FLA Strategic Plan 2016-2019
October 18, 2016
(ADVOCACY)
Goal 1: To provide leadership and effective advocacy for Florida libraries.

Objective 1: To advocate for increased library funding at the local, state and federal levels.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Review effectiveness and structure of Library Day and make recommendations for increasing participation and/or effectiveness. • Collect information on approaches of organizations with similar objectives	Legislative	Past FLA Presidents & Past FLA Executive Directors	2018	Increased attendance from previous year Increased funding from previous year	
2	Provide toolkit of R.O.I. resources • Create a survey to gather information regarding the toolkit's usefulness	Marketing	Online & interpersonal research	2017-2018	Finished product Survey results Increased funding	Being assigned at October committee meeting

Objective 2: To implement advocacy training for library employees and other supporters.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Prior to library day, conduct an annual advocacy webinar available to FLA members and non-members • Create a template of an "elevator speech."	Legislative & FLA Staff		2017	Increased # of legislative appointments Completed template of "elevator speech"	
2	Develop educational tools for library boards and friends to increase scope of advocacy.	Legislative & Marketing	Other library associations	2017-2019	Completed toolkit Survey results regarding the toolkit's practical usefulness	Under discussion
3	Develop materials to help academic librarians understand their role in	Marketing		2017-2018	Completed materials	Being assigned at October committee

					Survey results regarding the materials' practical usefulness	meeting
4	Create plan to educate policy makers about the risks of privatizing libraries • Form task force to examine possible actions	President, President-Elect interested FLA members	Legislative Committee, MLC's and those who have been affected already	2017	Minimal further privatization in the State.	

Objective 3: To engage in other activities that support libraries.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Engage other groups to collaborate in legislative activities • Continue discussion with FAME leadership to determine interest in collaboration	Legislative & Executive Director	FAME	2018	Unified message Evidence of collaboration (*if FAME doesn't seem interested in collaborating with FLA, we could reach out to other groups or give up on this item; FAME has shown interest, but has been slow to commit to shared goals.)	

(GROWTH/PROFESSIONAL DEVELOPMENT)

Goal 2: To provide support for organizational and individual development in Florida libraries.

Objective 1: To facilitate training and volunteer opportunities.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Offer at least one regional CE meeting annually • Discuss with CE Mini-Conference Subcommittee how to differentiate • Survey FLA's Regional Directors to explore best location & possible topics	Continuing Ed.	FLA's 6 Regional Directors PLAN re: FLA Mini-Conference (duplication of efforts?)	Sept. 2016 - May 2017	Survey results Implementation of regional meeting	Investigating - will discuss at October CE Committee meeting.

2	Explore need for and viability of offering paraprofessional certification program • Create survey of FLA members to explore the need for paraprofessional certification.	Continuing Ed. & Library Career Dev.	ALA re: partnership Other paraprofessional certification programs Digital Badge initiatives	Sept. 2016 - May 2017	Survey results Research results	Investigating
3	Collect and update list of training and volunteer opportunities from local, state, and national library organizations/institutions	FLA Staff	ALA, FLA, MLC's		Up-to-date list of training and volunteer opportunities	

Objective 2: To provide an enriching and profitable annual conference.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Identify new fundraising sources for the conference • Form sub-committees with the members of the fundraising committee • Increase library supporters with a focus on the 55+, retired, and senior populations. • Increase participation of library authors through events such as literary luncheons to promote the conference. • Increase business membership by making personal contact outlining the benefits of advertising with FLA and sponsorship opportunities.	Fundraising & Conference	Funding for literary luncheons ($)	Mid-2017	Increased library supporters in the 55+, retired, and senior demographics. Increased participation of library authors. Increased business memberships	In process
2	Identify underserved areas of concern and encourage programming in these areas • Add a question to the 2017 conference evaluation specific to this topic. • Create survey to FLA listserv polling the membership for areas of concern.	Conference	Cost of out of state speakers ($)	2017 2017 2018-2019	Survey results Number of programs offered in underserved areas. Program evaluations to gauge satisfaction with new	Under discussion

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
	- Find possible additional funding to bring in out of state speakers. - Add a program at the 2017 conference that addresses issues noted by the CPC. - After conducting the evaluation and survey, add programs in 2018 and 2019 based on those responses.				programs.	
3	Develop strategy to keep retirees engaged in FLA - Offer programs or meet-ups that cover topics of interest - Create a survey polling this demographic	Membership, Past Presidents Council & Retirees Member Group			Number of programs offered at conference/by CE committee OR advertised by FLA and offered by other entities that match up to retirees' interests; attendance at these events by members that fall into retirees category	
4	Seek alternative location outside of Orlando for the 2019 Conference Poll FLA membership	Executive Director, Board of Directors & Conference			Successfully hosting a conference in an alternate location. Measure of attendance in new locale.	

