

ADAPTIVE IMPACT PLANNING TOOL

The Adaptive Impact Plan, or AIP, is a tool to ensure that nonprofit organizations are as agile and responsive as possible. When the Appell Center for the Performing Arts, specifically the Learning & Engagement department, is faced with a new opportunity or challenge, these questions will help guide decision-making and answer questions of how to move forward.

Does this opportunity contribute to ACPA's growing role as a cultural hub for the community, in alignment with the Learning Vision? Does it center our neighbors living in the York community?

This question offers an opportunity to take action within the context of a physically proximate community.

Does this opportunity integrate the arts with other community needs or interests? Does it offer an outlet for healthy, creative expression?

This question offers an opportunity to consider the broad well-being of our community and its people.

Does this opportunity allow us to welcome the whole person to participate? Consider barriers like accessibility, childcare, experience/norms, food, interest, language, level of education, scheduling, ticket cost, and/or transportation? Can we address or eliminate them?

This question offers an opportunity to identify and address barriers to participation.

Does this opportunity foster diversity, equity, inclusion, and accessibility? Does it increase organizational accountability to our communities?

This question offers an opportunity to prioritize organizational values, in alignment with the strategic plan, and promotes transparent communication directly with the communities our work impacts.

Does this opportunity authentically empower communities of color to co-create/partner on projects or programs alongside ACPA? Does it offer an opportunity to build trust with those communities?

This question offers an opportunity to prioritize the needs and lived experiences of our intended collaborator(s).

Does this opportunity align with or enrich existing ACPA strategic and Learning & Engagement plans, initiatives, and resources? If not, does ACPA have the financial, personnel, and/or scheduling capacity to participate in this opportunity and contribute to its success?

These questions offer an opportunity to consider how and where this work fits in with existing work that ACPA is doing.

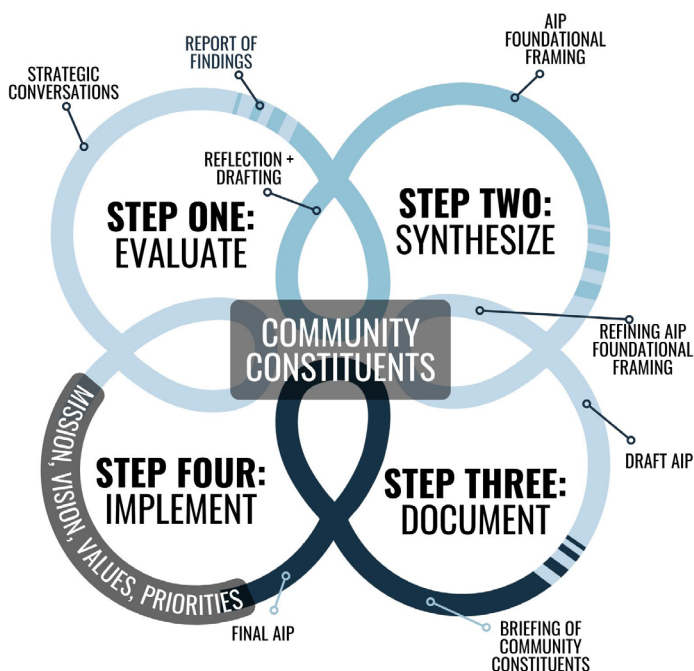
Adaptive Impact Planning was developed by Bridget Woodbury, an American freelance artist, designer, and consultant. Prior to forming her firm, Galaxy Brain Design, LLC, Bridget earned a Master's Degree in arts administration and worked primarily in the nonprofit arts space. Bridget was a founding member of the Creative Generation collective and, in 2022, serves as the Director of Communications & Engagement with a focus on storytelling and organizational strategy.

ADAPTIVE IMPACT PLANNING OVERVIEW

In response to the complicated question of how to best prepare a mission-driven organization for the unknown — without compromising on mission, vision, or values — the process of adaptive impact planning can be employed. An Adaptive Impact Plan — or AIP, for short — is a deliberate planning process that addresses the reciprocity between mission, vision, values, and programming. This process involves reviewing community constituencies and activities in relation to an organization's mission, vision, and values and then using that to select strategic priorities that guide decision-making.

The planning process is centered on the organization's constituents and it begins with and returns to the organization's mission, vision, and values. Because the mission, vision, and values are integral to the organization's formation and continued existence, they must be considered at every step of a planning process. If the mission, vision, and values are not in alignment with what is being discussed, either they need to change or the organization's activities do.

The AIP process occurs in four stages, represented by the graphic below.



In each stage, external facilitators engage with the organization's representatives, charged with shepherding the process, and its community constituents to achieve four process outcomes:

- **Evaluate:** Review activities and communities in the context of the organization's current mission, vision, and values.
- **Synthesize:** Distill feedback into refined mission, vision, values, and organizational priorities.
- **Document:** Write the final Adaptive Impact Plan.
- **Implement:** Disseminate the plan to community constituents.

Read more about this process, its underpinning research, history, and application in *Adaptive Impact Planning: A Short Take*