

**PaLA Futures Committee
Report on Strategic Initiatives
Final Report/ November 2007**

Strategies are assigned a rating of Stage 1, 2, or 3. A suggestion is made for the unit or individual that will be responsible for moving the strategy forward.

Stage 1 strategies are those that have highest priority or that must take place before another strategy can be addressed. Strategies in stages 2 and 3 have subsequent priority or rely on other actions to take place before they can be addressed.

GOAL AREA I: Professional Advancement

GOAL STATEMENT: PaLA will advocate for the well-being of all library workers.

STRATEGIC OBJECTIVES:

1. Advocate for wages, benefits, and parity for all library workers.
2. Address needs of non-traditional workers.
3. Address needs of support staff.

STRATEGIES:

1. Investigate PaLA sponsorship of group benefits. (1) (Board, Executive Director)
2. Develop report on current wages, benefits, and parity for workers in PA libraries, using data from ALA, Commonwealth Libraries, and other sources, with direction from consultant. (1) (Board, Consultant)
3. Prepare annual recommendations for wages and benefits for all classes of library workers and disseminate same to appropriate parties. (2) (Board, Executive Director)

GOAL STATEMENT: PaLA will provide all members with convenient access to outstanding continuing education opportunities.

STRATEGIC OBJECTIVES:

1. Identify membership needs for continuing education.
2. Compile Best Practices for issues confronting members.
3. Investigate new technologies for provision of continuing education.

STRATEGIES:

1. Assign responsibility for annual program of continuing education to existing or new committee. (2) (Board, Executive Director)
2. Survey membership on a regular basis regarding continuing education needs. (2) (Board, Membership Committee or New Committee)
3. Create "members-only" web access to policies and Best Practices. (2) (Membership or New Committee, Webmaster)
4. Create database of CE opportunities in Pennsylvania. Inclusion in database will be fee-based for outside organizations. (3) (New CE Committee, Webmaster)
5. Create online trainers bureau, with input from membership. (3) (New CE Committee)

GOAL STATEMENT: PaLA will enhance the public's perception of library workers and will market the profession.

STRATEGIC OBJECTIVES:

1. Raise public perception of the importance of library workers.
2. Attract potential library workers and inform them about the opportunities offered by the field.

STRATEGIES:

1. Develop a web-based “one-stop shop” for information on library positions and educational requirements, institutions offering library training, and scholarship opportunities. (3) (Marketing Committee)
2. Spearhead statewide campaign during National Library Week to raise public awareness based on ALA’s “National Library Workers Day.” (3) (Marketing Committee)

GOAL AREA II: Advocacy

GOAL STATEMENT: PaLA will provide leadership to the profession and to elected officials on issues related to library legislation and funding.

STRATEGIC OBJECTIVES:

1. Identify priorities for advocacy for libraries of all types at the local and state levels.
2. Work with Commonwealth Libraries to update or revise The Library Code.
3. Expand PaLA’s advocacy role to support libraries at the local level.

STRATEGIES:

1. Create a planning document that addresses the legislative needs of PA’s library community, including, but not limited to, public library funding strategies and the Knowledge Initiative. (1) (Legislative Committee)
2. Maintain close working relationship with Commonwealth Libraries and provide input on library standards. (1) (Legislative Committee)
3. Develop resources at the Association level to assist libraries working to increase funding at the local level. (1) (Legislative Committee)

GOAL AREA III: Financial Vitality

GOAL STATEMENT: PaLA will have the resources it needs to maintain its position as the voice of Pennsylvania libraries.

STRATEGIC OBJECTIVES:

1. Develop a long-range plan to identify operating and capital needs.
2. Explore additional revenue sources.
3. Identify optimum staffing level for Headquarters. *

*Please note: The Futures Committee has not yet interviewed PaLA staff, although the Executive Director has been involved in all meetings. The interview is considered an important, but unfinished, piece of business, and it will take place as soon as possible.

STRATEGIES:

1. Develop a contingency fund with a goal balance of 10% of the annual operating budget. (1) (Board, Treasurer, Executive Director)

2. Conduct a capital campaign focused on mortgage repayment. (2) (Board, Treasurer, Executive Director)
3. Analyze current and future staffing needs and costs. (1) (Board, Executive Director)
4. Develop “PaLA products” for marketing to members and others. (2) (All units, Board)

GOAL AREA IV: Organizational Structure

GOAL STATEMENT: PaLA will be an organization that is responsive to the needs of its members.

STRATEGIC OBJECTIVES:

1. Develop organizational structure that is flexible, that reflects strategic goals, and that can respond quickly to changing needs.
2. Recognize and facilitate value of communication within and among units.
3. Emphasize role of membership in organization.

STRATEGIES:

1. Analyze organizational structure to determine relevance to current needs. (1) (Bylaws Committee, Board, Executive Director)
2. Review bylaws and recommend changes to board. Bylaws will be policy-based, not procedure-based. (1) (Bylaws Committee, Board)
3. Develop a structure that brings units into regular contact. Investigate electronic alternatives for communication. (2) (Board, Staff)

GOAL AREA V: Communications

GOAL STATEMENT: PaLA will communicate effectively with its members and with the library community at large.

STRATEGIC OBJECTIVES:

1. Establish diverse methods of communicating with members.
2. Provide mechanism for units to interact with members.

STRATEGIES:

1. Create “Members Only” section of website with value-added services. (3) (All units, Webmaster)
2. Post Association documents (e. g., minutes of meetings) and position papers on Members Only site. (3) (All units, Webmaster)
3. Enhance electronic communications with members and library community. (1) (Board, Executive Director, Staff)
4. Develop policy that facilitates interaction among units and that delineates appropriate lines of communication. (1) (Board, Executive Director)
5. Create a database of library organizations and institutions in PA. (3)

GOAL AREA VI: Continuity, Leadership, and Member Participation

GOAL STATEMENT: PaLA will draw strength from its leaders and members.

STRATEGIC OBJECTIVES:

1. Recognize value of membership to organizational success.
2. Promote volunteerism in PaLA.
3. Create mechanism for providing continuity in PaLA activities at the unit level.
4. Develop plan to reach out to library school students and involve them in PaLA.
5. Study ways to increase diversity in membership and leadership.

STRATEGIES:

1. Add an elected Vice President for Membership and a staff person at Headquarters to oversee member recruitment and retention. (1) (Board, Executive Director)
2. Develop the “Willing to Serve” database in order to make better use of volunteers. Consider the NJLA model. (1) (Board, Staff)
3. Expand the term of Unit Chairs to three years., Chairs will serve one year as vice-chair, one year as chair, and one year as immediate past chair. (1) (Board, Bylaws Committee)
4. Develop a program to make contact annually with PA library schools, in order to promote membership. Create marketing materials that outline benefits to students, including scholarship and networking opportunities. (2) (Membership Committee)
5. Ensure a rich field of member volunteers by creating a program that identifies, encourages, and develops potential leaders. (1) (Board)