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# STRATEGY on a PAGE

SoaP Introduction & Examples

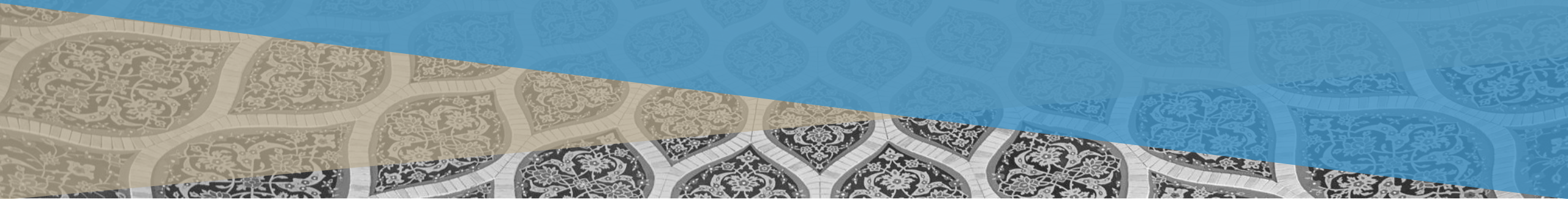
# WHAT IS A SoaP?

## Purpose

- A Strategy on a Page (SoaP) is a one-page summary that visually displays the organization's strategy.
- Effective SoaPs are often the preferred tool for communicating a strategy throughout the organization and to stakeholders.
- The idea is to condense all the salient concepts of the strategy down to its simplest form so the strategy can be conveyed simply and succinctly.
- This simplest strategy format promotes laser-sharp focus on the organization's plan, priorities, and direction.

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# EXAMPLES



## INVEST STRATEGICALLY IN ARTS, CULTURE, AND HERITAGE

- Develop sustainable, high-impact community investment programs that align with regional and cultural priorities.
- Define success metrics for Bravo's community investment function and develop mechanisms to track and report those metrics.
- Experiment with ways to expand impact of community investments, particularly in parts of the region that currently lack meaningful Bravo support for their cultural assets.
- Implement program changes thoughtfully and with a spirit of partnership and collaboration.

## LEAD ADVANCEMENT OF REGIONAL CULTURAL PRIORITIES BEYOND GRANTMAKING

- Work with cultural and community partners to identify and prioritize opportunities where Bravo can play a unique, collaborative and additive role in strengthening the impact of arts, culture and heritage on regional priorities.
- Align Bravo's public identity with our vision and leadership role.
- Build networks for creative individuals, cultural organizations, and the community at-large to connect, engage, interact, and learn.
- Create a shared understanding of cultural equity and its significance to regional priorities for policy makers, arts and community leaders, and key stakeholders.

## ENSURE BRAVO HAS THE PEOPLE, STRUCTURE, AND SYSTEMS TO SUPPORT SUCCESS

- Align organizational systems and structure to support community investment and community impact priorities.
- Maintain Bravo's reputation as a trusted steward of public resources.
- Recruit, educate, train, and engage Board and community leadership to be well-informed and energized about Bravo and their role in advancing its work.
- Align Bravo staff and resources to execute on this plan and its strategic objectives.



GREATER DES MOINES

### VISION

Arts, culture, and heritage elevate and enrich a vibrant Greater Des Moines.

### MISSION

Bravo Greater Des Moines leverages community resources to maximize the impact of arts, culture, and heritage to advance regional priorities.

### CORE VALUES

Collaborative  
Inclusive  
Accountable  
Regional  
Opportunistic  
Passionate

# STRATEGIC PLAN

## 2027 - 2029



**MISSION** Access • Information • Connection • Inclusion

**VISION** Transforming lives and strengthening communities

**VALUES**

- Lifelong Learning
- Intellectual Freedom
- Public Good

### ACCESS

#### Goals

- Be a viable and vibrant third space.
- Promote digital access for all.
- Deliver SCPL resources and services outside of the Libraries.

#### Measures

- Branch visits
- Meeting room utilization
- Public internet use
- Bookmobile visits
- Materials checked out from bookmobile and outreach
- Outreach programs delivered
- Jail Reach checkouts

#### Projects

- Welcoming environment at Downtown Branch
- Outreach programming expansion

### INFORMATION

#### Goals

- Offer the materials and resources our communities want.

