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Introduction

The 2013 Strategic Planning Committee examined the existing goals and objectives developed in 2009 and 2010 to evaluate their success and identify opportunities.

General Assessment

Strategic plans can quickly become dated, if they are not created broadly enough to adapt to changing priorities and issues. The stated 2009 chapter strategic goals, as defined in Appendix A, are still flexible, valid and pertinent, maintaining their value for the chapter four years later. They also mesh well with the SLA Strategic Agenda 2012-2014, as noted in Appendix C. We did not see a compelling need to change the five overarching goals and subsequently recommend their retention for the near term.

In recent years, the strategic plan has received less consideration by the board during its planning process. Incorporating a review of goals into the annual board retreat should yield a list of selective, achievable objectives for the administration's year.

Opportunity 1: Formalize annual board review of strategic plan and development of yearly objectives, to identify achievable, relevant objectives which reflect new priorities and ideas.

Progress Against Specific Objectives

There were a number of objectives identified under each goal, both by the 2009 committee and the 2010 committee. While some objectives were achieved with great success, others were not.   We evaluated progress against the 2010 implementation plan, as noted in Appendix B. We address more fully two areas that were not particularly successful below.

Membership & Participation

As the framers of the 2010 plan realized, membership is not just about recruiting new members, but includes intentional ways to retain and engage existing members. This issue has been also been a focus of SLA's ongoing Loyalty Project.

But earlier attempts to centralize volunteer coordination have derailed, with the volunteer coordinator position currently dormant. The list serv and word of mouth are seen as the most effective tools for volunteer recruitment, not the website or social media.

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Opportunity 2: Revitalize the volunteer coordinator position and strengthen Board oversight of this function, perhaps by having the coordinator as a voting Board position or functioning as part of the Membership Committee, which already has a mandate to focus on recruitment and retention.

In the survey, committee chairs indicated that they still find it difficult to recruit volunteers and say they would like help with all aspects of committee management. As volunteers themselves, the chairs should see stronger support from the chapter and Board.

Opportunity 3: Develop and implement training for committee chairs, to aid them in setting clear expectations and objectives for their committees and provide assistance in how to manage and encourage volunteers.

Outreach/Community Service

With the exception of the creation of the Employment Portal on the chapter website, none of these objectives were met with any success.

We noted the 2010 plan had a more internal focus, with an emphasis on the chapter or the local library community, but we believe opportunities exist for a multi-pronged approach to building a broader network. This includes doing things together to foster relationships within the chapter, while also interacting with the wider metro area – i.e., focusing on the DC part of DC/SLA.   In the survey of current committee chairs and board members, results indicate that at least this small sample of members would potentially be interested in community service projects that fall outside the typical library opportunities. Both the ongoing Loyalty Project and the SLA Strategic Agenda encourage reaching out to the wider community, to help instruct others unfamiliar with SLA or the library field in general.

Opportunity 4: Evaluate appetite and opportunities to work with other organizations outside SLA and the typical library community, on community service or instructional projects.

Closer to home, we are missing opportunities to engage library science students in the DC Metro area. These are the next generation of SLA members, and we are failing to recruit and engage them as students.

Opportunity 5: Develop and implement a more formal, clearly defined relationship program with local and distance library and information science student programs.

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Methodology

The Strategic Planning Committee first examined the 2009 strategic plan and determined that the broad goals outlined in this plan are still valid and pertinent for the chapter today. (Appendix A)

During our evaluation of the specific objectives outlined in the 2010 Implementation Plan, we considered how the chapter's objectives meshed with the SLA Strategic Agenda 2012-2014 (Appendix C), and gathered feedback from current Board members and committee chairs (Appendix D). Our assessment of the specific 2010 objectives can be found in Appendix B.

Respectfully submitted: 2013 Strategic Planning Committee
Naomi House, Lois Ireland (Chair), Angela Kent, Hannah Miller, Amelia Nuss

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Appendix A: Strategic Plan Goals, 2009

http://dc.sla.org/wp-content/uploads/2011/04/2009DCSLAStrategicPlan.pdf

1. Membership and Participation – grow and support a vital and active chapter representing a broad demographic of information professionals
2. Communications – Maintain a communications infrastructure providing timely and high quality information dissemination and exchange that benefits individual members and Chapter/Association leaders
3. Finances – Run a fiscally responsible organization
4. Outreach/Community Service – Provide outreach programs and community service opportunities for all members
5. Programming & Events – Provide the chapter's broad demographic of membership with a variety of appealing and easily accessible programs and events, focusing heavily on professional development, but also including networking and special interest opportunities.

