Bishop
- Wrote an overview of our Strategic Planning process
- Named and thanked all who had participated in Planning Committee, Focus Groups, written or in person surveys, etc.
- Added appendixes to give more details of planning process, workplans, timelines, etc.

# Final Steps

- Get approvals
  - Run draft final plan, letter from Bishop, Papal Quote, etc. past Committee
  - Approval of draft letter from the Bishop
  - Ran Goals and Priorities past selected stakeholders for input
- Publish and Distribute Plan
  - Worked with graphic artist to create layout for plan
  - Selected images to use to illustrate priority areas
  - Proofread final draft for errors
  - Determined distribution list for strategic plan
  - Determined delivery method(s) for plan
    - Who gets email vs. hardcopy



How did we do?  
What did we learn?

**Successes and failures of strategic plan  
and planning process**

# Relationship with consultant

- **Can be challenging at times**
- **Can keep each other on track and pull each other forward**

# Relationship with committee members

- Need to respect their commitments
- Need to keep them informed

# Relationship with Stakeholders

- Need to keep them informed
- Need to respect their commitments
- Need to manage expectations

# Follow Through

- Some Goals & Priorities were so important we began work on them even as we worked on plan (Sr. Priest Oral History Project)
- Helpful to have method of tracking progress on goals and priorities
- Important to be able to scale workplans and timelines up or down based on available resources
- Helpful to have method to evaluate users satisfaction and usefulness of programs, tools, etc. developed as a result of strategic plan

Strategic Action	Sept '08	Oct '08	Nov '08	Dec '08	Jan '09	Feb '09	Mar '09	Apr '09	May '09	Jun '09	Jul '09	Aug '09	Comments	Date Completed
Priority 1, Priority A Goal #1, a Complete records destruction process annually	•	•	•	•	•	•	•	•	•	•	•	•	Repeat annually	In progress
Priority 1, Priority A Goal #1, b Develop and distribute records retention schedule to Diocesan Offices	•	•	•	•	•									On hold due to budget cuts
Priority 1, Priority A Goal #2, a Update existing records management procedures for schools that are preparing for or are closing					•	•							Early 2008 & Winter 2009 & 10	2/09
Priority 1, Priority A Goal #2, b Develop records management guidelines for schools and parishes that will remain open	•	•	•	•	•	•	•	•						On hold due to budget cuts
Priority 1, Priority A Goal #2, c Develop records management procedures for Diocesan Offices	•	•	•	•	•		•	•	•	•				On hold due to budget cuts
Priority 1, Priority A Goal #3, a Complete accession of records of remaining two schools that have already closed.													2007	
Priority 1, Priority A Goal #3, b Develop and distribute an accession policy and procedures	•													
Priority 1, Priority A Goal #3, c Get sign-off on records that still need to be accessioned into Archives	•	•	•	•									Complete Annually	
Priority 1, Priority A Goal #3, d Collect, process, catalog and describe records that are accessioned annually from Diocesan offices and schools and parishes that have closed	•	•	•	•	•	•	•	•	•	•	•	•	Complete Annually & Thru 2010	
* Clarify with staff if this data base for patrimony can be adapted for use with archival records														



**Strategic Planning Calendar 2008-2009**

Strategic Action	Sept '08	Oct '08	Nov '08	Dec '08	Jan '09	Feb '09	Mar '09	Apr '09	May '09	Jun '09	Jul '09	Aug '09	Comments	Date Completed
<b>Priority 1, Priority A</b> <b>Goal #1, a</b> Complete records destruction process annually	•	•	•	•	•	•	•	•	•	•	•	•	Repeat annually	In progress
<b>Priority 1, Priority A</b> <b>Goal #1, b</b> Develop and distribute records retention schedule to Diocesan Offices	•	•	•	•	•									On hold due to budget cuts
<b>Priority 1, Priority A</b> <b>Goal #2, a</b> Update existing records management procedures for schools that are preparing for or are closing					•	•							Early 2008 & Winter 2009 & 10	2/09
<b>Priority 1, Priority A</b> <b>Goal #2, b</b> Develop records management guidelines for schools and parishes that will remain open	•	•	•	•	•	•	•	•						On hold due to budget cuts
<b>Priority 1, Priority A</b> <b>Goal #2, c</b> Develop records management procedures for Diocesan Offices	•	•	•	•	•		•	•	•	•				On hold due to budget cuts
<b>Priority 1, Priority A</b> <b>Goal #3, a</b> Complete accession of records of remaining two schools that have already closed.													2007	
<b>Priority 1, Priority A</b> <b>Goal #3, b</b> Develop and distribute an accession policy and procedures	•													
<b>Priority 1, Priority A</b> <b>Goal #3, c</b>													Complete	

# Ongoing Support

- Need to advocate for continued resources to fund activities called for in plan
- Need to be aware of changes in executive staff and how they may impact support
- Need to have numbers and anecdotal evidence to show progress on plan, and impact of progress or lack of progress on plan

# ***Tools for Strategic Planning***

- We did look at sample strategic plans by other historical/archival/cultural organizations
- We did NOT use any templates or software for strategic planning
- In retrospect it would have been more helpful if we had used document sharing software such as Google Docs, Dropbox or similar applications to share and comment on drafts of parts of the plan, etc.



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