Objective 3: To develop, maintain, and adapt a mentoring program based on FLA members' needs and changes to the profession.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Implement proposed mentoring program	Leadership Dev., Library Career Dev. & Membership	Website hosting from FLA. FSU Qualtrics to store data.	Pilot program Sept 2016 - May 2017	Positive feedback from participants.	Pilot program is active with 6 mentors and 6 mentees.
2	Develop a list of potential mentors and experts in the field	Leadership Dev., Library Career Dev. & Membership	List on Google Docs.	September 2016- May 2017	Ongoing updated list of potential mentors and experts in the field	6 experts listed; expect about 16 more.

Objective 4: To identify, cultivate and support current and future Florida library leaders.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Provide greater description and more training on responsibilities to incoming FLA officers, board members, committee leaders, and member group leaders. • Continue to host orientations for new leaders • Create a training manual for new leaders	FLA Staff & Library Career Dev.	FLA bylaws Past chairs and board members	Sept. 2016 - May 2017	Completion of online new leader orientation, hosted by FLA staff. Updated bylaws, if applicable. Completed draft of training manual for new officers and leaders in FLA, if applicable.	New committee leader orientation was offered Fall 2016.
2	Employ the experience and expertise of FLA Past Presidents in ways that benefit FLA and its members.	President & Past Presidents Council	Institutional knowledge and expertise of past presidents.		Past presidents feel they are being utilized by FLA in a way that contributes positively to association growth	
3	Explore possible Florida Librarian Certification • Identify states that offer certification for librarians and obtain copies of certification documents, • Create a summary document including available ALA certifications. • Contact the State Library to see if there are concerns/complications that they see as a State Agency. • Task Force meeting to create a pro/con overview, benefit statement or other document discussing justification and purpose for certification (or lack thereof) • Hold program for open discussion of issues/questions/opinions at FLA • Executive Board sets direction and	Task Force	Public Library Standards & Outcomes Committee Florida librarians, other state associations or agencies, online surveys	2017-2018	Overall Outcome: FLA and its membership are fully informed regarding the implications of certification	Awaiting creation of Task Force

	Task Force begins development of certification plan (or not)					
4	Include SSLLI participants as a resource for FLA members. • Representative from FLA Library Career Dev. committee speaks at SSLLI graduation about opportunities in FLA - committees, member groups, or mentoring.	Library Career Dev.	FLA mentoring program	Sept. 2016 - May 2017	# of SSLLI graduates who have applied to be mentors for the FLA mentoring program.	Investigating opportunities

(MARKETING)

Goal 3: To increase awareness of the value of Florida libraries.

Objective 1: To establish an FLA ambassador program.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Identify FLA members in Florida libraries who will represent and promote FLA. • Recruit a strong pilot group of ambassadors.	Membership	Listserv, MemberClicks, social media	2017-2018	Pilot group of ambassadors	Opening discussion with Membership and Marketing
2	Develop program and resources for ambassadors to use. • Draft a program proposal stating the purpose of the Ambassador program and intended outcomes. • Create informational brochure on FLA as well as other resources	Marketing & Membership	Cost of brochure and other materials ($)	2017-2018	Implementation of Ambassador program Notable increase in FLA membership Completion of resource materials	Under discussion

Objective 2: To develop tools and strategies for Florida libraries to promote their value.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Promote existing marketing materials for various constituencies related to type of library. • Take inventory of existing materials	Marketing	ALA Libraries Transform	2017-2018	Number of documented "sharings" and "reactions" of existing marketing materials via social media channels	Being assigned at October Committee meeting

Goal 4: To ensure that FLA has the resources necessary to carry out association business effectively.

Objective 1: To evaluate FLA office needs continually to help the executive director and other office staff support FLA's strategic plan.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Investigate expanding FLA facilities and staff to meet growing needs of the association.	Board of Directors, President, President-Elect & Executive Director			FLA office/staffers/director have facilities/materials that allow for successful completion of all campaigns and activities	
2	Review strategy for ensuring that archival materials are sent to USF Archives.	FLA Archivist			New procedure in place for ensuring FLA materials are disseminated/sent to archivist on schedule	

Objective 2: To increase FLA membership

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Survey FLA members who do not renew membership. • Make direct contact with members during the renewal period.	Membership	MemberClicks, Survey Monkey, Anecdotal information from direct contact with former members	2017-2019	Results from Survey Increase in renewals and first time memberships.	Under discussion
2	Explore changes to membership that address areas of concern learned in needs assessments and other survey tools • Continued contact with membership in the form of quarterly updates on association business in addition to emails to listserv	Board of Directors & Membership			Members feel that association provides information and is run in a transparent manner	

