

# FLA 2020-2022 Strategic Plan

## GOAL 1: Be the foremost advocate for the library profession in Florida

	OBJECTIVE	STRATEGY	TACTIC(S)
1.1a	Increase legislative engagement by 50% over the next three years.	Increase attendance at Library Day by 20% a year over three years.	Commitment from the Board, Regional Directors and Committee Chairs, for attendance at Library Day. Create support document for justification to attend. Target students to attend library day. Energize Friends Groups to attend.
1.1b		Create activities to support district and local engagement.	Create a document on how to contact your legislator on behalf of libraries. Use Engage software to create one-click e-mails for contacting legislators.
1.1c		Create advocacy/ storytelling tools.	Create relevant and timely infographics. Provide a webinar on "How To Tell Your Story".
1.2	Impress upon legislators the importance of funding libraries.	Enhance the delivery mechanism of the annual legislative platform.	Contract for professional layout and design of platform document. Tag Line. Etc.
1.3a	Create a partnership with the Secretary of State and the State Librarian to work on advocacy issues.	Establish regular meeting schedule with the Secretary of State and State Librarian.	Meet Quarterly.
1.3b		Partner with the state library to develop an updated Return on Investment Study.	Co-brand the study for distribution. Create a platform for local ROI studies and data analytics.
1.4a	Work with ALA to support efforts to maintain or increase federal funding for libraries.	Send FLA leaders to ALA Fly-in, NLLD.	Allocate travel resources for FLA leaders.
1.4b		Participate in ALA Key Advocacy Network Program to foster relationships with key congressional	Determine how FLA can be involved more in this ALA Key Advocacy Network Program.
1.5	Create Rapid Response mechanism for addressing local, regional or state issues that may arise. (i.e. "We have your back.")	Assign committee to identify common circumstances where a library may need help and develop a framework to provide assistance.	
1.6a	Increase advocacy tools for libraries to use with the general public.	Create a unified value statement for use to the public.	
1.6b		Create an online toolkit for local libraries to use for their own marketing campaigns.	
1.6c		Develop framework for how to aggregate library data for use by both public and academic libraries.	

## FLA 2020-2022 Strategic Plan

GOAL 2: Grow Membership			
	OBJECTIVE	STRATEGY	TACTIC(S)
2.1a	Attract more librarian members.	Academic	Explore the possibility of collaborating with FACRL. Determine why the relationship was severed
2.1b		Public	Begin conversations with FALSC to see if there's a way they can help us increase academic members.
2.1c		School Librarians & Special Libraries	FLA presence at PL's staff development days to talk about FLA LIBRARIAN member benefits. Challenge regional Directors to recruit/retain members within their
2.2a	Attract more paraprofessionals.	Academic/Public	Explore the possibility of collaborating with FAME.
2.2b		Public	Develop certificate course for supervisors. Front line leadership
2.3a	Attract more institutional members.	Academic	FLA presence at PL's staff development days to talk about FLA PARAPROFESSIONAL member benefits. Challenge regional directors to recruit/retain members within their regions.
2.3b		Academic	Hold focus group with academic institutions to determine how FLA can better serve this membership
2.3c		Academic	Review awards categories for academic institutions and friends.
2.3d		Public	Review membership structure including pricing, proration, benefits, to determine if barriers can be reduced or eliminated (re individual membership vs. organizational membership).
GOAL 3: Increase engagement opportunities for current members			
	OBJECTIVE	STRATEGY	TACTIC(S)
3.1	Engage and retain student members and early-career librarians. (Joint ALA/FLA memberships)	Develop plan to engage student members and early-career librarians.	Engage student members and early-career librarians through social media marketing.

## FLA 2020-2022 Strategic Plan

			Perform outreach to USF/FSU graduate student
			Determine if there are opportunities to engage with undergraduates or other educational institutions that would benefit from engaging in FLA.
3.2	Revamp and reimagine board fellows and interns.	Review scope of position and purpose of fellowship and intern program.	Determine benefits of fellowship and intern program and the needs of the FLA Board as related to the program.
3.3a	Increase networking opportunities.	Explore regional meet-ups to increase networking opportunities.	Develop a plan to engage members in each region through in-person social gatherings.
3.3b		Review mentorship program as a way for long term members to engage.	Distribute feedback survey to current mentorship program participants at the end of each year.
3.3c		Identify ways to mobilize/engage retired librarians.	Gather feedback from current retired librarian members to determine needs and desired methods of
3.4a	Increase engagement with Friends of Library membership category.	Explore creation of best practices toolkit for Friends of the Library.	Research and identify resources to be included in the best practices toolkit.
3.4b		Explore offering Friends workshop pre/post conference to bring together friends groups and show FLA as a resource.	Research and identify potential programs and speakers for the FLA Annual Conference.
3.5	Explore recognition program to recognize long term members.	Recognize long term members at conference and in marketing channels.	Create opportunities and methods for gathering information from long term members.

### GOAL 4: Provide educational resources and professional development opportunities to individuals and organizations

	OBJECTIVE	STRATEGY	TACTICS
4.1	Establish and broaden networking opportunities.	Evaluate current networking offerings, determine their effectiveness, and identify new networking opportunities.  Expand Educational offerings throughout the year	Evaluate using surveys and follow up with virtual meeting spaces. Survey, focus group town hall meetings, virtual meeting space, expand "conference buddy" program. <hr/> Host One (1) themed event beyond annual conference Expand Conference Buddy Program to have pre-conference interactions between buddies. <hr/> Survey members during membership registration and conference.