#### Measures

- Physical item circulation
- Digital content circulation

#### Projects

- Robust and sustainable digital library
- Collection alignment and optimization
- Library of Things assessment and alignment



### CONNECTION

#### Goals

- Provide meaningful, inclusive, and impactful programming.
- Partner with community organizations to enhance programs or services.
- Participate in community events.
- Connect the community to the Libraries' offerings.

#### Measures

- Program attendance
- Community partner count
- Offsite program attendance
- Newsletter opens
- Digital patron engagement

#### Projects

- Program priorities and alignment
- Future Downtown Teen Center plan
- Program evaluation process
- Partner collaboration enhancements
- Newsletters tailored to individual interests

### INCLUSION

#### Goals

- Increase engagement with and service to Spanish speakers.
- Connect vulnerable patrons with relevant services.

#### Measures

- Spanish/bilingual program attendance at branches
- Bookmobile Spanish speaker attendance
- Life Literacy Center visits

#### Projects

- Spanish-first outreach service
- Spanish speakers' programming engagement
- Spanish speakers' collection engagement
- Institutional engagement with Spanish speakers
- Life Literacy Center partnership expansion
- Unhoused patron advisory group
- Vulnerable patron social worker

### TEAM CULTURE

#### Goals

- Team members are informed and included.
- Team members are satisfied, fulfilled, and safe.
- Team members are lifelong learners who are growing in their profession.

#### Measures

- Communication satisfaction
- Staff satisfaction

#### Projects

- Strong communication = better outcomes
- Organizational assessment and refinement





# West Des Moines Public Library

## Strategic Plan

### 2022 - 2027

**VISION** Empowering our community by encouraging the sharing of ideas, a love of learning, and the joy of reading.

**MISSION** To enrich lives by igniting curiosity, engaging community, and expanding perspectives.

**WE ARE** Community Minded Service Oriented Respectful Collaborative Always Learning

### COLLECTIONS

The Library provides the materials and resources the community wants and needs.



Provide the books, information, and materials that reflects community wants & supports lifelong learning.

**KEY METRIC**  
• Total Circulation per Capita

### PROGRAMMING

The Library is a place of connection and learning.



Provide varied programming that engages thought, fosters understanding and/or entertains for all ages.

**KEY METRIC**  
• Total Programming Attendance

### OUTREACH

The Library meets residents out in their world and connects them with service and offerings.



Provide library services to those with mobility or transportation limitations.  
  
Have a library presence at community events year-round.

**KEY METRIC**  
• # Offsite Community Contacts

### SPACES

The Library offers an environment where patrons are comfortable pursuing their interests.



Provide library services to as much of the community as possible.

**KEY METRIC**  
• Library Visits

### CULTURE

The Library brings out the best in everyone.



Staff are empowered and allowed to improve the Library and its offerings.

Staff participate in professional enrichment.

**KEY METRIC**  
• # of Staff-Driven Initiatives

### STEWARDSHIP

The Library makes the best possible use of public resources.



Community satisfaction with the Library.

Be good stewards of taxpayer resources.

**KEY METRIC**  
• Expenditures per Capita

# Make-A-Wish<sup>®</sup>

IOWA

# Strategic Plan



## Mission

Together, we create life-changing wishes for children with critical illnesses.



## Vision

To grant the wish of every eligible child.



## Values

- **Child Focus:** We always put wish kids first.
- **Integrity:** We are honest, transparent, and respectful.
- **Impact:** We deliver life-changing wishes.
- **Innovation:** We are bold, imaginative, and creative.
- **Community:** We are a diverse group of people working together toward a common goal.



## Transformational Initiative

Maintain a Healthy Pipeline & Expand Wish Accessibility

Achieve and maintain a healthy wish pipeline by aligning referral volume with the organization's capacity to grant wishes through increased fundraising, in-kind support, and operational growth to ensure every eligible child receives a timely wish.

## Pillars



Wishes



Revenue



People



Capabilities

# DMARC 3-Year Strategic Plan

## More Effectively Addressing Food Insecurity

- Expand access to food
- Enhance pantry experience
- Increase access to nutritious/culturally appropriate food

## Partnering Beyond Food

- Grow the community service hub
- Expand personal essentials distribution
- Deepen interfaith/nonprofit partnerships

## Changing Mindsets through Advocacy and Systems Change

- Broaden community advocacy
- Strengthen role as a community leader
- Engage partners in policy education

## Organizational Capacity

- Strengthen fundraising engagement
- Align facilities with needs
- Ensure highly-engaged staff
- Upgrade systems infrastructure

## Vision

A thriving community for all.