3	Target membership marketing to underrepresented groups (including library student workers at universities and adult volunteers at public libraries.) • Revise FLA application and renewal application with check boxes to indicate membership in these groups. Add this information to profiles in MemberClicks. • Update Scholarship Committee's marketing materials • Create a campaign to solicit feedback from past scholarship winners asking about the specific value of FLA to them. • Increase business membership by making personal contact outlining the benefits of advertising with FLA and sponsorship opportunities • Target 55+, retired, seniors	Membership, Marketing & Scholarship, FLA Staff	ALA Member Groups & Roundtables, University library websites & contacts Fundraising sub-committee	2017-2019 2017 Mid 2017	Revised FLA application and renewal form Updated profile information entered in MemberClicks Increased applications from minority scholarship candidates Increased business memerships Increased library supporters (55+, retired, seniors)	Under discussion
4	Establish a program that supports students attending the conferences and volunteering to serve on committees. • Replace the speed dating program with a new format advertising "what FLA can do for you and what you can do for FLA." • Recruit volunteers and add extra marketing to LIS students. • Evaluate new program to gauge satisfaction with format and identify students (and other members interested in joining committees. • Revise the scholarship application to incorporate required committee service to applicants.	Scholarship & Conference		2017 2017-2018 2019	Program evaluation Increase in the number of student attendees at conferences and students participating in committees. Scholarship winners serving on assigned committee for year Presentation of FLA conference program on benefits of committee work. Increased committee interest from students.	Under discussion

	Assign committee service to scholarship winners. • Participate in a conference program that will highlight the benefits of committee work.					

Objective 3: To explore long term vision of the library landscape in Florida and the role that FLA can play.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Explore adding a mini-conference in different parts of the state	Task Force			Results of task force's deliberations	
2	Review FLA's organization model and the Association's place among other Florida library organizations.	Board of Directors & Executive Director			Discussion on state of FLA within Florida library landscape	

(NETWORKING)
Goal 5: To facilitate opportunities to connect and strengthen relationships.

Objective 1: To increase networking opportunities at the FLA annual conference.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Develop voluntary buddy system for new members, first time and/or lone attendees at annual conference. • Create a sign up form to determine interested members and distribute through FLA listserv. • Advertise suggested events and programs to facilitate meetups. • Create a follow up survey to measure satisfaction with the "buddy system."	Membership & Conference	Volunteer to coordinate signups Advertising	2017 for initial attempt (if possible). 2018 to tweak the program based on suggestions and results	Participation in the "buddy system" program Survey results on "buddy system" program	under discussion
2	Develop a plan that organizes and activates past presidents to carry out periodic projects	Past Presidents Council & Conference	Past presidents interested in becoming involved		Program developed and carried out by group of past presidents	

Objective 2: To increase the number of meet-ups in each region.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Charge regional directors with organizing a minimum number of meetups per year.	Board of Directors & President	Regional directors, Marketing committee (help with marketing events)		Target number of meet-ups met	
2	Create MemberClicks groups for each region to communicate and keep in touch re: upcoming meet-ups	Regional Directors	FLA staff & MemberClicks		Successful creation of regional MemberClicks groups.	
3	Offer support for publicity for meet-ups	Marketing	Regional Directors	As meetups are scheduled	Increased attendance at future meetups, vs. past meetups	Awaiting planned meetups

Objective 3: To develop and strengthen mutually beneficial collaborations with other organizations and businesses to build capacity, promote advocacy, or generate revenue.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Explore infrastructure sharing with other organizations for a fee. (FLA as an umbrella.)	Executive Director	Similar organizations	2019	Determination of whether this is feasible	On-hold during ED search
2	Explore collaborating on advocacy with other organizations.	President, Executive Director & Legislative	Outside organizations		Shared advocacy platform and commitment to making it successful by all groups involved	
3	Explore how FLA Regional Directors and their respective State Library Consultant colleagues may collaborate better.	Board of Directors & Vice President			Better communication among directors and state library officials	

Objective 4: To explore increased collaboration among library entities in the state of Florida.

	Action Item	Owner	Resources	Timeline	Measure of Success or Outcome	Status
1	Review possible collaborative efforts with all MLCs	Board of Directors			Discussion of possibilities and decision on way to proceed	
2	Explore the feasibility of a statewide library card.	Task Force	Existing statewide library card programs		Decision to move forward (or not) on statewide library card	
3	Promote working relationships among school, public, and academic libraries.	Board of Directors				