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Appendix B: Assessment of 2010 Implementation Plan Objectives

Goal 1: Membership and participation – Grow and support a vital and active chapter representing a broad demographic of information professionals	
Objectives	*Status*
Establish a Volunteer Coordinator position to encourage and identify potential volunteers for short-term and long-term efforts.	Dormant
Create a regularly updated list of volunteer opportunities – make them clear, well known and short in duration.	Dormant
Establish a Membership Committee to assist the Membership Director. Task the Membership Director and committee to expand new recruitment efforts and define marketing messages sowing value of membership to help retain existing members.	Directors have seen mixed success with maintaining a committee. Directors have developed some new methods of outreach.

Goal 2: Communications – Maintain a communications infrastructure providing timely and high quality information dissemination and exchange that benefits individual members and Chapter/Association leaders	
Objectives	*Status*
Re-scope the Communications Secretary to include oversight of the web site and discussion list	Successful
Create a Marketing/Communications committee, including the former Web committee and discussion list administrator and chaired by the Communications Secretary. This committee will be responsible for developing the communications strategy for the chapter (including branding) and reviewing the impact of the chapter's efforts with membership using tools such as surveys.	Successful
Re-scope the Archivist position and create committee to help digitize the paper chapter records and to expand efforts to also capture and preserve digital chapter records, including a snapshot of the membership list, the newsletters, web site, financial files and history of the chapter	Finding aid for paper files updated. New archivist on board to focus on digital records in August 2013
Rebuild the Chapter Notes newsletter to take better advantage of web technologies while still providing an archival and printable product.	Print newsletter eliminated in 2011 by board vote. Electronic version distributed via listserv
Aggregate events announcements into an e-mail newsletter – Marketing/Communications Committee combined with Chapter Notes staff to determine scope and frequency.	Successful
Simplify the administration of the chapter web site and event calendar. Ensure that the site is an effective and efficient communications tool for the chapter, supplementing with other web platforms where necessary. Establish Web liaison positions to help promote chapter activities onto those platforms and encourage the chapter to do more in those spaces.	Successful. Volunteers within Communications Committee have responsibility for posting to social media as appropriate.
Explore using the internal wiki to post draft minutes and manage edits.	Confluence proved cumbersome to use
Have President broadcast a summary of decisions/actions of the board to the membership list on a regular basis.	Inconsistent

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Goal 3: Finances – Run a fiscally responsible organization.	
Objectives	*Status*
Provide greater transparency of Board actions including making a quarterly summary financial statement available to members.	Financial statements regularly posted to the website as part of Board meeting minutes
Expand fundraising efforts to put chapter back on secure financial footing.	Successful
Create and maintain a budget that ensures adequate reserves (three years of allotment) and is also balanced (does not plan to spend more than available funds).	Successful
Establish a Fundraising Committee under the charge of the Fundraising Director to ensure continuity of operation	Directors have seen mixed success with maintaining a committee. Board vote in 2013 changed Director position to 2 year term, focused solely on membership or sponsor relations. Candidates will be vetted for those best suited for sponsor relations slot.

Goals 4: Outreach/Community Service – Provide outreach programs and community service opportunities for all members	
Objectives	*Status*
Enhance/expand mentoring opportunities between library students and professionals. This should both be for new employees as well as mid-career professionals.	A mentor program exists within the Employment Portal but it is not actively used.
Partner with other area groups to develop a joint strategy for mentoring.	No action
Build a top-level Employment/Career Connection web portal including job finder resources, professional development plans, career advice exchange, etc.	Successful
Investigate the creation of a Retirement committee to explore services designed for retired members, understand how to take advantage of retired members in mentoring, and develop programs to help older members prepare for retirement/second careers.	No action
Create a committee (or enhance the existing young professional committee) focused on building a physical/virtual community for library school students in the area – establish liaisons with all library schools in the area, including UMD, CUA, San Jose, Drexel, NC, etc.	No action