## Mission

Collaborating to address and advocate for basic human needs across Central Iowa.

## High-level Initiatives

1. Expanding Beyond Des Moines
2. Redesign Food Rescue
3. Interfaith Council
4. Basic Needs Coalition
5. Broader Advocacy Team
6. Grow Corporate Partnerships





Iowa  
Natural Heritage  
Foundation

# 2025-2030 STRATEGIC PLAN



## MISSION

INHF Protects and Restores Iowa's Land, Water, and Wildlife.



## VISION

An Iowa with healthy, resilient landscapes nurtured and enjoyed by all generations.



## VALUES

Leadership (Core Essence), Stewardship, Respect, Partnership, Passionate, Creative



### LAND PROTECTION

- Enhance Statewide Presence
- Seeking New Partners



### LAND STEWARDSHIP

- Increase Land Stewardship
- Landscape Scale Conservation



### OPERATIONAL EXCELLENCE & CAPACITY

- Capital Growth Strategy



### AWARENESS & OUTREACH

- Comprehensive Communications Strategy
- Enhance Community Conservation

# Strategic Plan

## FUTURE OF EDUCATION



Current and future learners are equipped for agility as well as civic and global engagement through innovative and relevant academic programming and exceptional learner experiences for life. All learners are provided opportunities to leave with degrees, certificates, experiences, credentials, and skills.

- Align academic programming with market
- Robust skill development & experiential learning
- Integrate innovations from the Jacobson Institute

## GRAND EXPERIENCE



Learners and the Grand View community are so satisfied with their experiences that they see and utilize GVV for lifelong learning, engaging with and supporting the university throughout their lives.

- Employer of Choice
- School for Life
- Vibrant campus

## VITALITY



Grand View will be financially and operationally successful, moving beyond sustainability to a position of abundance.

- Grow learner population
- Improve operating margin
- Digitize core work

## VISION



To be a leader in innovative education that integrates knowledge, learning, skills and transformational experiences to ignite curiosity and prepare adaptable, independent, creative and confident people.

## MISSION



Grand View engages, equips and empowers learners to explore their vocations, fulfill their potential and serve the world.

Informed by its Danish Lutheran heritage, Grand View is a School for Life.

## VALUES



- |                       |                    |
|-----------------------|--------------------|
| 1 Excellence          | 4 Faith            |
| 2 Inclusive Community | 5 Global Curiosity |
| 3 Adaptability        | 6 Agility          |
|                       | 7 Positivity       |

# CITY OF URBANDALE

## Human Services Strategic Plan

### Purpose

To elevate and maintain the quality of life in Urbandale through support and collaboration with community organizations.

### Vision

Foster a community where every individual is valued and has opportunities to thrive.



### Guiding Principles

#### Collaboration & Partnership

We engage with community stakeholders to identify and address challenges to achieve common goals.

#### Inclusivity & Equity

We promote equitable access to opportunities for all community members, fostering a welcoming community where all can thrive.

#### Community Well-Being

We prioritize the health of all community members through initiatives that support physical, mental, and social well-being.

#### Accountability & Transparency

We uphold our responsibility to act with honesty and openness in decision-making processes by providing clear communication and open engagement with our community members.

**Support. Collaborate. Elevate.**

# Our High-Level Imperatives 2026

Health & Wellness | Innovation & AI | Accelerate Majority-Owned | Standardization



## Our Priorities



**People**

Engaged culture, top talent, professional growth, retention



**Serve**

Connected, vibrant communities and teams producing exceptional outcomes



**Perform**

Best-in-class owner, operator, and developer; optimize performance through data driven decisions



**Grow**

Serving more seniors through our innovative culture and outstanding reputation

## Our Vision

Create opportunities for purposeful living filled with rich experiences.



# Journey to \$1 Billion



▶ Building a foundation for profitable growth and increased market penetration in 2026 and beyond.



## Carrier of Choice

Grow appetite, enhance talent, and increase agency reach to scale our forestry, oil and gas, and construction insurance business.



## Providing Outstanding Customer Service

Drive customer excellence through fast turnarounds, clear communication, and strong compliance.



## Insurance Employer of Choice

Enhance the BITCO employer brand and training & development to attract and retain top talent.



## Organizational Optimization

Boost performance by aligning strategy, streamlining processes, automating workflows, and driving change.