## FLA 2020-2022 Strategic Plan

4.2	Grow and expand partnerships with other organizations as related to professional and leadership development opportunities.	Identify professional and leadership development needs of members.	Series of virtual meetings to identify strategies for collaboration with other organizations.
4.2b		Identify like organizations to collaborate with.	Conduct needs analysis. Create a list of all local library associations, MLCs, nonprofit orgs.
4.3	Increase the quality of skillsets of library personnel.	Enhance collaboration with State Library. Develop certificate/certification program.	Collaborate with Sunshine State Leadership Hold planning session to determine details. Be sure to include survey results from 2018 for paraprofessionals. Determine revenue/expenses associated with development of certificate/certification program to
4.3b		Enhance professional development opportunities at annual conference.	Assign taskforce/committee to evaluate needs.
4.4	Improve the quality / level of service for library institutions.	Explore the demand/need for Institutional accreditation.	Assign taskforce/committee to design a survey to determine member demand and impact of developing potential program.

### GOAL 5: Elevate Marketing and Communication

	OBJECTIVE	STRATEGY	TACTIC(S)
5.1	Create marketing campaign to recruit new members.	Target potential groups such as paraprofessionals, recent graduates, organizations, special librarians/libraries and other potential members.	Create digital marketing drip campaign on a yearly schedule.
5.2	Review/Enhance internal marketing strategy for new members.	Create onboarding webinar and welcome packet for new members.	Create content outline for webinar and identify materials needed for welcome packets.
5.3	Increase social media presence and engagement.	Research avenues such as Trello and Hootsuite to create and schedule social media posts across multiple platforms.	
5.4	Promote the value of FLA to members.	Ensure promotional photos and videos of FLA activities and events.	Provide regular encouragement to members to capture FLA activities through photo and video. Work create a year in review video annually.
5.5	Promote publishing opportunities in Florida Libraries journal.	Recruit academic librarians.	Plan editorial topics; recruit contributors; tie conference presentations and posters to written pieces.

## FLA 2020-2022 Strategic Plan

### GOAL 6: Diversify/Evaluate Revenue Streams

	OBJECTIVE	STRATEGY	TACTIC(S)
6.1a	Explore options for monetizing existing communication and marketing channels.	Create advertising options/tiers in multiple member communications.	Have appropriate taskforce/committee analyze opportunities for sponsorship and advertising sales.
6.1b		Explore other sponsorships outside of annual conference	Determine if there are certain FLA expenses that we can create sponsorships for (i.e. board meeting
6.2	Explore grant writing as a way to increase funds for FLA programs.	Research options for grants that FLA may be eligible.	Develop a list of potential grants to apply for. Develop a plan for identifying funding opportunities in the future.
6.3a	Expand donor base and ways to recognize contributions.	Analyze current donors and contribution levels and identify new prospects.	Develop a list of potential new donors. Develop strategy for recognizing existing donors and their
6.3b		Analyze current donor recognitions and identify new opportunities.	Get testimonials from scholarship recipients for website and marketing channels.
6.3c		Review current fundraising mechanisms to determine if there are new and creative ways to obtain donations.	Create document that has new methods for increasing donor revenue. Also will include potential methods to discontinue if deemed ineffective.
6.3d		Evaluate feasibility of hiring a development manager.	Reach out to FSAE to determine salary benchmarking and do cost/benefit analysis.
6.4	Research developing corporate sponsorship program.	Study corporate sponsorship models used by other organizations.	Identify corporate sponsorship models that could be adopted by FLA
6.5a	Explore offering annual Safety and Security education.	Develop pre- or post- conference session to prepare libraries for modern risks.	Develop programming around safety and security that includes potential cost and potential revenue
		Expand Educational offerings throughout the year	Host One (1) themed event beyond annual conference
6.5b		Work with non-library safety/security groups/vendors to deliver train-the-trainer style workshops.	Host one event that is a train the trainer event conducted by non-library safety and security
6.6a	Analyze membership structure and event registration fees to determine net income for FLA.	Review memberships to determine whether fees charged are appropriate for costs of membership. (*Note: dues raised in 2019 after no dues increases since 2007)	Have appropriate taskforce develop a document with recommendations on how to modify our membership and fee structure that potentially increases revenue for FLA
6.6b		Review annual conference to determine whether fees charged are appropriate for costs of annual conference.	An analysis that determines whether fees charged are appropriate for cost of conference. Analysis will include list of recommendations

### GOAL 7: Improve existing governance documents and structure

	OBJECTIVE	STRATEGY	TACTIC(S)
--	-----------	----------	-----------

## FLA 2020-2022 Strategic Plan

7.1a	Review Committee and Member Group Structure.	Identify task force from within the board that can review existing committee structure and make recommendations for reducing the number of standing committees, updating charges, etc.	Create performance expectations for committee and committee chairs.
7.1b		Identify task force that can review existing member group structure and make recommendations.	
7.2	Create Board Member Performance Expectations.	Review job descriptions and criteria for service outlined in the manual.	
7.3	Review policy manual to ensure that all IRS 990 policies are included.	Create antitrust policy and any other IRS 990 policies that are not in place.	
7.4a	Review and develop mission, vision and values statement.	Create organizational values statement.	
7.4b		Review mission statement and vision to determine if changes need to be made.	
7.5	Incorporate Past Presidents Council	Identify Past Presidents strengths and areas of interest	Codify council with suggested mission and programming