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Goal 5: Programming & Events – Provide the chapter's broad demographic of membership with a variety of appealing and easily accessible programs and events, focusing heavily on professional development, but also including networking and special interest opportunities.	
Objectives	*Status*
Streamline/simplify the event registration and payment process.	Successful
Coordinate with other library groups (DCLA, ASIST, FLICC, LLSDC and FAFLRT) to share calendars and develop programs.	Some success
Establish new series of programs, such as Library Director, and Technology series.	Successful
Enhance access to programs by utilizing virtual event technologies such as WebEx, where possible.	Successful
Establish event programming guidelines to ensure consistency between programs and administrations.	Successful
Encourage each committee to develop at least one program for the chapter – vary the location, time and day to maximize access.	Some groups/committees actively plan programs. Challenge is to manage conflicts with regular program planning committee

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Appendix C: SLA Strategic Agenda 2012-2014

http://www.sla.org/about-sla/strategic-plan/slas-strategic-agenda-2012-2014/

Five Key Areas have been identified as priorities to guide the association's leaders, volunteers, and staff toward fulfillment of SLA's Strategic Agenda.

Annual Conference: SLA's chief member benefit is its highest priority. We will increase collaboration across SLA's divisions to provide more focused, refined content. This collaboration will leverage our professional experience and institutional knowledge to ensure increased relevance of programming for SLA's conference attendees. While increasing specificity of topics is key, focus will also be placed on broadening opportunities for learning.

Professional Development: SLA's value to its membership will be enhanced not only through improved in-person development offerings, but in combination with a year-round, virtual education program. We will define a new approach to providing reliable and useful professional development programming, comprising virtual opportunities throughout the year, and partnerships with schools of library and information science to co-develop content, communications, and delivery of educational programs.

Creating Richer Volunteer Experiences to Help Members Develop In-Demand Skills: A fulfilled association-vision will depend heavily upon SLA's volunteer force–the network that gives the association its strength and relevance. What better incentive to become active in the association than the fact that it will benefit your career? New skills that members pick up as volunteers in our chapters and divisions may just be the stepping stones to a promotion or achievement at work. Added focus will be placed on creating richer volunteer experiences in the areas of web development (search engine optimization, plug-in development and research), marketing (developing a marketing plan for local events and programs), program management (overseeing budgets, fund raising with local vendor communities), and more. SLA's volunteers will be powerfully well-rounded in the years to come.

Opening New Markets through Collaboration: A bright future for SLA depends on collaboration with key partners within the information industry. We will strive toward an increase in opportunities available to SLA's membership through affiliation with schools of library and information science and the vendors who provide products and services that empower SLA members.

Growth through Diversification: The information profession is evolving faster than ever, thanks to the rapid rate of technological change and innovation. In this evolution lies opportunity to expand SLA's offerings to new and nontraditional sectors of the information profession, and to enhance SLA as a professional home for these groups–e.g. competitive intelligence specialists, IT development specialists, and software and standards trainers. The five focus areas described above are highlights of our strategic agenda that all SLA unit leaders can incorporate into their plans to fulfill a prosperous vision for the future. It goes without saying that each area of focus is interwoven–each one depends on the other. As always, the value here lies in the opportunity to network, to try on something new, to step out of our comfort zones, and to achieve more than ever before.

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Appendix D: Survey of current Board and Committee Chairs

How long have you been a DC/SLA member?		
	Response Percent	Response Count
1-5 years	35.7%	5
6-10 years	28.6%	4
10+ years	35.7%	5

How long have you been an SLA member?		
	Response Percent	Response Count
1-5 years	21.4%	3
6-10 years	28.6%	4
10+ years	50%	7

What other professional associations do you belong to? (open-ended response)	
	Response Count
ALA	4
DCLA	2
Beta Phi Mu	1
AALL	2
LLSDC	1
MLA	2
SAA	1
Academy of Certified Archivists	1
American Association of Geographers	1
VASLA	1

What committees are you or have you been a part of?		
	Response Percent	Response Count
Archivist/Archives Committee	0%	0
Awards Committee	14.3%	2
Book Clubs	14.3%	2
Business Information Finders	7.1%	1
Communications & Marketing	21.4%	3
Community Relations	0%	0
Dine Arounds	21.4%	3
Discussion List Management	0%	0
Employment & Career Resources	14.3%	2
International Relations	14.3%	2
Joint Spring Workshop Planning	21.4%	3
Library School Liaisons	0%	0
Make a Connection	14.3%	2
Member Relations	14.3%	2
Members in Transition	0%	0

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Military Libraries Group	14.3%	2
Nominations	14.3%	2
Program Planning	57.1%	8
Strategic Planning	7.1%	1
Students/Young Professionals	0%	0
Student Scholarships Award	7.1%	1
Vendor Relations	14.3%	2
Volunteer Coordinator	7.1%	1
Website/Web Ambassadors	14.3%	2

How would you define your volunteer participation over the past 2 years?		
	Response Percent	Response Count
Highly active	42.9%	6
Active	7.1%	1
Fair	35.7%	5
Not good	14.3%	2

Why do you volunteer with DC/SLA? (open-ended response)
Because no one else has the time to do plan and think about BIF, but the group meets it's well received.
No one else wants to take over BIF
Personal and professional growth New professional relationships and networking (Most volunteering with DMIL)
To grow new skills and to build a robust professional network
DC/SLA has given me so many professional development opportunities that I want to give back.
To support my colleagues.
Volunteering keeps me involved and increases networking with chapter members
For the connections with local-area librarians doing interesting things
I consider it a professional responsibility, and I enjoy learned from and networking with the chapter at its events.
I like the people in the chapter, do things for/with them, and I want to make the chapter (and the profession) more visible. Of course, volunteering is also a great way to improve/gain skills.
Good for networking, career development, meet new people
To provide professional development opportunities to others.
I haven't done much in the last 5 years due to SLA association-wide activities. I'm now on the SLA board.
Gain professional skills/experience, develop a network of colleagues, build resume, have fun, contribute to the success of the chapter
Gather professional experience I may not be able to get in my job and network with other members

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As a committee chair or board member, what parts of your committee do you need more help with?		
	Response Percent	Response Count
Planning	44.4%	4
Organizing	33.3%	3
Recruiting	44.4%	4
Liaison Services	44.4%	4
Online support	33.3%	3

Other:
   People are happy to come to events and be on the listserve, but no one has time to think and plan for the group.
   Support from HQ
   Support from Board leadership with sufficient notice of Board meetings, and encouraging Board members to turn in reports.
   Need assistance actual day of program.		

What kinds of opportunities do you think volunteers are looking for?		
	Response Percent	Response Count
Skill building	78.6%	11
Professional development	92.9%	13
Networking	71.4%	10
New connections (new to the city)	71.4%	10
Employment support	64.3%	9
Virtual opportunities that allow remote contribution	28.6%	4

Other:
   It must work with their other "lives"
   Event support
   Occasionally, something that is just fun!		

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Do you find it easy to recruit volunteers for your committee?		
	Response Percent	Response Count
Yes	33.3%	4
No	66.7%	8

Please explain:
  We have been working as a group. No one has stepped up to do it alone.
  My fault on this -- I haven't made much of an effort to recruit
 	
  I found it difficult to identify new members with an interest in volunteering - I ended up going to the same people I already knew
  People usually decline because they don't feel that they can commit to spending time, and I also feel that oftentimes people take, but are not willing to give.
  people are very interested and motivated about international relations
  Many of the core MLG Group do not work downtown & difficult to get there in time
  not currently on a committee
  It wasn't difficult getting a base of volunteers, but I was hoping to get a student on my committee and coudn't find one.		

What communications tools are most effective for the recruitment and retention of volunteers?		
	Response Percent	Response Count
Social Media	0%	0
DC/SLA website	63.6%	7
Listservs	90.9%	10
In-person event announcements	72.7%	8
Word of mouth	81.8%	9
Library school liaisons	18.2%	2

Other:
  It's a Listserve set up at GU
  Individual contact, successful events, the volunteer type fairs/welcome orienting all to availability
  (This, of course, is my opinion only and what works for me. I can't say what works for others, but I think a personal invitation is sometiems best.)
  My co-worker found the DC SLA web site useful in identifying volunteer opportunities
  Emails on the DC/SLA listserv and other listservs.
  Need a volunteer who could/would post to Facebook, linkedIn, twitter, etc to get the word out concerning programs.		

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What other tools and/or mechanisms could be helpful to you in recruiting and retaining volunteers? (open-ended response)
Time and distance are the two biggest hurdles
Perhaps a recruitment fair, or a recruitment/networking happy hour? I find it easiest to recruit people in a face to face conversation
Making Volunteer Coordinator a Board position.
Access to someone who can get to the new, secure dot Mil site. Must be a mil fed person.
Incentives such as a raffle, free admission to an event, etc.; volunteer experiences showcased on the DC/SLA web site; get feedback on volunteer experiences; more targeted recruitment of groups and invidividuals

Have you done any outreach or joint programs with these communities?		
	Response Percent	Response Count
Library schools	71.4%	5
Other library associations	57.1%	4
Professional associations (non-library)	0%	0
Community Nonprofits	14.3%	
Other: Lib of Congress, in past (over 7 years ago) invited anyone through press releases and even got on public assess Once put together a joint program with DGI. Post programming info on sites. Invite them to attend.		

Please provide details of which groups you worked with and the type of project or program (open-ended response)
To produce joint employment related programs
DCSLA - programming
Worked to do a couple of joint programs (a dine-around, and a tour of NLM) with DC/SLA, MLA, and DBIO/SLA
Have posted items on a library school alumni listserv and student listserv for DC/SLA. Helped plan an event with DGI on a new government publications web site.
1. Jt Spring Workshop representative for DCLA; advice and postings 2. MLG Group: look for unusual programs - Grant Hall-Lincoln Assassin's Courtroom; Proposed Program - Leadership from Navy Captain as provided at SLA 2013 Catholic University resume review

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What challenges or success did you encounter with these programs?
Individuals attended
Individual events were interesting, but maintaining ongoing interest was hard
Challenges: finding a venue; not being able to provide a webinar for later viewing.
Usually well attended. Need someone to be at registration desk.
Several people in this area just can't read a map or follow directions to a location!
Challenge is trying to balance offering programs for people who aren't members but offering enough of a taste to make non-members want to join

Would you be interested in participating in other types of community outreach or community service programs as part of DC/SLA?		
	Response Percent	Response Count
Community or issues fundraising	50%	4
Service (e.g., homelessness, elderly assistance, parks & rivers)	75%	6
Education outreach (e.g. teaching, tutoring)	75%	6

Other:
  I am already involved with other non-library volunteering.
  I'd be very interested in working on events like this in a few years, when my son is school-age
  Environmental issues and animal welfare is dear to my heart, and I think that it would be a nice change of pace and perspective for our members.
  One shot deals; not ongoing		

What types of community outreach and community service programs would you be interested in leading?		
	Response Percent	Response Count
Community or issues fundraising	50%	3
Service (e.g., homelessness, elderly assistance, parks & rivers)	100%	6
Education outreach (e.g. teaching, tutoring)	66.7%	4

Other:
  I am already an active volunteer at an animal shelter, so anything that has to do with animals would be a great start.
  What about the April Publishers Giveaway - SLA did not participate.		

Does your committee ever offer virtual events?		
	Response Percent	Response Count
Yes	18.2%	2
No	81.8%	9

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What has prohibited your committee from offering virtual programs?		
	Response Percent	Response Count
My hardware doesn't meet the technical requirements	33.3%	1
Don't know how to use available tools	0%	0
Lack of interest (i.e. interest/demand for in-person events only)	66.7%	2
Don't know which tools are available to use	0%	0
Comments: Networking and destinations are a large part of the attraction. Infrastructure at work is reserved for the mission. Lack of imagination on my part; not making it a priority, partly because I can find virtual opportunities through many organizations, but value DC/SLA because of the very active local, in-person aspect Lack of clarity on how to deal with technical issues. Special problem with DoD firewalls - not an option at this time without special and costly support from FEDLINK's Icohere (sp?) system Although we plan programs, our committee is more focused on providing employment resources, which are offered virtually. We had thought about co-sponsoring an employment-related program, which would be available virtually but just didn't get around to it.		

Final comment – anything else you'd like to share with us about the chapter strategic plan?
Thanks so much for all you do. It is difficult in these times.   Glad to hear we are creating a new one.   I think the focus on developing and maintaining a powerful communications infrastructure have been both very important and very successful   I'm not sure if this is relevant but having a reliable facility for committees to use for events would be very helpful   Concentrate on membership   the SLA board has been encouraging units to align their strategic plan with SLA's strategic agenda. I hope the Chapter will consider this when updating its plan.